



U.S. ARMY



# SUSTAINMENT

## NCO TOPLINE MESSAGING

*Warfighting*

*Delivering Ready  
Combat Formations*



ADP 4-0  
SUSTAINMENT



ADP 4-0  
Sustainment

NCO STRATEGY



The NCO  
Strategy



The Sustainment  
Non-Commissioned  
Officer (NCO)  
Initiatives Guide



Transformation  
in Contact



Strengthening the  
Army Profession



## WARFIGHTING



1. We must ***ruthlessly prioritize*** time and resources towards building lethality and cohesive teams. Soldiers need to shoot, move, communicate, and be experts in their craft. They also need to bond together through tough, realistic training.
2. Commanders and leaders, ***we trust you to figure out what you should not be doing***. Communicate that up so the leaders above you can underwrite risk. Let us know where you need our help.
3. Readiness is our most effective form of deterrence. The best way to win without fighting is by demonstrating our ability to win decisively when called to fight. We, as Sustainment NCOs must continue to train, educate, and prepare for large-scaled combat operations.
4. The Army is committed to building a modernized food ecosystem to ensure Soldiers have access to affordable, healthy food options, geared toward how, where, when and what they want to meet their dining needs and preferences.
5. Sustainment NCOs must have a master's degree in Warfighting and a minor in Sustainment operations.

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## DELIVERING READY COMBAT FORMATIONS



1. We must be ready to get our formations to the fight and sustain them there. Leaders at installations will have the appropriate authorities to build readiness. Ft. Wainwright is different than Ft. Liberty; ***local leaders know best how to translate strategic intent into solutions at the local level***.
2. ***And at the heart of our Army's readiness is people***. Our warfighters and their families will have access to timely information and enabling resources. Our strength is our Soldiers and families, and we are committed to taking care of both.
3. Where our Soldier live and work is a fundamental part of Army life. Better housing, food service modernization, improved healthcare, childcare, and spouse employment are all ways the Army life supports Soldiers and their Families.
4. Sustainment must keep pace with every modernization effort to ensure a strategic advantage over adversaries.
5. It our responsibility as NCOs to building high-performing cohesive teams, that are well-led, trained and ready to support Large-scaled Combat Operations.

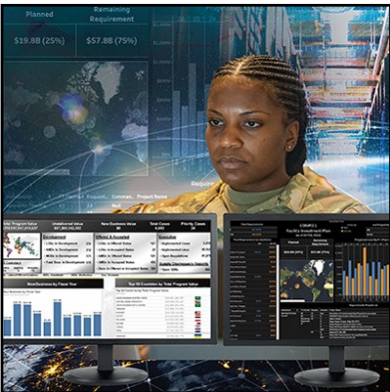


## CONTINUOUS TRANSFORMATION



1. We will transform ***iteratively and continuously*** to become leaner, more mobile, lower signature and, most importantly, more lethal. We will integrate technology faster, pushing new, cost-effective technologies into our operational units as soon as they are useful. We want our tactical units to innovate, test ideas, fail fast, and adapt. The best ideas often come from the bottom up.
2. The efficiency of sustainment operations directly correlate to success in combat. As sustainers evolve and new technological advances are adapted, we will continue to shape the fight by ensuring our people are able to capitalize on the Army's modernization efforts and priorities.

## STRENGTHENING THE PROFESSION



1. To maintain America's trust, ***we must serve with competence and character***. Foundational to that is enforcing standards and ensuring accountability, which ensure discipline in our formations. When it comes down to a close fight in the mud, character, grit, and discipline make the difference. Additionally, we all must own our profession - share ideas, engage in debate, and learn together.
2. Army Sustainment Soldiers have high-standards and require discipline and commitment to putting the mission first, never excepting defeat, never quitting, and never leaving a fallen comrade.
3. Sustainment Soldiers must seek opportunities of advance education opportunities and broadening assignment to hone their skillset.
4. Soldiers should seek opportunities for additional education and expanded certifications in PME, and NCO development
5. Sustainment leaders should Create, advance, and sustain lifelong learning opportunities for Sustainment NCOs that empower and strengthen their confidence while serving across echelons. Education is the key element to ensure NCOs remain relevant throughout the different positions they will serve in during their career.



## Sustainment Initiative Guide



1. The Sustainment NCO Initiatives Guide directly supports the Army NCO Strategy and is nested with the four focus areas of Army Senior Leaders, Warfighting, Delivering Ready Combat Formations, Transformation in Contact, and Strengthening the Profession.
2. As the Army and the NCO Corps continue to transform, this guide is developed for endurance, flexibility, and is built upon a sturdy foundation of sustainment doctrine, roles, and functions.
3. This guide identifies specific asks that must be accomplished for the NCO Corps to evolve. Sustainment leaders at every echelon should understand these enduring tasks to strengthen the profession as we transition into the future.

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## Warrior Restaurants/Food Programs



1. Food service and programs need to modernize to meet the needs, wants and desires of today's Soldiers.
2. Increasing healthier/accessible food options will translate to an increase of Soldier utilization of food entitlements.
3. Holistically looking at food options across installations and in the field – from DFACs, AAFES and MWR venues, Food Trucks, Kiosks, and more.
4. DFACs will continue to have a role in our Army; but they can no longer be the only – or even primary – source of food for our Soldiers.

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## Barracks (Army Programs)



1. Committed to improving barracks - will work to address concerns raised by the GAO report
2. Planning to invest at least \$1 billion per year through FY30 in barracks
3. Mold will still show up in barracks – we're increasing public works staff; reporting and mitigation programs
4. Privatized barracks could work in locations with the right, specific criteria



## OCIE Store Front



1. Army Materiel Command will reform all CIF-to-CIF Storefronts across the Army to gain efficiencies, balance the workforce, while supporting Army modernization and readiness efforts.
2. The CIF Storefront concept consist of the rightsizing of 30 CIFs, reducing their current inventory of 40% to 60% by divesting low demand, excess, legacy, and end of life cycle equipment. CIFs are not closing; they are transitioning to CIF Storefronts.

## Multifunctional Logistics NCOs

1. Senior multifunctional NCOs posses broad experience and qualification to fulfill several functions and roles in the logistical discipline.
2. Multifunctional NCOs are distinguished by their ability to excel in multiple roles, stemming from personal and professional experience, and combat operations. Unlike the specialized roles of the past, these NCOs are trained to operate across different functions, seamlessly transitioning between tasks as per the demands of the mission.
3. Lethality and readiness requires a combat-ready force that can operate in decentralized formations, forcing us to do more with less to fight and win our Nation wars. As the Army modernizes its approach to large-scale combat and multi-domain operations, the proponent must maintain pace with providing multi-capable, trained, and resilient professionals who are both technically and tactically proficient to execute within the Army Priorities and Focus Areas.
4. DA Pam 600-25 will be updated to align career maps, developmental initiatives, and requirements for each grade level to produce a more diverse Noncommissioned Officer, capable of performing duties and functions.
5. The consolidation of all MOSs at the Senior level allows us to create opportunities for Master Sergeants to become multifunctional by gaining the knowledge and experience that will best posture our Senior Enlisted Noncommissioned Officers to maximize their talents in any assigned formation. It also allows us to refocus our efforts for assigning all subject matter expert requirements to the grade of SSG-SFC, creating overall a much less risk to mission.





# Regional Aligned Mentorship/RAM



1. The purpose of RAM is to provide a deliberate/precision, focused, and balanced Sustainment mentorship and talent management process, and build skilled CSMs/SGMs and Senior NCO Leaders who can think strategically, while performing at the operational level of the enterprise for the Army and Department of Defense.
2. As the Army's senior enlisted sustainer, it is my duty to ensure the Army's enlisted sustainers have access to a precision talent management program that is deliberate, focused, and balanced, tailored to groom and mentor the Army's future leaders.
3. The intent is to develop strategic leaders for the right position at the right time through balanced, fair, and equitable process and provide the mentorship and assignments for growth and experience while simultaneously building the bench of experienced Leaders who are prepared to assume duties and responsibilities at the next level on day one.

# Importance of Writing (Harding Project)



1. The Chief of Staff of the Army made professional writing a top priority and incentivized professional writing through personal recognition, and Army University Press. The team at Army University Press has called for a renaissance, revival, and reawakening of thought, scholarship, and writing within the community of military professionals to continue developing lessons learned, document Army history, and to create an archive of information.
2. The Harding Project is a great way for our NCOs to focus on professional writing while informing and educating the force. As we continue to transform sustainment operations, it is imperative that we continue to inform and educate the sustainment world, the Army, and the Joint Force.



# Sustainment Leader Rucksack



1. The SLR website ingeniously categorizes crucial data across the Chief of Staff of the Army's focus areas: Warfighting, Delivering Combat Ready Formations, Continuous Transformation, and Strengthening the Profession. By categorizing data across the four critical lines of effort, the SLR platform addresses the most pressing needs of Army sustainment leaders.
2. The SLR website goes beyond being an information repository. It serves as a hub for nominative command sergeants major, colonels, general officers, and other senior sustainment leaders to communicate and collaborate more effectively.
3. As technology evolves, so will the ways in which the Army manages and utilizes information. The SLR platform sets the foundation for future innovations in this field such as the integration of artificial intelligence and machine learning to synthesize data.

## 8 Principles of Sustainment

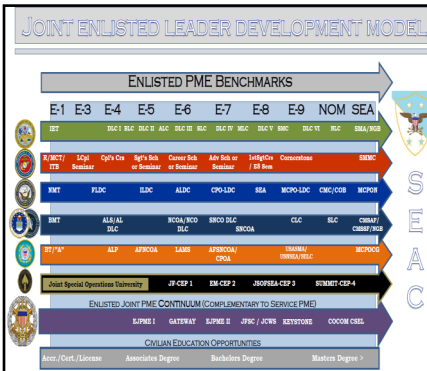


1. The Army's eight principles of sustainment are fundamental guidelines that serve as the foundation for maintaining and supporting military operations. These principles are crucial for ensuring that the Army remains agile, adaptable, and capable of sustaining its forces in diverse and challenging environments.
2. Senior sustainment NCOs must continue to train, educate, and gain knowledge to become multifunctional logistics NCOs who have master's degree in Warfighting and a minor in sustainment operations.
3. Sustainment warfighters must ensure that the force is equipped and sustained to fight and support large-scale combat operations through installation and materiel readiness. Utilizing these principles, sustainers, as warfighters, aid the force by utilizing Army supply chains and industrial artisans to communicate, coordinate and collaborate logistics.

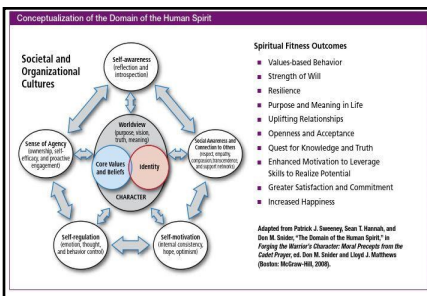


# JPME

1. The Gateway Residence course serves as the gap filler between EJPME I/II. For SFCs and above placed on a joint staff for the first time, the Gateway course serves as their initial indoctrination to joint service. Most soldiers (Army) do not attend EJPME I/II as they are not forecasted for continued service on a joint staff until the rank of SFC (observation). These soldier's initial JPME begins with the Gateway course, or they do not attend JPME at all. In contrast, on the NORTHCOM staff; most Petty Officers, Chief Petty Officers, Tech SGTs, MSGTs and Gunnery SGTs are Gateway course graduates and were identified for continued service on a joint staff at the E5 grade complimented by completion of EJPME I.
2. Enrollment into the Gateway course is strictly controlled by nominations through respective CCMD/joint organizations. Recommend dual collaboration with branch managers in the future to facilitate talent management concept outlined in TP1.



# H2F



1. The Army's commitment to improving overall nutrition (ACTION) supports the Holistic Health and Fitness System (H2F) by optimizing nutritional fitness of Soldiers physical and mental performance.
2. ACTION enables the H2F system to achieve increased lethality, combat effectiveness, and delivering ready combat formations.
3. ACTION is the vehicle of the H2F nutritional readiness domain, enabling Soldiers to be the most lethal weapon system to dominate in large scale combat operations.
4. The InBody 770 is a revolutionary device that passes low intensity electric currents through the body and measures its resistance, providing health educators with an analysis of up to six different readings that calculate body fat, muscle, and water.
5. The InBody 770 doesn't entirely replace the two taping methods, but instead is a request (if available) if a Soldier fails to pass the first two taping measures as confirmation until June 12, 2024.





## PME Updates

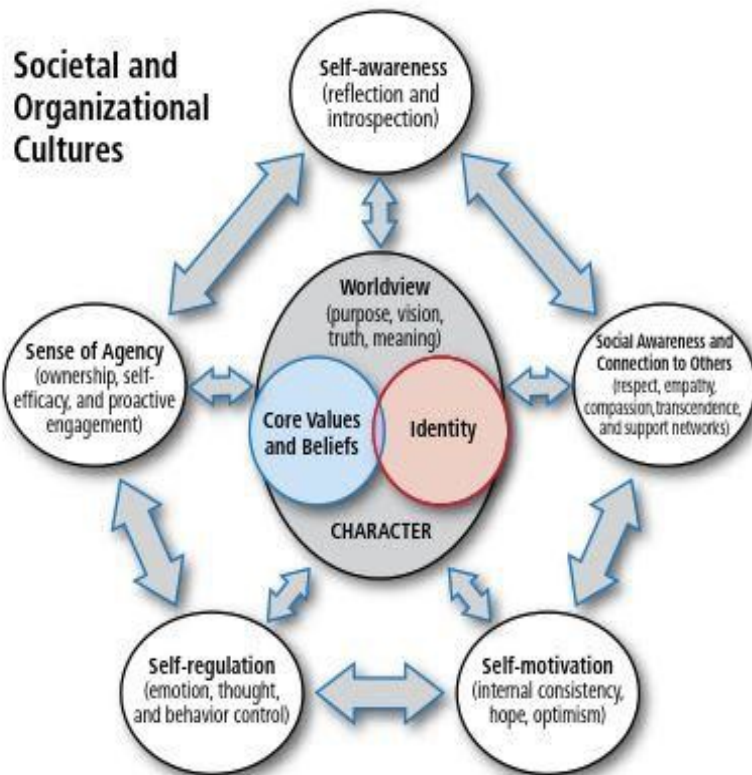


1. Through the use of the Army Virtual Learning Environment, Army Sustainment Leaders receive imbedded program training designed to enable readiness through realistic, challenging, dynamic and rigorous training focused on the sustainment warfighting functions in the Indo-Pacific theater of operation.
2. Army Logistics Students at the Logistics Noncommissioned Officer Academy, Army Sustainment University, receive Sustainment Common Core curriculum which lays the foundational knowledge of sustainment leaders to support the Sustainment Warfighting Functions.
3. As education continues to shape how we train, lead, and develop our Soldiers during professional military education, the introduction of data analytics in SLC and ALC will allow Soldiers to be more descriptive, diagnostic, predictive, and prescriptive in logistical support.



# H2F CHART

## Conceptualization of the Domain of the Human Spirit



### Spiritual Fitness Outcomes

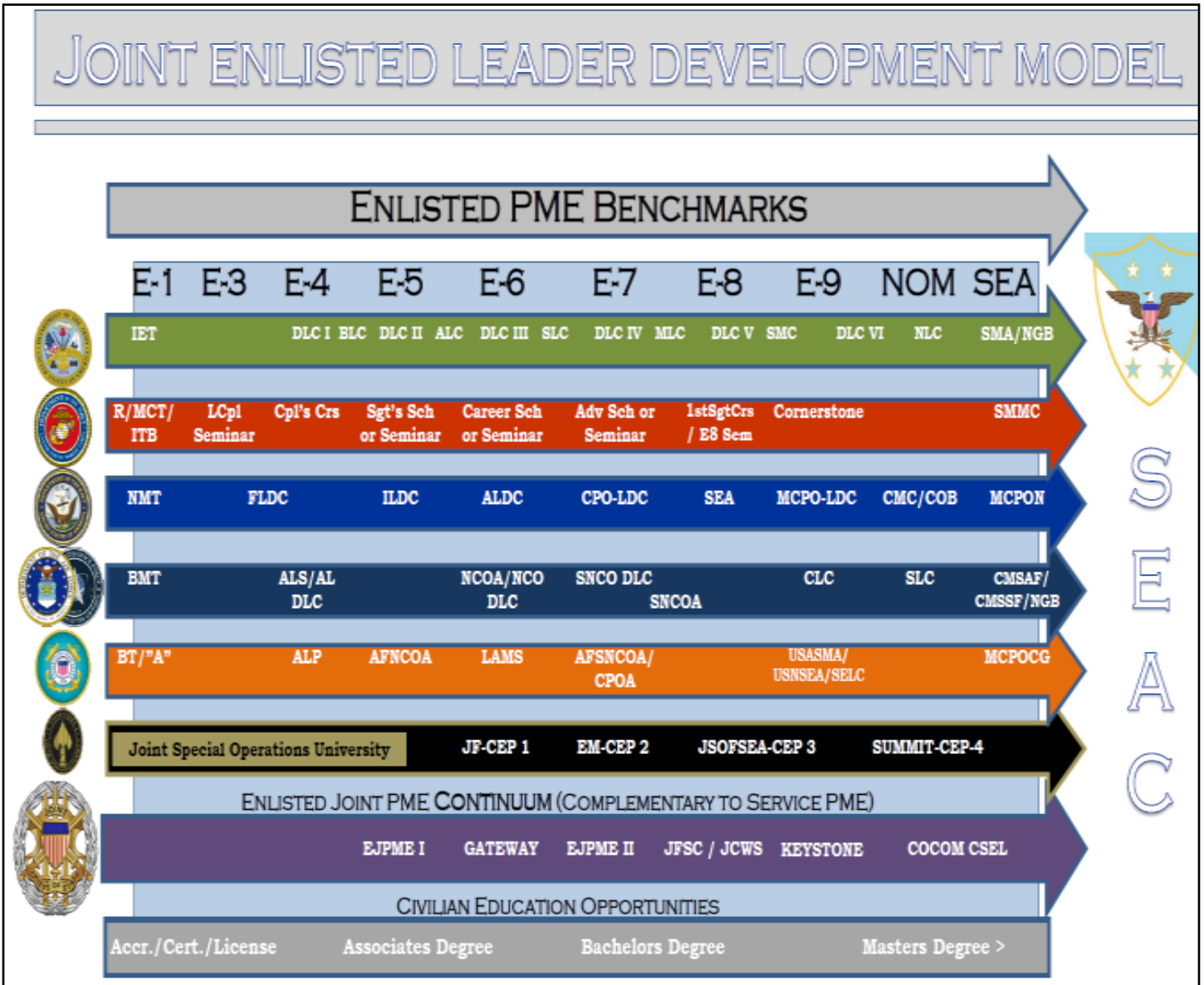
- Values-based Behavior
- Strength of Will
- Resilience
- Purpose and Meaning in Life
- Uplifting Relationships
- Openness and Acceptance
- Quest for Knowledge and Truth
- Enhanced Motivation to Leverage Skills to Realize Potential
- Greater Satisfaction and Commitment
- Increased Happiness

Adapted from Patrick J. Sweeney, Sean T. Hannah, and Don M. Snider, "The Domain of the Human Spirit," in *Forging the Warrior's Character: Moral Precepts from the Cadet Prayer*, ed. Don M. Snider and Lloyd J. Matthews (Boston: McGraw-Hill, 2008).



# JPME CHART

## JOINT ENLISTED LEADER DEVELOPMENT MODEL





# 8 PRINCIPLES OF SUSTAINMENT CHART



## “8” Principles of Sustainment

### Preparing Multifunctional Logistics NCOs for LSCO

<b>Anticipation</b>	Operational requirement foresight shaped by professional judgement resulting from experience and learned knowledge
<b>Continuity</b>	Uninterrupted provision of sustainment across all levels of war through integrated and focused networks
<b>Responsiveness</b>	Reacting to changing requirements to provide the right support in the right place at the right time
<b>Integration</b>	Deliberate coordination and synchronization of sustainment across all levels of war
<b>Simplicity</b>	Advancing processes and procedures which eliminate unnecessary complexity
<b>Improvisation</b>	Adapting sustainment operations to unexpected situations or circumstances which may affect the mission
<b>Survivability</b>	Protecting personnel, weapons, and supplies while deceiving adversaries
<b>Economy</b>	Providing sustainment resources in an efficient manner, enabling commanders to employ assets to greatest effort



*“Get Comfortable With Being Uncomfortable!”*

*- AMC CSM, CSM Jimmy J. Sellers*



CUI



# Regional Aligned Mentorship/RAM CHART

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## Regional Aligned Mentorship

### TALENT MANAGEMENT FRAMEWORK

Through mentorship, the process of acquiring, developing, employing, and retaining the greatest asset – OUR PEOPLE – to enhance readiness by maximizing human potential.

### IMPERATIVES

**PEOPLE:** Our people are our greatest strength and most important weapon system. We must provide ALL an opportunity as we develop our current nominative population and identify potential, performance, character, and competence. Management, Oversight, and Mentorship must be conducted in order for this to be an effective process.

**READINESS:** Sustaining large-scale combat operations within a changing operating environment and evolving battlefield requires senior NCOs to possess and display multifunctional sustainment capabilities to support the warfighting formations.

**MODERNIZATION:** Now more than ever, NCOs of the sustainment community must remain abreast of ongoing changes in the Army NCO Strategy and modernization efforts to support warfighting formations through an in-depth selection and assignment process.

**PERFORMANCE:** Through demonstrated and recognized contributions to the Army, NCOs must be disciplined, well-educated, and professional while consistently embodying positive leadership traits and attributes in their positions.

**MISSION**

Balanced approach to identify individuals that possess the right skills and experience for the right jobs over time through a process captured to support 21st Century Talent Management and the Army NCO Strategy.

### TALENT MANAGEMENT DEFINED

The unique intersection of knowledge, skills, behaviors, and attributes inherent in every Soldier.

### CORE COMPETENCIES

- COMMUNICATION
- LEADERSHIP
- TRAINING MANAGEMENT
- OPERATIONS
- PROGRAM MANAGEMENT
- READINESS

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# Multifunctional Logistics NCO CHART

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## Multi-Functional Logistics NCO

**SENIOR NONCOMMISSIONED OFFICER WHO POSSESS BROAD EXPERIENCE, AND QUALIFIED TO FULFILL SEVERAL FUNCTIONS AND ROLES IN THE LOGISTICAL DISCIPLINE.**

**01**

Exhibit the requisite knowledge, skills, attributes, behaviors, experiences, education, and desire to serve in positions which extend beyond traditionally assigned military occupational specialty (MOS) positions.

**02**

Through a series of progressive and sequential assessments; display a strong grasp and understanding of both Sustainment and NCO Common Core Competencies

**03**

Must have previous experience in organization to be assigned a broadening role.

**04**

Possess the experiential depth and breadth to intelligently advise commanders on all matters, not only pertaining to enlisted members but also the execution of sustainment requirements and missions at the tactical, operational, and strategic level.

**The Soldiers that lead our Army in 2024 are attending Advance and Senior Leader PME. We are responsible for ensuring they are prepared to be successful in a Multi-Domain environment.**



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