



U.S. ARMY



The Sustainment Non-Commissioned Officer (NCO) Initiatives Guide



PREPARING MULTI-FUNCTIONAL LOGISTICS NCOs FOR LSCO

“AMC Support to The Army NCO Strategy”



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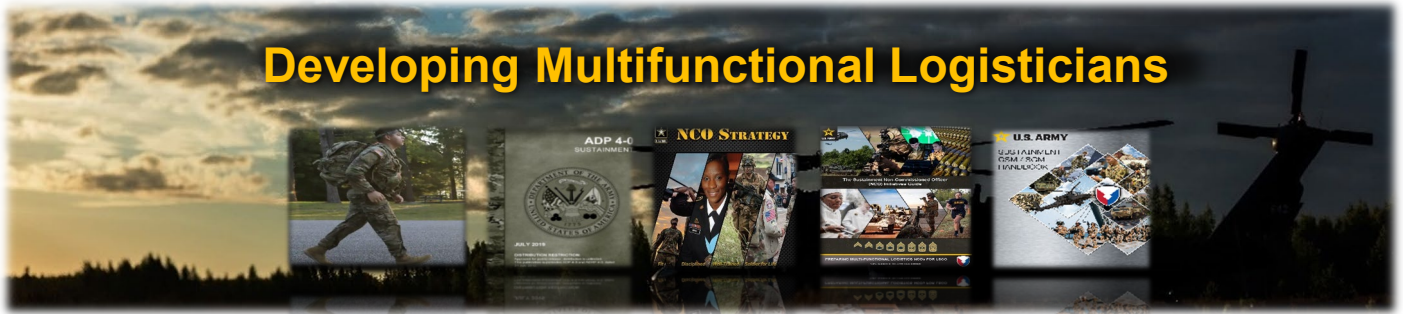


Foreword

Commanders require NCOs at all echelons to possess the depth and breadth to intelligently advise them on matters pertaining to Soldier, Civilian and Family Readiness and the execution of sustainment operations and missions at the tactical, operational, and strategic levels.

Sustainment fundamentally contributes to the Army by ensuring freedom of action, prolonging endurance, and extending operational reach for warfighters by providing logistics, health services, personnel services, and financial management across land, sea, air, cyberspace, and space domains.

The goal is to place the sustainment NCO Cohort on strategic sustainable path aligned with Army Senior Leaders' Four Focus Areas: Warfighting, Delivering Ready Combat Formations, Transformation in Contact, and Strengthening the Profession. Through leader development, talent management and stewardship of the profession, multifunctional logistics NCOs will drive predictive logistics and precision sustainment.



“Sustainment is about War Fighting – Period!”

**- GEN Charles R. Hamilton,
AMC Commanding General**

Introduction

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.

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.

This guide identifies specific tasks 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.

Vision

The Sustainment NCO Initiatives Guide is based on the vision of what a successful Sustainment NCO needs to BE, KNOW, and DO. It helps shape and develop the evolving NCO of 2030 and beyond to become a successful Multifunctional Logistical Professionals who are highly trained, disciplined, fit, and a Soldier for life.

Purpose

As empowered NCOs leverage their knowledge, skills, behaviors, and competencies, they will evolve into the adaptive, innovative, and multi-functional leaders that are prepared to defeat any threat to our nation or its allies. The transforming in contact outlined in this document helps ensure the Sustainment community continues to build cohesive teams that emphasizes leader development, talent management, and stewardship of the profession.

Ends, Ways, and Means

Ends

The Sustainment community is refocused on developing NCOs capable of meeting the demands of Large-Scale Combat Operations (LSCO) and other emergent threats. The Sustainment NCO of 2030 and beyond will be highly adept and possess the acumen and endurance needed to master multi-echelon sustainment operations and logistical systems in any environment, while retaining the competitive edge to provide Soldiers with education, professional leadership, and training to deliver ready combat formations.

Ways

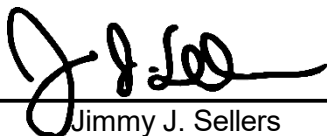
Through the Regionally Aligned Mentorship (RAM) process our NCO Corps' current posture has identified gaps hindering the end-state the Sustainment community is committed to achieve. The NCO Common Core Competencies serves as the baseline for all NCOs. These six competencies (Program Management, Readiness, Leadership, Training Management, Communications, and Operations) complete the adaptive array of knowledge, skills, and behaviors an NCO must possess in conjunction with our Lines of Effort (LOEs).

Means

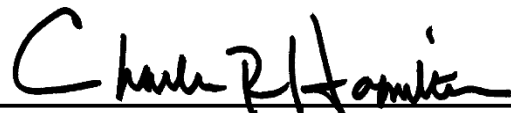
Agile programs which enable precision talent management, ensures our Sustainment NCOs excel in executing their operational roles at each echelon. This assures the renewal of credentials and certifications that are aligned with doctrine. The creation of online forums enables leaders across the sustainment community to share experiences, knowledge, and mentorship to the Sustainment NCOs of 2030 and beyond.

Conclusion

Being brilliant at the basics in sustainment extends NCOs capabilities towards successful mission accomplishment through Synchronization, Action, and Momentum (SAM) of resources at tactical and strategic levels. By utilizing the warfighting skills, knowledge, and diversity of Sustainment NCOs, coupled with the Sustainment NCO Initiative Guide will effectively streamline, enhance, and equip multi-functional logistics NCOs with knowledge to advise their commanders on Sustainment operations taking care of Soldiers and Families.



Jimmy J. Sellers
CSM, USA
Command Sergeant Major



Charles R. Hamilton
GEN, USA
Commanding General



Sustainment NCO Initiatives Lines of Effort (LOE)



**LOE 1:
Warfighting**



**LOE 2:
Delivering Ready
Combat Formations**



**LOE 3:
Transformation
in Contact**



**LOE 4:
Strengthening
the Profession**

Major Objectives

- Talent Management
- Mentorship

- Reporting and Assessments
- Training and Readiness

- Leverage Technology
- Adaptive Mindset

- Education
- Credentialing



Key Tasks



Cohesive Teams

- Formalize Regional Aligned Mentorship (RAM)
- Assignment of ASI / SQI / PDSI
- Precision Talent Management Database
- Mentorship Database
- Unit Incentives Program
- Sustainment NCO Awards Programs
- Develop NOM Education Pathways / Seminars
- Sustainment Leader Seminar

Fit

- VANTAGE COPs (ACTION / EPIC)
- Nutrition Education
- Holistic Health & Fitness (H2F)
- Food Service Innovation and Transformation
- Partner / Training With Industry
- Provide Quality of Life (QOL)
- Barracks / Family Housing
- Army Programs
- Reinvigorate ACT
- CART-C

Discipline

- DTMS Input / Updates
- Inbody 770 Body Composition scanner & Sparta science kits
- Band of Excellence
- OCIE Online Direct Ordering (ODO) System
- Resource and Management (libraries)
- Soldier Reintegration
- Squad Leader Reinforcement
- Knowledge Sustainment Network (SLR)
- Integrated Management System (IMS) Course
- Digital Handbooks on SLR
- Power BI Implementation

Highly Trained

- CSM / SGM Handbook
- Holistic Health and Fitness (- Nutrition)
- Regimental Awards
- Unit NCO Development Program (NCODP) Policy Letter
- Boards (SAMC, SGT Morales)
- Fort to Port Handbook
- Projected Warrior O/C/T
- Updates to DA PAM 600-25
- Pilot JEAR/BAR
- Reinvigorate IDPs
- Incentive Writing (NCO Journals / ASM / Harding Project)
- Data Analytics
- Sustainment Academies
- CSM / SGM to SPCC





“As a critical element of warfighting, we must be able to deliver and sustain ready combat power. This means ensuring that we have the right infrastructure, industrial base, sustainment framework, and Soldier and Family support to project the force and ensure that it is resilient.”

**- GEN Randy A. George
Army Chief of Staff**

LOE 1: Warfighting

Develop a strategic sustainable path to warfighting in the push toward the Army of 2030 is ensured through a focus on leader development, talent management and stewardship of the profession.

Major Objective 1.1: Talent Management

Goal: Produce talented NCOs to increase commitment and retention while improving performance across the Sustainment NCO’s career.

Supporting Tasks:

- Ensure duty assignments are tailored based on the NCO’s Knowledge Skills Behaviors-Preferences (KSB-Ps)
- Assignment of ASI/SQI/PDSI
- Sustainment Panel and SEC Charts

Major Objective 1.2: Mentorship

Goal: Provide educational programs targeting the Sustainment Warfighting Function by facilitating the smooth transfer of the Army’s values, traditions, Warrior Ethos, and other key components to the next generation.

Supporting Tasks:

- Formalize Regionally Aligned Mentorship Program (RAM)
- Unit Incentives Program
- Sustainment Leaders Seminar



“Warfighting is the reason we exist. But you can’t be a good warfighter if you don’t take care of your family, if you don’t take care of your teammates. You can’t be a good warfighter if you can’t manage your time. The list goes on and on and on. So, they’re not inseparable.”

**- SMA Michael R. Weimer
Sergeant Major of the Army**

LOE 2: Delivering Ready Combat Formations

Within the Operational Force, readiness delivers combat ready formations, provides freedom of action, extends operational reach and tempo, and prolongs operational endurance while increasing lethality across widely dispersed forces during LSCO.

Major Objective 2.1: Reporting and Assessments

Goal: System update creates transparency and auditability for Soldiers and leaders. Integrating currently disparate data streams helps mitigate readiness risk from inaccurate reporting.

Supporting Tasks:

- Update entries into Digital Training Management System (DTMS)
- Talent Management Database Implementation
- Holistic Health & Fitness (H2F)

Major Objective 2.2: Training and Readiness

Goal: Empower and certify NCOs to reach training proficiency levels associated with regional alignment and a functional fitness culture by engaging in established Army programs.

Supporting Tasks:

- Tactical Fitness Trainer, ACFT grader certification
- Educate Soldiers on training, injury prevention, and recovery
- Reinvigorate ACT



“We always talk about modernizing the tank – absolutely critical. Modernizing the Next [Generation] Squad Weapon – absolutely... all are critically important, [But] modernizing, innovating professional development, leader development to the leaders that we’re going to need for 2030, 2040? I’m passionate about that. That’s what I’m going to talk about four years from now.”

**- SMA Michael R. Weimer
Sergeant Major of the Army**

LOE 3: Transformation in Contact

The Sustainment NCO’s ability to analyze data and articulate relevant information provides a commander with decision dominance to plan, integrate, and synchronize support using sustainment information systems. These systems are a continuous transformation of critical elements in anticipating requirements and enabling combat power.

Major Objective 3.1: Leveraging Technology

Goal: Modernize how we sustain Multi-Domain Operations (MDO) Army 2030

Supporting Tasks:

- Organizational Clothing and Individual Equipment (OCIE) Online Direct Ordering
- Resources and Training Management

Major Objective 3.2: Adaptive Mindset

Goal: Maintain overmatch by developing well trained, competent, and resilient Leaders.

Supporting Tasks:

- Soldier Reintegration
- Band of Excellence



“ Our strength as NCOs has always been our ability to adapt, train, and motivate our Soldiers to meet any challenge. We’re not a stagnant cohort and we always push the envelope. With everyone’s involvement, we will leave a positive legacy for the next generation. Let our hard work be the next generation’s means for success. Study hard and understand our doctrine, that way no matter who is asked in the Sustainment NCO Community- the operational response is the same.”

**- CSM Jimmy J. Sellers
AMC Command Sergeant Major**

LOE 4: Strengthening the Profession

Leaders at all echelons must encourage a state of continuous learning, while certifying and educating NCOs through resident and distance learning opportunities at the institutional level and through RAM programs. Education is the key element to ensure NCOs remain relevant as they serve in various positions/capacities during their career.

Major Objective 4.1: Education

Goal: Create, advance, and sustain lifelong learning opportunities for Sustainment NCOs to empower and strengthen the profession while serving across echelons and in preparation for civilian employment.

Supporting Tasks:

- Training with Industry / Industry Based Broadening Logistics (IB2 LOG) using Credentialing Assistance
- Expanded certifications in Professional Military Education (PME)
- Digital Handbook / Leader’s Book / Branch Awards / CSM / SGM Handbook

Major Objective 4.2: Credentialing

Goal: To continually self-improve and contribute towards individual leader development.

Supporting Tasks:

- Action Officer Logistics Course (AOLC) / Sustainment Leaders Seminar (SLS)
- CSMs / SGMs to Sustainment Pre-Command Course (SPCC) Unit
- Expert Soldier’s Badge



“8” Principles of Sustainment

Preparing Multifunctional Logistics NCOs

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





ENGAGE TODAY, PLAN FOR TOMORROW, POSTURE FOR THE FUTURE