

ammunition at CONUS ASPs, JMC can manage ammunition in theater. In fact, placing the same command in charge of ammunition stocks at both ends of the pipeline can eliminate one of the most troublesome issues in ammunition distribution: accountability. If one organization is responsible for the ammunition that goes on the ship and for picking it up when it comes off the ship, accountability is more easily maintained.

Although JMC ammunition managers support theater sustainment units and manage in-theater ammunition from a wholesale perspective, they do not manage ammunition at the ASP level in theater. Thus, JMC has sent team after team to theater to reconcile records and ensure that the stocks in theater are safe and functional. A better way is to have JMC manage those stocks on site. A JMC ammunition manager, along with quality assurance specialists (ammunition surveillance),²¹ can provide the onsite technical expertise that deployed ammunition units require. Under this proposal, Ordnance units can continue to perform the ammunition work in theater, but JMC can manage the stocks, much as it does in CONUS.

Considering the Second Course of Action

The second course of action, with its three steps, can streamline both PEO Ammunition and JMC as they enter the down phase of the DOD budget cycle. Although the changes would likely cause reductions at each organization, both are better positioned to support the Army in a more austere fiscal environment.

A pilot program currently underway at PEO Soldier²² demonstrates how this can work. PEO Soldier found that its program managers are not taking full advantage of AMC's core competencies and organic capabilities. Instead, program managers are executing sustainment of fielded items. They are not completing sustainment execution plans quickly and comprehensively, and the plans that are completed are not appropriately resourced and documented.

The PEO Soldier pilot addresses these issues by recognizing that sustainment execution properly belongs to AMC organizations because that is their core competency. Examples of items that are fully transferred for sustainment include the M249 squad automatic weapon, M2A1 .50-caliber machine-gun, extended cold weather clothing system, and advanced bomb suit. Going back to the chart on page 58, in this pilot program, PEO Soldier is responsible for the life cycle before milestone C and AMC is responsible for the life cycle after milestone C.

If these changes were adopted for ammunition, JMC would

function more like DLA Distribution and DLA Disposition Services.²³ DLA Distribution provides worldwide receipt, storage, and issue of assigned commodities (practically anything other than class V) from its 25 distribution centers. DLA Disposition Services provides reuse, transfer, sale, and disposal of excess DOD property (again, for practically anything other than class V).

While we strive for efficiency in the Army, the necessities of war often make efficiency take a backseat to effectiveness. With overseas contingency operations drawing to a close and budgets being reduced accordingly, it is evident that the Army can no longer sustain duplication of effort in the management of class V. We believe now is the time to adopt a new way of doing business for class V and end the redundant capabilities that are in place.

Therefore, we recommend that the Army take action to realign the roles of PEO Ammunition and JMC. JMC can divest responsibility for the GOCO ammunition plants to PEO Ammunition. JMC's ammunition storage and distribution depots can remain with the command and produce ammunition according to requirements and capabilities. PEO Ammunition and its program managers can complete sustainment execution plans with JMC so that JMC assumes responsibility for class V items beginning at milestone C and continuing through demilitarization and disposal. Finally, JMC can manage outside-CONUS retail ammunition the same way it already manages CONUS retail ammunition.

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²¹JMC serves as the career program manager for both the ammunition manager and quality assurance specialist (ammunition surveillance) (QASAS) civilian career programs. Members of the QASAS career program have mandatory mobility. Although they are assigned to installation staff table of distribution and allowances positions, their assignments come from JMC.

²² PEO Soldier briefing, "Sustainment Execution Initiatives Update for Lieutenant General William N. Phillips," dated 29 November 2011. Lieutenant General Phillips is the military deputy to the ASA(ALT).

²³ Until a recent renaming, these commands were known as the Defense Distribution Command and the Defense Reutilization and Marketing Service, respectively.

An Enlisted Soldier Graduates From the Theater Logistics Planners Program

BY SPECIALIST DAVID J. MCCARTHY

Any operation in the Army requires planning and preparation. Soldiers often fail to realize just how much planning goes into an event to make it work. But the students attending the Theater Logistics Planners Program (TLog) at the Army Logistics University at Fort Lee, Virginia, understand because they are immersed in planning and preparation every day.

"This course gives you a whole new level of confidence in yourself," said Sergeant Major Sean Rice, the 82d Sustainment Brigade S-3 noncommissioned officer-in-charge and the first enlisted Soldier to attend TLog. "That confidence is bolstered through being involved in the premier logistics course in the Army and by the fact that you are truly a demonstrated master logistician upon graduation."

TLog is held twice a year and is a 5½-month-long course. It immerses students in every aspect of sustainment planning.

"The Theater Logistics Program was created from a previous course when it was identified by the Combined Arms Support Command commander that there was a gap in the Army education program for logistics at the operational level," said Lieutenant Colonel Alexander Greenwich, director of TLog. "[TLog] was reinvented to create planners. We needed the equivalency of the planning capability that the School for Advanced Military Studies [SAMS] produces for the Army."

TLog replaced the Logistics Executive Development Course and was made to complement the SAMS course. Whereas SAMS graduates have more of a focus on operational maneuver, TLog graduates can bring that same level of advanced operation from the sustainment operations side.

TLog is taught in a way that ensures that students will fully comprehend logistics operations at the corps level and above. Throughout the course, students are constantly tested on the "so what?" factor. The "so what" factor refers to the question, "Why is what you are briefing important?" That lesson begins at the very start of class.

"Initially, you have a lot of academic and classroom-oriented work in this program," said Captain Matthew Panepinto, a TLog student. "I have learned that you have to make sure that the information that is available to you is both relevant and credible."

However, simply verifying the information is not enough. TLog students are taught to look at information from all angles.

"When you present information to a superior, whether that's your company commander or your brigade com-

mander, you have to consider what this information means to them as a leader," said Captain Panepinto. "You have to consider how the information you are giving them will assist them in managing the organization and support Soldiers going forward."

TLog has traditionally been reserved for senior company- and field-grade officers and Department of Defense civilians. Having the first enlisted Soldier attend the course signifies potential for great opportunities for the senior enlisted corps.

While the addition of senior NCOs to the course could prove to be a force multiplier for the Army, the instructors warn that the course is not for everyone.

"You have to realize that Sergeant Major Rice is a unique individual," said Lieutenant Colonel Greenwich. "He's got skill sets that not a lot of sergeants major have." Greenwich explained that many sergeants major are precluded from attending the class because of their education.

Sergeant Major Rice recommends encouraging NCOs early on to complete a 4-year college program. "You've got to have the formal education to attend this course," he said. "If you can start an NCO out young on his or her career path and give them the time for their education, they should be able to attend."

The uniqueness of TLog makes for a powerful learning environment for students who want to learn as much as they can about sustainment operations.

TLog instructors hope that commanders will begin to see the potential that the program has for the future. Students are doubly rewarded by the unique instruction and by receiving 12 credit hours from the Florida Institute of Technology. Sergeant Major Rice is planning on using the credits to help him work toward the completion of his master's degree.

"The implications of this course for the NCO corps are huge; we need to get the senior NCO corps more involved," Sergeant Major Rice said. "The return on the investment in this course is invaluable."

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