



MILLRINDER

21st Theater Sustainment Command

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Spring 2009 Edition



21st CENTURY LOGISTICIANS

In This Edition of the Millrinder

Expeditionary Logistics

Deployment of the 16th Sustainment Brigade in Support of Operation Iraqi Freedom

Mission: Quest for Iraqi Primacy

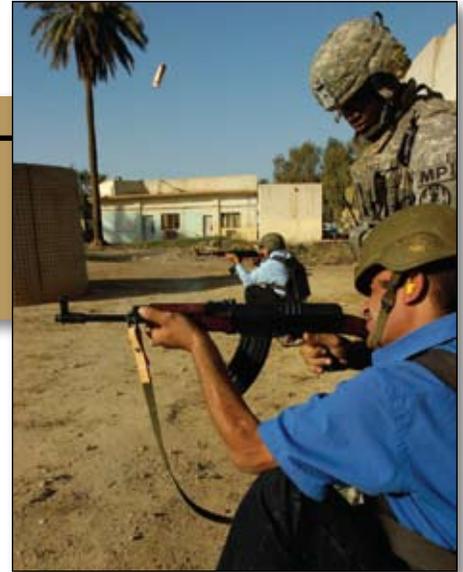
18th Military Police Brigade's Mission for Iraqi Police Expansion, Development and Legitimacy

SPRING 2009



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On the Cover: 1st Lt. Marshall Kulp, forward aerial refuel point officer-in-charge, 574th Quartermaster Company, 30th Combat Sustainment Support Battalion, 16th Sustainment Brigade, refuels an OH-58 Kiowa helicopter on the tarmac at Contingency Operating Base Q-West March 26, 2009.



From the Editor

The *Millrinder* magazine is a new product from the 21st Theater Sustainment Command (21st TSC), based in Kaiserslautern, Germany. The 21st TSC is U.S. Army Europe's (USAREUR's) logistics arm. It provides everything from apples to ammo, from fuel to parts to keep USAREUR and the U.S. European Command (EUCOM) able to complete their mission. When the Department of Defense stood up the U.S. Africa Command (AFRICOM), the 21st TSC rose to the occasion and expanded its support to a second theater.

What is a millrind?

The millrind is the iron reinforcement fixed in the center of two millstones to support the stones as they revolve on an axle when grinding wheat. It is used in heraldry as a symbol of support. The 21st TSC patch is a representation of the millrind. With the additional reference to wheat, the "staff of life", the millrind stands for the vital and varied support furnished by the 21st TSC.

What is the *Millrinder*?

In essence, the *Millrinder* is also a symbol of support. It is a forum and source for the Soldiers of the 21st TSC to put forth and receive the stories, information and news of the command in supporting the major commands of EUCOM and AFRICOM.

Our Purpose

Our singular purpose is to inform. Produced by the 21st TSC Public Affairs Office, each edition will include articles by the public affairs journalists, experts from across this unit and experts from outside the unit on logistics and logistics related topics.

Articles in the *Millrinder* will range from traditional news stories to in-depth articles about how logistics missions are accomplished and what makes them successful.

The *Millrinder* will bridge the gap between the military community newspapers that support the 21st TSC units and the logistic-related branch magazines.

Your Voice

The 21st TSC's *Millrinder* is also dedicated to responding to your voice. The voices of Soldiers, civilians and family members of the 21st TSC are important to us. If you have a question or comment about the *Millrinder* or the 21st TSC, send them to dl21tscpausers@eur.army.mil. We will put strive to put as many of your comments on this page, your page, your voice.

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Priorities, Assessment and the Way Ahead

By Maj. Gen. Yves J. Fontaine
Commanding General



Over the last year, the Command Sergeant Major and I have had the opportunity to visit the leaders, Soldiers, civilians and families of this great organization and I must tell you that I am impressed by what I see every day. You are ALL AWESOME. Below are my thoughts, grouped by priorities, and how they relate to some of our most significant challenges that lie ahead.

Support the Global War on Terrorism and Theater Operations.

As our requirement to provide trained and ready forces to the Global War on Terrorism (GWOT) has increased, we have leveraged many institutions, systems, and processes to increase our ability to educate, train, and deploy forces. We have moved to an era of increased support from the Joint Multinational Readiness Center (JMRC) to provide convoy live fire exercises, mission readiness exercises and training simulations. To augment these JMRC programs we have created tremendous capabilities in Panzer Kaserne, Kaiserslautern, to better prepare our Soldiers for the current fight. Now, commanders have the ability to train their Soldiers on all weapons in the Engagement Skills Trainer (EST); individual skills, small unit tactics, field craft and pre-combat checks in the Virtual Battle Space II (VBS2); and

rollover safety in the Humvee Egress Awareness Trainer (HEAT). In addition, we have added the capability to train large unit collective tasks in the Iraqi village and forward operating base (FOB) mock-up. I encourage you to leverage these capabilities in your training program.

Our support to the humanitarian crisis in the Republic of Georgia, Operation Assured Delivery, was a tremendous success. With a short notice for deployment, a small element of our headquarters deployed and formed the core of the European Command Joint Assessment Team, integrating members of the Navy, Marines, Air Force, and Reserve forces into our staff. We validated many of the processes and procedures we developed during Austere Challenge 08 which enhanced our ability to transition from an Army sustainer to a joint sustainer. As we move forward into Austere Challenge 09 and Immediate Response 10 we will develop tactics, techniques and procedures to increase our involvement in joint sustainment.

Over the past year we have modified the two-star level decision making process through a combination of organizational, cultural, physical and training conversions allowing the 21st TSC the ability to command and control (C²) multiple operations over long distances. We streamlined the staff processes and the commander's decision cycle by implementing the combined operations and intelligence center (COIC) which broke down traditional barriers to staff collaboration. This shift, along with the integration of several automated systems and strategic partners, has increased the quality of information available to the 21st TSC senior leaders.



Soldiers practice reflexive firing techniques during Theater Specific Individual Readiness Training (TSIRT) on Panzer Kaserne, February 12. The 21st Theater Sustainment Command held its first rotation of TSIRT training at Panzer to assist the Joint Multinational Readiness Center in Hohenfels, Germany, with a higher than normal influx of Soldiers needing pre-deployment training. (Photo by Angelika Lantz)

Soldiers with the 15th Engineer Battalion's 902nd Engineer Company (Eng. Co.) install sheets of drywall at one of the Deployment Processing Center's personnel holding areas on Rhine Ordnance Barracks, March 3. The 902nd Eng. Co. Soldiers are providing their time, skills and labor to install permanent walls to separate the sleeping bays. (Photo by Staff Sgt. Tyrone Basnight)



In conjunction with these visible changes, the change of our battle rhythm and our focus on staff training further enables timely, relevant senior leader decision making.

The support we provide to deploying units and Soldiers is top notch.

Through the Deployment Processing Center (DPC) we supported the deployment of 17,900 Soldiers and 760 short tons of equipment, and at our central issue facilities, we provided rapid fielding initiative, fire resistant Army combat uniforms, and the improved outer tactical vest fielding to over 2600 Soldiers preparing for deployment to Operation Iraqi Freedom and Operation Enduring Freedom. 2009 is already just as busy as last year and we will continue to provide top-notch support to our deploying troops.

One of the keys to success in U.S. Army Europe (USAREUR) is the establishment of strong relationships with our allies. Any chance we have to put a 21st TSC truck on the road, to exercise the ground lines of communication, or a Soldier in the field to assist in the training of a partner Army within Europe we will do it. Over time our allies will become accustomed to working with us, and should a crisis happen, our job will be easier.

In 2009, we must continue to focus on providing first class training to deploying forces in support of the GWOT and USAREUR missions. We will continue with our initiatives to integrate national providers and joint partners in support of our strategy to be the single Army logistics commander in the theater. We will refine our COIC operations and daily functions to achieve complete visibility and situational awareness through an integrated logistics common operating picture (LCOP). We will continue our initiatives to provide joint synergy in logistics in this theater.

Transform the 21st Theater Sustainment Command into an Expeditionary Force.

I want to reiterate the point General Carter F. Ham, USAREUR Commanding General, made in his 90-day assessment regarding USAREUR's future force

posture. There is uncertainty about the number and type of combat teams that will stay in Germany after 2013. At present, USAREUR has built a base plan that will move and consolidate many units in this theater, however, that plan can change. We must be prepared to re-think our logistics plan and adjust the logistics stance.

During exercise Austere Challenge 08 we successfully deployed the command post forward and sustained the land component in major combat operations. Additionally, we successfully tested our ability to conduct split based operations between our main command post (MCP) and forward deployed command post. As we move forward to Austere Challenge 09 our focus is to exercise our C² through increased split based operations maintaining the majority of the commands capability in the MCP.

The 7th Civil Support Command (CSC) has started its transformation from a cold war organization focused on rear area security to an organization focused on providing consequential management and civil affairs capability to USAREUR. We will continue this transformation in 2009 with emphasis on developing the 7th CSC's C² capabilities toward assuming joint task force missions.

Our strategy in 2009 remains unchanged: Kaiserslautern is established as *the sustainment* hub in support of Army forces in Europe, the TSC is the single Army logistics command, national providers are embedded in our COIC and we continue to leverage the local national work force at centers of excellence (CoE) for centralized sustainment. As we refine the logistics stance over the upcoming year, our combat sustainment support (CSS) focus is an end state force structure capable of supporting two contingency operations simultaneously while maintaining a viable sustaining base capability.

Sustain the Theater Base.

We have aggressively attacked the left-behind equipment (LBE) mission with excellent results, over the last year we closed six of ten legacy sites and all other sites are on track. As we move forward we will focus our energy on closing the legacy LBE hubs and leveraging the Theater Logistics Support Center-Europe (TLSC-E) as the work force of choice at our mega-hub site in Kaiserslautern.

Over the next few months we will continue to reset USAREUR's combat formations from OIF—I have no doubt we will accomplish this mission. My concern is that we will lose focus on the smaller units which are just as vital to the mission as the brigade combat teams.

In November 2008 as we hosted the annual USAREUR rehearsal of concept drill, this event allowed the TSC to synchronize the FY09 sustainment operations across the theater and validated the relationships between supporting and supported units across all echelons of USAREUR's assigned and attached units and organizations. I am confident we have the right mix of capabilities at each of the enduring communities. However my concern is our sustainment capabilities in the Schweinfurt and Bamberg footprint. In 2009, we will re-look our sustainment concept of support for these communities and if necessary, establish additional "store front" operations.

We have had great success in developing our Maintenance CoE in Kaiserslautern. In 2009, we will consolidate both Army owned logistics automation systems repair and Program Manager owned Radio Frequency Identification (RFID) tags in Kaiserslautern in order to develop the Standard Army Management Information System (STAMIS) CoE. We will continue to develop capabilities in the Ansbach area to prepare for standing up the Aviation CoE in 2011. We saw great success in leveraging the Defense Logistics Agency (DLA) storage and distribution capabilities in the Defense Distribution Depot Europe (Germersheim). This movement reduced the redundant stocks and transportation requirements in the central region and to our expeditionary operations. As we move forward we will continue to develop our capabilities in Germersheim including hazardous material (HAZMAT) storage and distribution, and the retrograde of unserviceables.

One of our primary missions is to build partner capability within USAREUR. We do this through establishing strong relationships with foreign Army logistics leaders, nurturing the lines of communication within EUCOM, and assessing host nation as well as third country logistics capabilities. Over the last year, we have developed a five pillared approach to

attain the goals of our strategy: senior leader visits, military to military engagement, action officer visits, social events and the national territorial commander's committee. Through our integrated engagement strategy we have set the stage for increased cooperation in the theater, but we have a long way to go implementing the strategy. As General Ham stated in his assessment, "We need to ensure that we are doing all the 'right' things with the 'right' partners at the 'right' times to achieve optimal results."

Congratulations to the 21st TSC units for their performance in this year's Army Award for Maintenance Excellence and Supply Excellence competitions. Many of our outstanding organizations were recognized for their efforts in these prestigious competitions. Winners of the USAREUR-level Maintenance Excellence Award are Maintenance Activity – Vilseck; Maintenance Activity – Kaiserslautern and Headquarters and Headquarters Company, 7th CSC. In the Supply Excellence Award competition, USAREUR-level winners included 76th Army Band, 28th Transportation Battalion, Maintenance Activity – Mannheim and Mission Supply Support Activity (MSSA).

In our efforts to prepare our units to deploy and Reset, we are doing most things right, most of the time. Unfortunately, I believe we have a systemic problem with property accountability. My perception is there is a lack of focus on the part of company commanders, property book officers and supply sergeants as they manage the numerous priorities given to them. An inspection of 21st TSC units revealed over 7400 Property Book Unit Supply Enhanced (PBUSE) catalog errors in the command. Battalion and company commanders must re-focus on property accountability as a key priority and develop a sound Command Supply Discipline Program which accounts for all property, identifies excess and ensures we are good stewards of our resources.

As we develop the sustaining base in 2009 we will focus our efforts in five areas:

- Regain property accountability
- Maximize our Local National work force to sustain and deploy USAREUR forces.
- Implement the LBE mega-hub.
- Establish our strategy for 2010/2011 Reset.
- Continue to look/relook at sustainment footprint to ensure we provide the sustainment at the right place, right time, during this time of transformation.

Build the Bench.

I firmly believe that the commander is responsible for all training within the organization and our non-

Staff Sgt. Jeffery Moseley and Sgt. 1st Class Mark Bonaudi, both members of the 1 in 3 Men's Group, give a lecture during an I. A.M. Strong community briefing held in Kaiserslautern, Germany, October 8, 2008. The 1 in 3 Men's Group is named for the statistic that states 1 in 3 female Soldiers have been sexually assaulted or have been the victims of an attempted sexual assault. The 1 in 3 Men's Group educates men on how to help someone who has been the victim of a sexual assault and how to help prevent it. (Photo by Sgt. Fay Conroy)



commissioned officers are the primary trainers of enlisted Soldiers, crews and small teams. We need to maintain focus on mastery of the basics, teach, coach and mentor our young NCOs to re-vitalize those valuable basic leadership skills we are leveraging so well in the current fight. As 2009 is the Year of the NCO, the year of the leader, I am looking for commanders and senior NCOs to engage the first line leaders, sergeants and staff sergeants, as the primary trainers and re-ignite NCO leadership. I expect our non-commissioned officer, leaders to develop exciting and challenging training and provide mentorship to their Soldiers during training.

The operations tempo (OPTEMPO) over the last several years has, at times, prevented our Soldiers from attending well deserved professional development programs. Commanders – focus on officer, NCO, and civilian leader development programs. Not only do we need to re-focus on professional development programs, but we need to add intellectual rigor to our thinking processes. Commanders need to continue with professional reading programs and staff rides.

As we have seen over the last few years those organizations not slated to deploy will see lower personnel fills in their leadership positions. I anticipate we will see this trend for several more years as our nation continues to focus on the GWOT. In order to mitigate this personnel shortfall we must re-prioritize our efforts, take risk where risk is warranted and move our Soldiers and civilians to fill in the critical gaps. In addition, we must leverage the capabilities resident in our Reserve forces, mobilize this pool of experts and fill in critical positions.

Soldiers and Family Welfare.

Taking care of our Soldiers, Families, and civilian employees is inherent to our readiness – they are our “center of gravity.”

I am concerned with the number of sexual assaults, incidents of driving under the influence, accidents and suicides in the command. Over the last six months, we have seen six reported sexual assaults, 44 DUIs, two suicides and lost one soldier to a pre-

ventable accident. I expect all to get involved, resolve this problem and get us back on track. One of the programs I am personally involved in is the Army’s “I. A.M. Strong” campaign designed to reduce sexual assault through awareness and training. I expect every Soldier in this command to become actively engaged in the prevention of sexual assault.

The Army Family Covenant recognizes the paramount importance of our families to the Army. We have worked hard with the Army garrisons to ensure programs are available to families across the command. In the Kaiserslautern area, we have developed the joint base with the Air Force to ensure Army families are receiving the same benefits as Air Force facilities currently provide. Despite our hard work the message is not getting out to the troops, to date our efforts have only saved our Soldier and families \$1,000 at Air Force facilities. I think we can do better in getting the message out about the great service available.

The Command Sergeant Major and I have attended town hall meetings in every community and I think it is an excellent venue to pass information from the garrison and to receive feedback from the community. Many times these events are not well attended by family members; my sense is that we are not providing Soldiers the information, time or resources to assist them in encouraging spouses to attend.

In 2009, we will continue the great family programs provided by our Family Readiness Groups and Army garrisons. In addition, we will add focus to programs supporting single Soldiers such as Better Opportunities for Single Soldiers (BOSS). I expect leaders to know their Soldiers and family anticipate problems and resolve problems at the lowest level through coaching and mentoring.

Proud of Service and Support

I am proud to serve with all of you and be part of *your* team – thank you for your service. First in Support!



Serviens—Sergeant

By Command Sgt. Maj. David D. Wood
Command Sergeant Major

It is my pleasure to serve the warriors and Families of the 21st Theater Sustainment Command (TSC) as your Command Sergeant Major. My personal thanks goes out to each and everyone of you for everything you do every day.

Standards And Discipline

I want to talk to you about standards and discipline. Sergeants are responsible for the standards and discipline and the health and welfare of each and every Soldier. Sergeants do not need to concern themselves with strategic-level, theater sustainment operations. That's not their lane. Their lane is what is happening within that one-meter zone where you can feel the heat from the gun fire, smell the powder burning and touch the warmth of blood. That's where those sergeants should operate with their warriors, making mission. The Sergeant is responsible for mission accomplishment and their Soldiers' welfare. That's all they should focus on – period.

When sergeants conduct in-ranks inspections on their Soldiers, not only should those sergeants be looking at their Soldiers' uniforms and equipment. Those sergeants should be checking their Soldiers' disposition and well being. Those sergeants should be discussing with their Soldiers their issues and their plans. We quit doing that. We quit walking through the barracks. We quit checking their cars. And that can lead to Soldiers needlessly dying.

What It Means To Be A Sergeant

The word sergeant is derived from the Latin word *serviens*, which means servant. In medieval times, a sergeant could fight either as heavy to light cavalry, or as well-trained professional infantry, either spearmen or crossbowmen, and was slightly junior to the knight. The sergeant is a servant to his superior officers as well as his Soldiers. A sergeant's job is to serve—to be a servant to America's sons and daughters.

U.S. Army sergeants trace their roots to the beginnings of American military history. They helped Gen. George Washington preserve the Continental Army at Valley Forge, stood with Winfield Scott at Chippewa, and directed Zachary Taylor's guns at Palo Alto. They carried the Nation's colors at Gettysburg and Vicksburg, fought yellow fever in Cuba with Walter Reed, and led Pershing's and Eisen-

hower's legions into Germany. Whether helping local populations build a village in Southeast Asia or teaching young Iraqi soldiers to conduct operations, U.S. Army sergeants are leading from the front. Sergeants are our nation's best ambassadors and our guardians of standards.

Sergeants serving in the U.S. Army are unrivaled by any other in the world, envied by our allies and feared by our enemies. Throughout the Army's history, the sergeant has been a pivotal figure, but never more so than today with our full spectrum of operations—tank-on-tank fighting as during Operation Iraqi Freedom I; the guerrilla/insurgency war ongoing in Iraq and Afghanistan; and peacekeeping operations in Kosovo.

The Year Of The NCO

Since 1775, the Army has set apart its NCOs from other enlisted Soldiers by distinctive insignia of grade. With more than 200 years of service, the U.S. Army's Noncommissioned Officer Corps has distinguished itself as the world's most accomplished group of military professionals. Historical and daily accounts of "life as an NCO" are exemplified by acts of courage, and a dedication and a willingness to do "whatever it takes" to complete the mission.

In recognition of their commitment to service and willingness to make great sacrifices on behalf of our Nation, Secretary of the Army Pete Geren established 2009 as "Year of the NCO."

Throughout 2009, the Army will highlight NCOs through initiatives and events that enhance awareness and public understanding of the roles and responsibilities of today's NCO. The purpose of the Year of the NCO initiative is to enhance NCO's education, fitness, leadership development and pride in service through the implementation of programs and policies that support the sustainment and growth of the NCO Corps. The Year of the NCO recognizes the leadership, professionalism, commitment, courage and dedication of the NCO Corps and will better inform and educate Congress, government institu-

The Army Campaign Plan for Health Promotion, Risk Reduction and Suicide Prevention Campaign takes a strategic approach to mitigating suicides and high-risk behavior across the Army. The Army is employing every available resource, and every member of the Army team, toward promoting overall Soldier and Family health.

tions, and the American people of the roles, responsibilities, and the quality of service of our NCO Corps – a national treasure.

BREAK

The Year of The NCO is the perfect opportunity for Sergeants to conduct self evaluations and determine what their Soldiers expect from them, what their leadership expects from them and what their Nation expects from them. Sergeants need to ask themselves the questions: am I fulfilling these expectations and if not, what do I need to do to get there? Only then, Sergeants can move to get on the correct path and change things for the better.

Local National Workforce

Another member of our team that brings immeasurable strength of support to the 21st TSC is our local national workforce. The 21st TSC is spread across Germany and Italy, and those communities that support us are integral and vital members of our family. The support we receive from our local national employees and all the members of the communities is unmatched by anything I've ever seen in my entire career. It is truly an honor to have you as part of the team each and every day.

Stop Sexual Assaults And Suicides

Sexual assault is akin to fratricide within the ranks. The Army recently launched a new sexual assault program called I. A.M. Strong to combat sexual assaults by engaging all Soldiers in preventing sexual assaults before they occur. The foundation of the campaign is based on the phrase "Intervene, Act,

Motivate" with the intent to get Soldiers to intervene, act, and be motivated to stop a sexual assault before it begins. Soldiers and Families must know that respecting and protecting the dignity of others is the cornerstone of the Army as an institution and that preventing sexual assault and speaking up are the right things to do. I need 100 percent commitment from every warrior and Family member of the 21st TSC to help eliminate sexual assault.

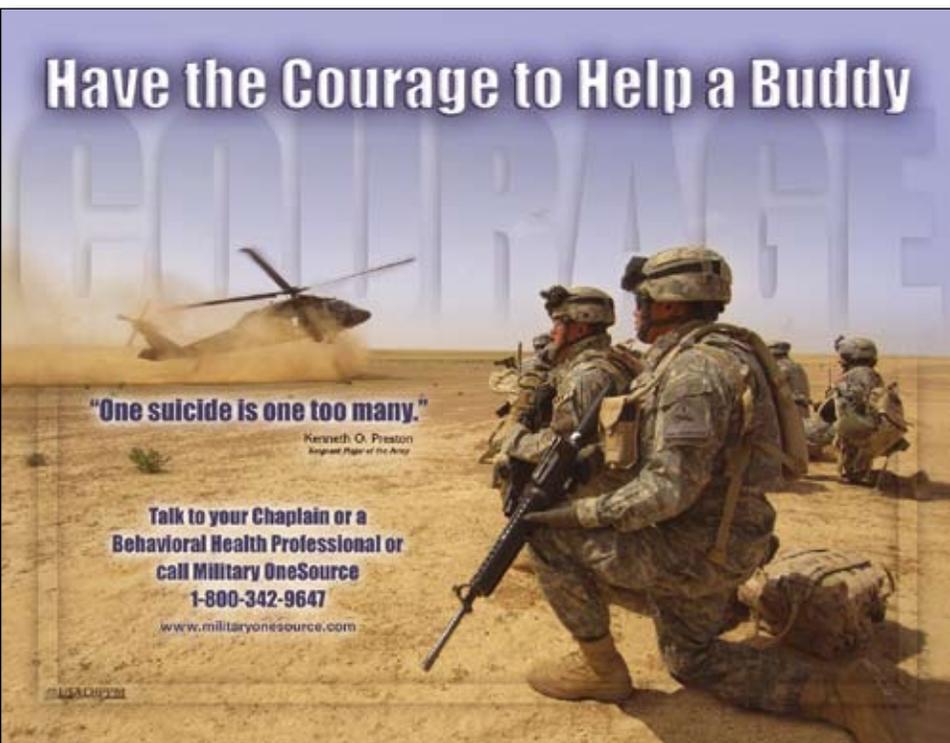
Suicide prevention is another area we need to commit to. According to recent reports, there has been an increase in suicides across all segments of the Army over the last four years, and the totals are alarming. I expect the first line supervisors – the sergeants and staff sergeants – to use deliberate and personalized approaches when talking with their Soldiers about suicide. It's about caring for your Soldiers as individuals. Every time a Soldier takes his or her life, it is a tragedy. They are a daughter, son, husband, wife or friend that we know, and that impacts the whole Army. We must do everything in our power and everything we can to stop suicides.

21st TSC Memorial To Our Fallen Warriors

In September 2008, the commanding general unveiled and dedicated a memorial monument to our fallen Soldiers. This memorial pays tribute to the fallen warriors from the 21st TSC – those who paid the ultimate sacrifice by giving their lives in support of Operation Iraqi Freedom and Operation Enduring Freedom. I charge each of you to stay in touch with, and keep the families of our fallen Soldiers in your thoughts and prayers.

Hold The Freedom Line

Lastly, I ask that each 21st TSC Soldier, Family member and civilian employee remembers to always treat all people with dignity and respect. The Army values aren't just a few words to memorize. They are the basic building blocks of human dignity, respect and honor. Don't allow yourself to fall short. Again, it is a great honor and privilege for me to continue to serve the warriors and Families of the 21st TSC. I will see you in training, in the motor pool, or on the battlefield. Continue the mission. Continue doing the great things you do for our country each and every day. America supports you. America believes in you. But truly, America counts on you to hold the Freedom Line. First in Support!





Sgt. 1st Class Robert Roach (center), water operations NCO-in-charge, 76th Brigade, Special Troops Battalion, and unnamed contractors wench a new, high-capacity, multi-stage centrifugal water pump into place at the Al Qayyarah pump house at the Tigris River, November 5, 2008, as part of a massive, joint project overseen by the 16th Sustainment Brigade (SB) to build water infrastructure in the drought-prone Ninawa region in northern Iraq. (Photo by Sgt. Keith M. Anderson, 16th SB Public Affairs)

Expeditionary Logistics

By Sgt 1st Class Adam V. Shaw and
Sgt. Keith M. Anderson
16th Sustainment Brigade Public Affairs

During a ceremony on August 9, 2008, Brig. Gen. Mike Lally, commanding general, 3rd Expeditionary Sustainment Command (ESC) said, “Transitions of Authority mark the end of a challenging and successful mission. It’s also a time to reflect on the gravity and breadth of your unit’s impact on our success in Iraq.” His comments were reflecting on the job of the 3rd Sustainment Brigade (SB).

Lally also spoke about how important the 16th SB’s ability to maintain focus on the mission as the incoming unit. “For the incoming unit, it’s an official assumption of a vital mission and an important mental shift from a mindset of preparation to one of execution,” said Lally.

The 16th SB, led by Col. Martin B. Pitts, and Command Sgt. Maj. James E. Spencer, assumed authority from the 3rd SB of Contingency Operating Base (COB) Q-West, Iraq, and sustainment operations in northern Iraq. The 16th SB, on its first deployment as a sustainment brigade, is the Army’s only sustainment brigade stationed in Europe.

The Mission

The brigade’s main mission is to provide logistics support to Multi-National Division – North (MND-N) in support of the brigade’s higher headquarters, the 3rd ESC.

“We are also focusing on assisting the Iraqi Army (IA) by providing training teams and assistance teams to support the development of an IA logistics corps,” said Pitts. “I am also the COB commander, which requires me to be heavily involved in the running of COB Q-West.”

One of the biggest changes to the 16th SB is its composition. While in Bamberg, Germany the brigade is comprised of three battalions, but to accomplish the logistics mission in Iraq, the brigade

has seven subordinate battalions which are spread across its area of responsibility in northern Iraq, an area roughly the size of Pennsylvania.

New Missions

The brigade has also undertaken many new responsibilities in its area of responsibility.

Iraqi Warehousing

“The brigade is running two logistics training and assistance teams (LTATs) and is working on standing up two additional ones,” said Pitts. “These LTATs work with IA location commands and assist with the development of the IA logistics corps.”

One of the LTATs is at Iraqi base, in the northern part of Iraq, 50 kilometers outside of Mosul, in support of the Iraqi armed forces.

Soldiers from the 574th Quartermaster Company (QM Co.), 30th Combat Sustainment Support Battalion, 16th SB, efficiently trained IA soldiers on warehousing procedures.

“When we got here, you needed a shovel to find parts,” said Sgt. 1st Class Josie Martinez, LTAT non-commissioned officer in charge, 574th QM Co. “Now we have set up a system to track parts.”

Martinez and his team of three spent the last four months with the Iraqis establishing a warehousing system for class IX, or repair parts. The team, along with its Iraqi counterparts, has sorted out nearly 7,000 pieces of equipment.

“It was a mess,” said Staff Sgt. Ronald Jean-Louis, logistics assistance trainer, 574th QM Co. “Now, all storage has a label and location identified.”

Jean-Louis said that working alongside the Iraqis is very rewarding.

“Getting them to be self-sufficient has been priceless,” he said. “What we are doing is very important

because without Class IX, nothing moves.”

The Soldiers’ work has not gone without notice from the IA leadership on base.

“The U.S. Army has been excellent in helping us get parts and organizing them,” said IA Col. Abdulhafidh Nsayf Jassim, commander, 3rd Motor Transport Regiment. “As a result of their work the maintenance has done very well.”

Medical Assistance

The LTAT Soldiers are not the only 16th SB Soldiers working with Iraqis. There are also the medics at Logistical Task Force-Alpha (LTF-A), 16th Special Troops Battalion (STB), 16th SB. The medics routinely go to a local clinic and provide immunizations to local Iraqi children. One such visit took place September 10, 2008.

“It was an excellent visit,” said Staff Sgt. Daniel De Luna Jr., NCO-in-charge (NCOIC), Habur Gate Aid Station, LTF-A, 16th STB. “It strengthened our relationship with the nurses, physician assistants, and the community.”

The medics treated nearly 70 Iraqi children, ranging from ages ten days to four years old. They also treated ten Iraqi mothers.

De Luna and his staff not only gave immunizations to their patients, but they also handed out “beanie babies,” which served as a distraction from the needles.

“I gave an immunization to one girl who was very calm, cool, and collected, up until the shot was given, and then she started crying. We gave her a beanie baby and she put all her attention on the toy and calmed down,” he said.

De Luna said that initially the local Iraqis were very friendly, but curious as to why there were American Soldiers at the clinic.

“They looked at us with question when we first showed up,” De Luna said. “When they found out we were there to help with immunizations and give out toys, they could not wait to get in the room.”

That was the second time that De Luna and his team assisted the staff.

“The physician’s assistant invited us back any time to help out any day of the week,” said De Luna. “I loved the experience that I had, and I am looking forward to returning and doing what we do best, helping people feel better so that they can live a prosperous life.”

Economic Development

Another important aspect of the brigade’s operations is the Iraqi-Based Industrial Zone (IBIZ) initiative.

The businesses are awarded land-use agreements to operate on the COB, and sell goods and services to Soldiers, contractors, local nationals and foreign nationals. Some are also awarded a contract.

As of September 1, 2008, \$7.9 million in contracts were paid out in fiscal year, with a monthly impact of \$274,433 going back into the Nineveh province here, according to the badging office at COB Q-West, which tracks IBIZ contracts and impact.

“As the local population becomes more invested in the growth and prosperity of their local economy, they are less likely to join the local insurgency,” said Sgt. 1st Class Sean Shanahan, events and communication NCOIC, and IBIZ assistant coordinator, mayor’s cell.

Shanahan added that many of the more than 150 Iraqis that work on COB Q-West are also learning job skills, like heating, ventilation and air conditioning repair, vehicle and generator maintenance and welding, which will allow Iraqis to be successful after coalition forces leave.

“The key is for these individuals to establish themselves and survive on the skills they learn,” Shanahan said.

Officials here are currently in the process of awarding a land-use agreement for an Iraqi-owned gas station to be built on COB Q-West, said Capt. Todd Howell, events and communication officer in charge, and IBIZ coordinator, mayor’s cell.

“Local nationals and foreign nationals will pay for the fuel they use,” Howell said. “And they will build it according to American standards. We don’t have to do that, but when we turn over this COB to Iraq, we will be responsible for the environmental state of this site, so it’s not in our best interest to let anyone skim on standards.”

Chiya Jamel operates a sort of general store, phone center and internet provider business on the U.S. military installation, called “Chya’s Regular Club.”

The 29-year-old Kurdish Iraqi said, in passable English, that without the help of the U.S. Army, he wouldn’t have been able to start and grow his business.

“I make money, learn English, and understand what is going on,” Jamel said. “I have good relation with the Soldier — over five years I work at this [Forward Operating Base] FOB.”

The IBIZ initiative has been beneficial for local Iraqis, but they are worried about the U.S. and coalition forces leaving.

The majority of Jamel’s business is with Americans, though he has opened some small businesses in local villages, and because Nineveh province is still largely divided along sectarian lines, there are many areas he could not work in.



Staff Sgt. Daniel De Luna Jr., Logistics Task Force–Alpha (JTF-A), 16th Special Troops Battalion, 16th SB, gives a local Iraqi child an immunization at the Ibrahim Khaleel Health Clinic near Habur Gate, Contingency Operating Base Q-West, Iraq, September 10, 2008. (Photo courtesy JTF-A)

If the U.S. Soldiers leave, I work with who?” Jamel said.

IBIZ is just a small piece of what will make for a successful deployment.

Mission at Home

“The (family readiness group) FRG is the backbone of the unit, without the support of our Families and loved ones back home we would not be able to focus on our mission down here,” Pitts said.

The brigade built a family room in Bamberg with couches, computers and a flat panel television for meetings, coffees, emails and just a place to relax while the kids play; a play room with toys, desks and a television; and a video tele-conference (VTC) suite so Families could stay connected to their loved ones in Iraq.

“During the deployment all of us who work with family readiness identified having a room for all of our Bamberg Families was a tool that we had to have,” said brigade co-senior spouse Laura Spencer. “We’re thankful that the rear detachment not only agreed but aggressively provided this option.”

Family members of deployed Soldiers from the 16th STB used the VTC to talk with their loved ones at COB Q-West, October 12, 2008.

“Deployments are a stressful time for both Families at home and their Soldiers down range,” said Lt. Col. Christopher Chun, commander, 16th STB.

“Our program is an attempt to allow our Soldiers and their Families a dedicated time to spend talking to one another.”

Cpl. Adam Moreau, training room NCO, B Co., 16th STB, felt that it was a great morale booster.

“It kind of makes all your problems go away for the moment,” said Moreau.

Mission success on the battlefield is not possible without mission success on the home front.

Mission Success

“I define success by the brigade performing its mission well and always looking ahead for ways to improve our support to our customers,” said Pitts.

16th SB provides sustainment operations to units operating in MND-N and distribution support to units in MND-NE; assists Multi-National Corps-Iraq in setting the conditions for the repositioning of units throughout Iraq; supports equipment retrograde operations in MND-N; and provides mayoral services and force protection to all COB Q-West forces; all in support of transitioning to a stable and self-reliant Iraq.

“I am very proud to have been given the opportunity to lead (U.S. Army Europe’s) USAREUR’s only sustainment brigade into combat,” said Pitts. “The Soldiers are performing well above standard and are representing U.S. Army Europe and the 21st Theater Sustainment Command superbly.”





ROC Drill Paves the Way for U.S. Army Europe Sustainment

By Maj. Luis Velez and Maj. John Brookie
Support Operations

The 21st Theater Sustainment Command (TSC) hosted the Fiscal Year 2009 (FY09) United States Army Europe (USAREUR) Force Sustainment Rehearsal of Concept (ROC) Drill on November 6-7, 2008, in Kaiserslautern, Germany. The theme for this year's ROC Drill was "The Intellectual Logistics Transformation" as personnel focused on how logistics in the USAREUR theater will operate upon completion of the Modified Table of Organization and Equipment (MTOE) logistics transformation which will significantly change the methodology of logistics from within the old Army of Excellence business practices. The audience and participants for the ROC drill included unit commanders, key leaders, and logisticians from more than 27 organizations who are responsible and involved for the executing force

sustainment support actions across USAREUR.

The purpose of this year's ROC drill was to synchronize the logistics activities, rehearse the concept of support for the multiple theater sustaining base, synchronize force sustainment functions, and affirm supported-to-supporting relationships across the U.S. European Command (EUCOM) and U.S. Africa Command (AFRICOM) theaters of operations. These were narrowed in focus and reordered from most impacting to least impacting (see Figure 1, Page 13).

The face and structure of logistics management has changed dramatically over the past fifty years. The 21st TSC has consistently strived to develop a more efficient logistics sustainment infrastructure that synchronizes force sustainment functions across the theater while supporting the Army's force structure



A Soldier briefs during the Force Sustainment Rehearsal of Concept Drill which is designed to synchronize the logistics activities, rehearse the concept of support for the multiple theater sustaining base, synchronize force sustainment functions, and affirm supported-to-supporting relationships across the EUCOM and AFRICOM theaters of operations. (Photo by Sgt. Maj. Cameron Porter)

transformation from an “Army of Excellence” to “Modular” units. At the theater level, transformation has caused a loss of organic logistics capability that has been pushed down to brigade combat teams allowing them to be more self-sufficient by requiring less logistics augmentation. USAREUR’s strategy is to establish the 21st TSC as the single logistics command for the theater, supporting both expeditionary operations and theater base sustainment, while leveraging both joint and national partners. As transformation continues, the 7th Army Reserve Command will provide civil affairs and consequence management capability as they become the 7th Civil Support Command during FY09. At the beginning of the final day of the ROC Drill, issues from the first two days were identified in potential “seams in support” that required leaders’ back-brief, discussion and way ahead.

The Sustainment ROC Drill was the 21st TSC coordination efforts with USAREUR and 7th Army to create a synergy of logistics sustainment support through the discussion of three major key areas of logistics: supply, maintenance, and transportation.

Supply

The Supply and Service Branch (SSB) logistics initiatives include plans to reduce class VII theater stocks and excess by retaining only items that may

be required to support contingency or expeditionary operations; capitalization and standardization of operating procedures at all fuel sites; and the implementation of Organizational Clothing and Individual Equipment (OCIE) transformation strategy and initiatives. Emphasis on emerging supply programs impacting units in FY 09 will assist commanders in implementing newer programs such as exchange pricing which changes the Army’s credit process for repairables. The 21st TSC Support Operations (SPO) OCIE management team executes Rapid Fielding Initiative (RFI) support for individual replacement Soldiers or augmentation Soldiers that receive orders to have boots on the ground in support of Operations Enduring Freedom and Iraqi Freedom in 30 days or less. This program is only designed to support individual Soldiers. Ricky Williams, chief, class IX section, stated, “This is a great opportunity for logisticians to inform our customer support base on the overall scope of transformation efforts, new supply support concepts such as exchange pricing, and the flow of each class of supply by region” when talking about the benefits of this year’s Sustainment ROC Drill to our customer units.

Maintenance

The Materiel Readiness Branch (MRB) is responsible for tracking all aircraft Reset operations

- Challenges exist with property accountability due to levels of training and availability of personnel
- Reset employment for units returning from combat needs to be synchronized earlier in the unit redeployment timeline
- Brigades not fully modularized create logistics challenges, particularly in the area of Combat Service Support Automation Office support
- Rapid Field Initiative direct fielding from Program Executive Office Soldier to G3 Force Modernization Division as opposed to being done as a sustainment function creates challenges
- For contracting support, 409th Contracting Support Brigade must be early in the planning cycle for short term deployments
- Upon consolidation of 173rd Brigade Combat Team (Airborne) in Italy, planning options must include Test Measurement and Diagnostic Equipment and Supply Support Activities south of the Alps

Figure 1: Six Areas of Focus for the Fiscal Year (FY) 2009 United States Army Europe (USAREUR) Force Sustainment Rehearsal of Concept (ROC) Drill

in USAREUR. Aircraft Reset is conducted by a Program Manager (PM) contract team at the Theater Aviation Sustainment Maintenance-Europe (TASM-E) facility in Mannheim. The current Reset strategy is for aircraft arriving via strategic air to be reassembled at Ramstein Air Base and then flown to Mannheim where they are immediately inducted into the Reset program. Aircraft arriving via surface will be transported through Antwerp, Belgium, where a TASM-E team will oversee loading the aircraft on barges for movement to Coleman Army Airfield. At Coleman Army Airfield, aircraft will be de-processed, assembled, and flown by the unit back to home station. The aircraft will be called forward to the facility for Reset as maintenance capacity becomes available. Reset will include both the application of outstanding Modification Work Orders (MWOs) and performance of limited depot repairs as required. The standard for aircraft Reset is 270 days. Currently, there are 61 aircraft from 12th Combat Aviation Brigade (CAB) that are scheduled for Reset. Aviation and Missile Command (AMCOM) has brought approximately 240 Contractor Field Team (CFT) personnel to perform the Reset on the 12th CAB aircraft, these are over and above the current theater CFT workforce.

Transportation

The Transportation Integration Branch (TIB) provides 21st TSC staff oversight of movement control functions at the theater level for surface and air distribution. The command's goal on the area of air cargo is to improve the theater route plans that guide how pallets are consolidated in Continental U.S. (CONUS) in order to maximize pure pallets within acceptable cargo holding times. Military air cargo comes in to Ramstein Air Base. From there, pure pallets that generate

a full truckload for single or multi-stop customers in one business day will be sent directly on USAREUR provided trucks. All mixed pallets and any pure pallets that do not make up a full truckload are off-loaded and shuttled on USAREUR provided trucks to the Theater Consolidation and Shipping Point-Europe (TCSP-E) for consolidation. TCSP-E is the Defense Logistics Agency (DLA) entity at Germersheim, Germany, that receives, sorts, and consolidates cargo. In addition, mixed commercial pallets are delivered to the TCSP-E. Finally, pure commercial cargo move directly to the customer. For surface cargo, pure containers move directly to the customer, while mixed containers move to the TCSP-E. The TCSP-E in turn receives, reconciles, and sorts air and surface cargo. When finished the cargo is moved to the Defense Distribution Depot Europe (DDDE) warehouse where it is placed in the appropriate destination lane and consolidated with Materiel Release Orders (MROs) pulled off DDDE shelves. The DDDE then delivers these consolidated shipments to the customers on a predetermined route plan and schedule. Delivery is made by a combination of commercial tendered trucks and USAREUR provided trucks. TCSP-E performs this same mission for the Balkans, but adds the delivery of mail to the consolidated load. The cargo then moves on USAREUR contracted trucks. The final piece is the intra-theater movement. Shippers use the TCSP-E as a trans-shipment point when sending cargo to other TCSP-E supported customers. Chief Warrant Officer Raymond Munoz, TIB mobility officer, stated, "The drill allowed the 21st TSC to identify, synchronize, and coordinate with all transportation agencies within the EUCOM AOR (area of responsibility). By identifying requirements and capabilities, it allows us to better plan and source for mission success."

One of the many critical topics of discussion during the FY09 ROC drill was the focus within the the-

ater sustainment base for FY09 concerning the Left-Behind Equipment (LBE) and Reset. During FY07, the 21st TSC LBE system was tied to unit motor pools, contract mechanics, TLSC-E oversight, and rear detachment property books, which these sites were referred to as “legacy LBE.” During FY08, the command began transitioning these locations to a single based on the Department of the Army (DA) Reset pilot model executed in CONUS by the Army Materiel Command (AMC). In FY09, the command initiated the process of closing down the remaining seven legacy LBE sites and began pushing equipment into AMC model sites exclusively. Mike Simmons, MRB deputy chief, explains, “As units return from deployment, the 21st TSC will close LBE sites at Grafenwoehr, Vilseck, Illesheim, Ansbach, Vicenza, Wiesbaden, and Mannheim. Baumholder will remain open as an LBE site until the redeployment of the 2nd Brigade Combat Team, 1st Armored Division. All future LBE operations will be conducted at a consolidated site in the Kaiserslautern area under the command and control of the 405th AFSB (Army Field Support Brigade).” The current strategy relies on the 405th AFSB to assume property accountability for all LBE from the deploying unit. This action frees the rear detachment from the need for a primary hand-receipt holder and other associated administrative tasks. The 405th AFSB will be supported by TLSC-E who will provide all maintenance support and storage facilities. During the planning process, the command leverages all available AMC overhaul programs to include CONUS-based recapitalization of equipment (Recap) programs or Outside CONUS (OCONUS)-based Reset programs. The 21st TSC also leverages the AMC work force and capabilities resident in Livorno, Italy. TLSC-E is responsible for the remainder of repairs. TLSC-E will outsource as requirement dictates, however, all repair actions remain the responsibility of TLSC-E. In FY09, the 21st TSC is also opening up its first Mega Site (up to 3,000 pieces for storage) in Kaiserslautern. Over the

- Relieve Rear Detachment of Property Accountability
- Designate LBE Repair Facilities
- Return LBE in Technical Manual -10/-20 Condition No later than R+45
- Centrally Plan and Program Resources
- Meet Army Service Component Command LBE Readiness Reporting Requirements

Figure 2: The Left-Behind Equipment (LBE) strategy and execution centers on five key points.

- 100% Automatic Return Items Turn-in in Theater
- Decrease costs and Reset time; Ship to Sources of Repair
- Utilize Reset Assessment and Assistance Teams
- Leverage Army Materiel Command Field Level Reset Teams
- Maximize Theater Logistics Support Center–Europe (TLSC-E) Capabilities
- Augment TLSC-E; Outsource as Necessary
- Conduct Early Coordination
- Provide Oversight of Equipment Reset
- Report Reset to Department of the Army

Figure 3: Reset Strategy/Execution. The Reset strategy and execution is supported by nine key points.

course of FY09, we anticipate approximately 2,200 pieces being enrolled in this site.

The Future Logistical Stance

As part of the transformation initiatives within USAREUR, the 21st TSC in coordination with numerous organizations has developed and implemented several programs to set the future logistics stance including LBE and Reset. The leadership and participants of the ROC drill proceeded to discuss other critical topics of discussion such as Class II operation, the Exchange Pricing program, the Battle Command Sustainment Support System (BCS3), and the integration of the Human Resource Support Center-Europe and the 266th Finance Management Center.

Left-Behind Equipment

The LBE strategy and execution centers on five key points (see Figure 2).

Reset

The Reset strategy and execution is supported by nine key points (see Figure 3).

Class II

The USAREUR’s Class II initiative focuses on OCIE and Individual Protective Equipment (IPE). In May 2008, USAREUR implemented the Retained Issue Program - a DA OCIE initiative. This program gives

Soldiers the option of either shipping their equipment with their household goods (HHG) or through a commercial carrier such as DHL or FEDEX with their local Central Issuing Facility (CIF). The OCIE transformation strategy was developed with the idea of managing all CIFs as annexes of a theater level main CIF under the 21st TSC. The intent behind the program is to leverage improved software support, DLA forward stockage, and distribution capabilities. Transition to the Individual Chemical Equipment Management Program (ICEMP) is an AMC initiative designed to manage and centrally fund IPE requirements. This program provides a more robust sustainment inventory in Kaiserslautern in order to better support units' deployment or emergency requirements.

Exchange Pricing Program

The Exchange Pricing program is a business process mandated by the Office of the Secretary of Defense that changes the Army credit process for repairables. This is a paradigm shift in the way the Department of Defense accounts for repairables. Under the old process units would requisition and pay full price (built in credit) for repairables and then be credited for turn-ins. The unit would be able to turn-in and receive credit for items that were excess, found on installation, determined to be overstocked at the Supply Support Activities (SSAs), or otherwise unserviceable. Under the new process, the unit pays the discounted price for all repairables; this effectively applies the turn-in credit to the unit upfront. The unit must now turn-in the repairable within 60 days or be charged the balance of the full price. There are no longer any credits applied for units' turn-ins.

Battle Command Sustainment Support System

The BCS3 architecture can be operated on both Non-Secure Internet Protocol Router Network (NIPRNet) and Secure Internet Protocol Router Network (SIPR-Net) in order to provide commanders the Logistics Common Operating Picture (LCOP). BCS³ fuses data from business systems, satellite tracking systems, and manual Logistics Status (LOGSTAT) reports into one system. BCS³ collects and processes selected Combat Service Support (CSS) data in a seamless manner from CSS Standard Army Management Information Systems (STAMIS) and manual systems/processes, and other related source data. BCS3 provides commanders with a Decision Support System (DSS) tool for everyday use in support of their CSS mission and Command and Control (C²) requirements. The system also provides commanders with a more effective way to determine the sustainability and supportability of current and future operations. One of

the most commonly used reports in BCS3 is the Combat Power Slant report. This report reflects STAMIS data from the Integrated Logistic Analysis Program (ILAP). BCS3 is also capable of providing In-Transit Visibility (ITV) and situational awareness by using data from Vistar satellite tracking devices, Movement Tracking System (MTS) devices, and Radio Frequency Identification (RFID) tags; allows commanders to accurately monitor movements near real time within the theater of operations.

Human Resources Sustainment Center

The Human Resources Sustainment Center-Europe (HRSC-E) was activated on October 16, 2008. The center's mission is to provide human resources support and execute Reception, Replacement, Return-to-duty, Rest and Recuperation, and Redeployment (R5) operations in support of USAREUR and 7th Army. On-order deploy and execute R5 theater opening and contingency postal operations while simultaneously providing continuous theater sustainment. The center is structured to function as a modular deployable organization that can offer rapid R5 theater opening in any theater location. The HRSC-E can also rapidly deploy postal teams in support of theater contingency operations. The center's immediate mission set focused on the gateway mission at Frankfurt International Airport. The R5 team conducts daily arrival, 7 days a week, and has in place a highly efficient and safe movement plan for all arriving Soldiers and Family members.

Financial Management Center

On July 16, the 266th Finance Command transformed into the 266th Financial Management Center (FMC). The 266th FMC has technical control over two financial management companies. The center provides the command the basis for coordinated and synchronized financial management support to sustainment operations throughout the theater; ensuring consistency of financial management support and the most efficient use of all available financial management resources and services. The 266th FMC also provides the 21st TSC with the funding capability anywhere in theater of \$500,000 in an hour, \$500,000 to \$1,000,000 in one business day, and \$1,000,000+ in 2 business days.

Geographical Areas

The command has established geographical footprints and consolidated maintenance and distribution activities (see Figure 4). This consolidation allows the 21st TSC to provide both a tactical and



Figure 4: Six geographical areas studied for sustainment base infrastructure.

operation level face to the customer in order to better support the theater. As the USAREUR footprint continues to transform so will the command's sustainment base. The 21st TSC consistently conducts strategic capabilities analysis to ensure it has the right support for units operating in the theater of operations. During this portion of the ROC drill, the sustainment base infrastructure for six geographical areas was discussed in detail for each functional area. The discussion also highlighted the impact on support relationships created by transformation and deployment changes.

Force Sustainment Review

Overall, the Sustainment ROC Drill allowed key leaders and subordinate commands throughout the theater to see the full scope of the 21st TSC's theater sustainment support capability available to

them. The 21st TSC is ready now more than ever to support the current and emerging sustainment demands of both EUCOM and AFRICOM AORs. This year's Sustainment ROC Drill identified key sustainment agencies and validated sustainment processes across the theater of operations. "This comprehensive rehearsal allowed units to understand current sustainment support processes that were created or modified as forces transformed across USAREUR in recent years." said Maj. Luis Velez, 21st TSC SPO Distribution Integration Branch Transportation officer. It clearly defined lines of support to all units operating within USAREUR. Most importantly, this detailed sustainment overview allowed senior key leaders the opportunity to review and discuss holistic logistics challenges that could affect mission accomplishment in the near future.





Command

Support GWOT & Theater Operations

Provide tactically and technically trained and ready forces in support of the GWOT and 7th Army mission.

Sustain Theater Base

Provide trained, focused forces and systems capable of rapidly projecting USAREUR units in support of operations, reset USAREUR Units as they return and maintain a base for reach-back.



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21st Theater Sustainment Command er's Priorities



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Transform 21st TSC into an Expeditionary Force

Provide a trained expeditionary force ready to deploy and command and control sustainment operations. Transform the 7th ARCOM into a civil support capability.

Soldier and Family Welfare

Provide effective programs to take care of Soldiers, civilians and family members.





MISSION:

Quest for Iraqi Police Primacy

By Lt. Col. Michael Indovina
18th MP Brigade

Exploiting the successes of their predecessor, the 18th Military Police Brigade would go on to develop an Iraqi Police campaign plan consisting of three distinct lines of operations: Iraqi Police expansion, development, and legitimacy.





Sgt. Abdul Ibrahim, 3rd Platoon, 300th Military Police Company (MP Co.), 19th MP Battalion (MP Bn.), 18th MP Brigade (MP Bde.), demonstrates a proper shooting stance with an AK-47 rifle to an Iraqi police officer during marksmanship training section of the Iraqi Police (IP) Leadership Development Course at the Joint Security Station Suleikh firing range in Baghdad's Adhamiyah district, November 26, 2007. The three-day course consisted of classes in community policing, communication skills, leadership styles and theory, individual thinking, team building, motivation and discipline, weapons classes and a course on how to manage a crime scene. Each lesson combined classroom and practical exercises. (Photo by Sgt. Jerry Saslav, Public Affairs Office, 3rd Brigade Combat Team, 4th Infantry Division, Multi-National Brigade-Baghdad)

The 18th Military Police Brigade (MP Bde.) assumed the Iraqi Police (IP) Transition Team (PTT) mission on Oct. 29, 2007, following two weeks of reception, staging, onward movement, and integration operations in Kuwait and a deliberate relief in place with the 89th Military Police Brigade. The brigade's operational scope within Multi-National Division–Baghdad (MND-B) encompassed two MP battalion headquarters with nine MP companies supporting 14 Police districts under the control of 6 separate brigade combat teams.

Exploiting the success achieved by the 89th MP Bde., the 18th MP Bde. would go on to shape MND-B's decisive operations over the next 15 months by developing an IP campaign plan consisting of three distinct lines of operations: IP expansion, development, and legitimacy.

In support of IP expansion the 18th MP Bde. executed Operation Blue Shield, which called for the expansion of the Baghdad Police force by 12,641 shurta. This operation quickly became the brigade's main effort over the course of the following 10 months. As a result of this focused effort, the brigade met and exceeded its objective outlined in Operation

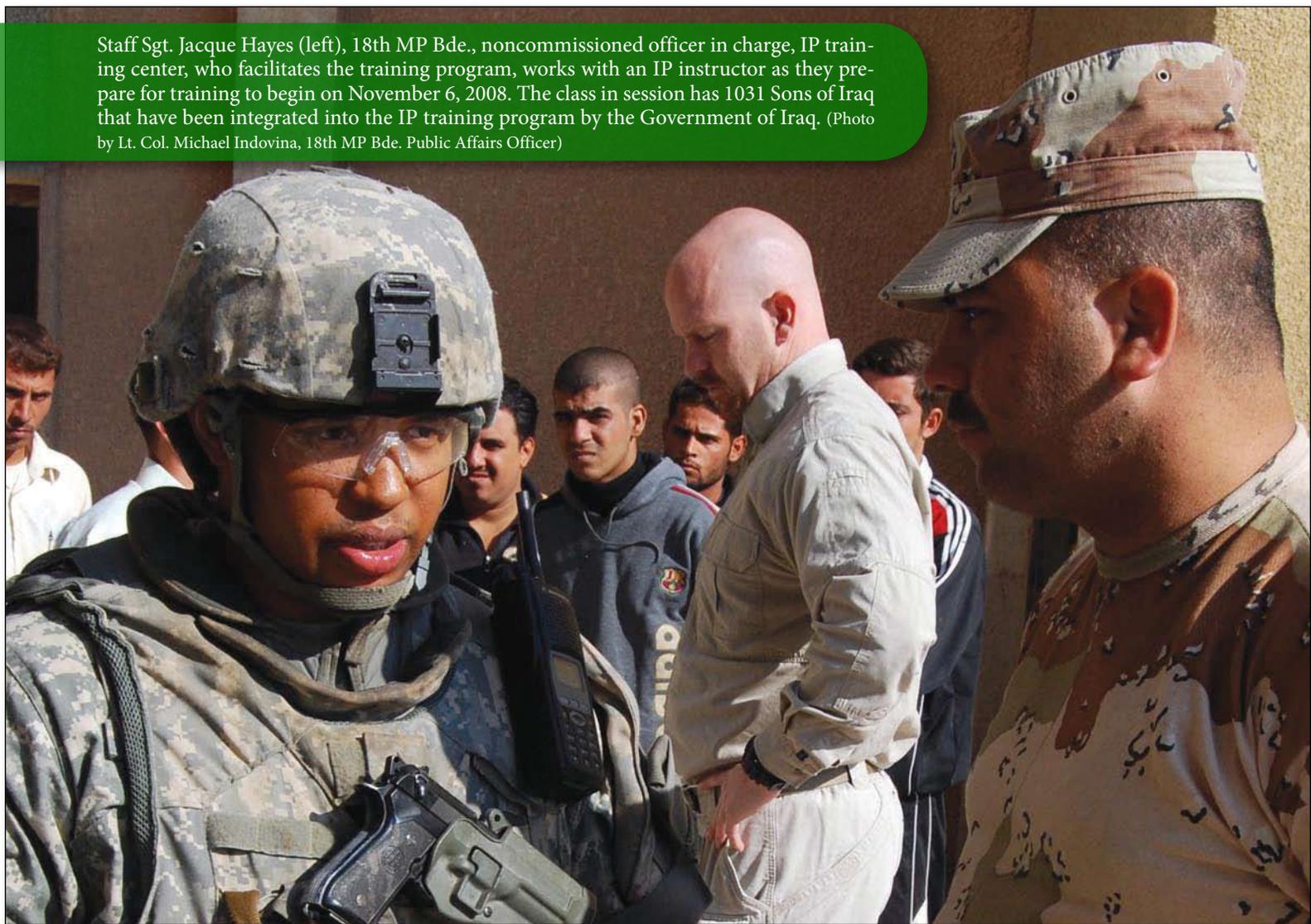
Blue Shield by expanding and equipping the Baghdad Police Force by more than 13,000 policemen.

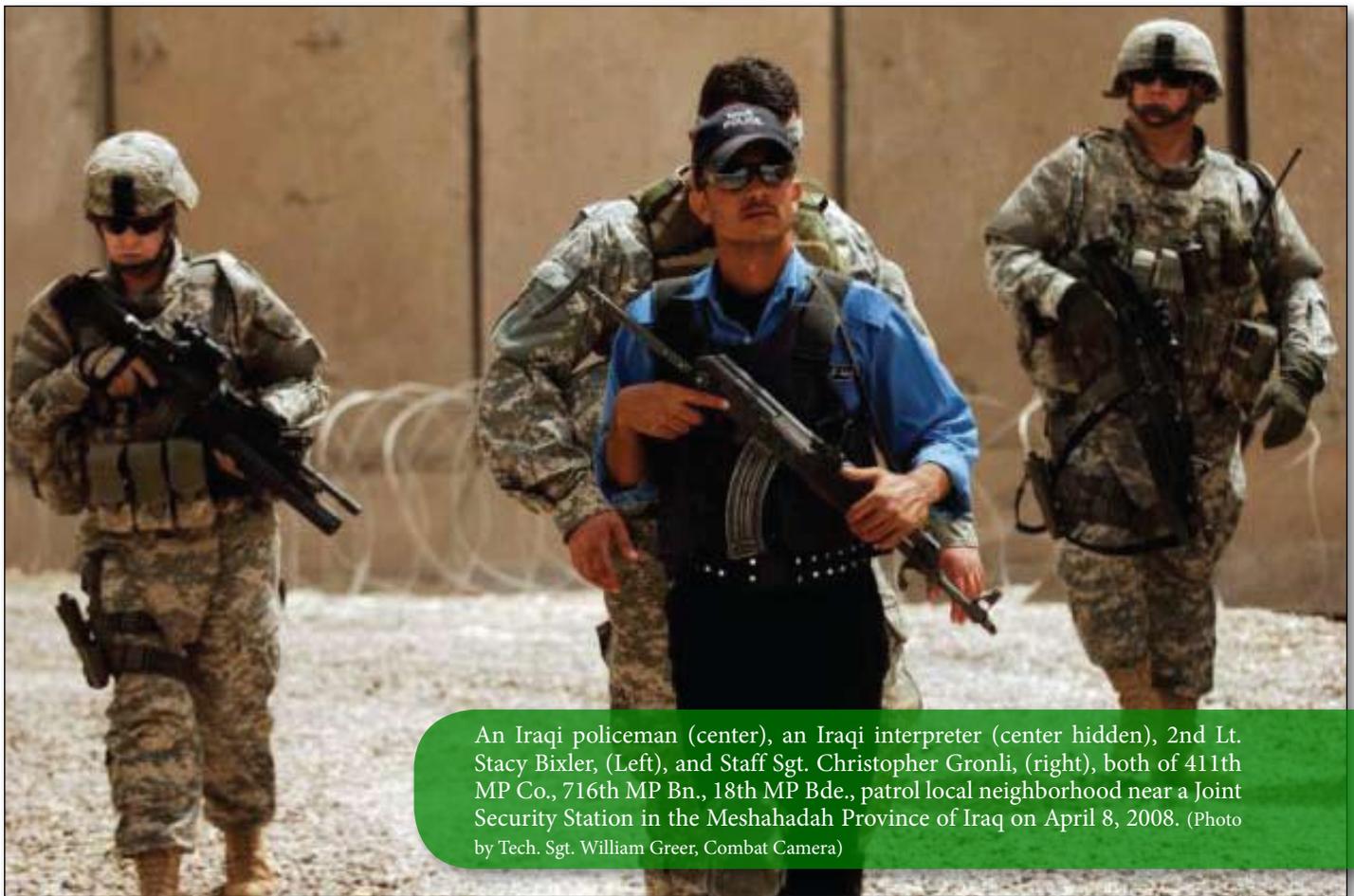
As part of MND-B's role in the reconciliation process, calling upon the citizens of Iraq to take an active role in their own security, the brigade seized the opportunity to facilitate the employment of 7,000 Sons of Iraq into the ranks of IP services.

Expansion efforts did not stop for the brigade with the surge of IP personnel. To meet the operational and strategic requirements of building a legitimate and trained force, the brigade undertook the mission to transform an abandoned Iraqi weather station into a functional IP training facility in less than three weeks. Additionally, the brigade assumed the responsibility for the management and oversight of the construction and refurbishment of over 31 expedient and permanent IP stations.

Simultaneously with expansion, was the requirement to develop the IP into a competent organization integrated into the Iraqi security scheme, and embraced by both the government and the people as a legitimate domestic police force capable of enforcing the rule of law. This became the brigade's second line of operation (LOO) in the IP campaign

Staff Sgt. Jacque Hayes (left), 18th MP Bde., noncommissioned officer in charge, IP training center, who facilitates the training program, works with an IP instructor as they prepare for training to begin on November 6, 2008. The class in session has 1031 Sons of Iraq that have been integrated into the IP training program by the Government of Iraq. (Photo by Lt. Col. Michael Indovina, 18th MP Bde. Public Affairs Officer)





An Iraqi policeman (center), an Iraqi interpreter (center hidden), 2nd Lt. Stacy Bixler, (Left), and Staff Sgt. Christopher Gronli, (right), both of 411th MP Co., 716th MP Bn., 18th MP Bde., patrol local neighborhood near a Joint Security Station in the Meshahadah Province of Iraq on April 8, 2008. (Photo by Tech. Sgt. William Greer, Combat Camera)

plan. The brigade used a two-pronged attack in support of this LOO incorporating an extended reach and enhanced PTT concept. The PTT extended reach built upon established partnerships with IP spheres of influence from the Baghdad Provincial Police Headquarters down to the station level. The brigade pushed out unit PTTs into sector and embedded them in combat outposts and forward operating bases, closing the distance between PTTs and partnered stations and increasing contact time for these newly formed and trained IP. This concept was essential to enforcing discipline, providing supervision, and improving police investigative skills imperative to any domestic law enforcement agency required to bring about conclusive ends to civil disturbances and crimes while serving and protecting the people. In order to facilitate development at the IP headquarters level, the brigade created an enhanced PTT (ePTT). Enhanced teams were formed at both brigade and battalion staff officers and civilian international police advisors with select backgrounds in material management, personnel, logistics, and sustainment operations. These ePTTs partnered with IP staff members of similar responsibility and position at the IP provincial and directorate level in an effort to improve the overall organizational efficiency and self-sustainment of IP operations throughout the Baghdad province.

IP legitimacy, the brigade's third line of operation,

centered upon the realization that no matter how well trained, equipped, or developed the IP services could become, all efforts would prove futile in the absence of their acceptance by the people as a legitimate government service. This third LOO employed an information operations strategy that focused on assisting the Iraqi government to promote its message that the IPs were now trained and ready to serve the population and provide long term security for the people of Baghdad. The brigade, working in conjunction with the MND-B G7, shared polling data with the IPs while assisting them in countering negative perceptions through focused IP leader engagements with Iraqi media outlets.

The simultaneous attack along each LOO set the conditions for the transition of security in Baghdad from the Iraqi Army to the IP. The combined efforts of the PTTs and IP leadership propelled the methodical transfer to IP primacy in support of the Iraqi rule of law.

The 18th MP Bde. completed its 15-month tour leaving behind an enabled and trained IP force and taking with it battle-hardened and confident MP warriors proud of their accomplishments to provide a brighter future for the people of Iraq. This success did not come without cost. The brigade sustained 12 fallen heroes and 180 wounded in actions while conducting PTT mission in support of IP development.



Receiving a Proper Welcome from the Human Resources Sustainment Center— Europe

By Sgt. Faye Conroy



Spc. Joseph Pickering, a Chinook mechanic, who just arrived at Frankfurt International Airport, pushes a cart with his baggage to the reception operations office where he will receive his verified orders to his new duty station. (Photo by Sgt. Faye Conroy)

For many people moving can be a very stressful situation. Moving to another country can magnify that stress.

For Soldiers just arriving in Europe that pressure has been relieved by Human Resources Center–Europe (HRSC-E). HRSC-E operates two main reception operations—the Frankfurt Gateway Reception Center at Frankfurt International Airport in Frankfurt, Germany and the Venice Gateway Reception Center at Marco Polo International Airport in Venice, Italy and is headquartered at Panzer Kaserne in Kaiserslautern, Germany.

“We are the hub for the majority of Soldiers coming into Europe,” said Maj. Willie Chandler, Chief of Theater Reception.

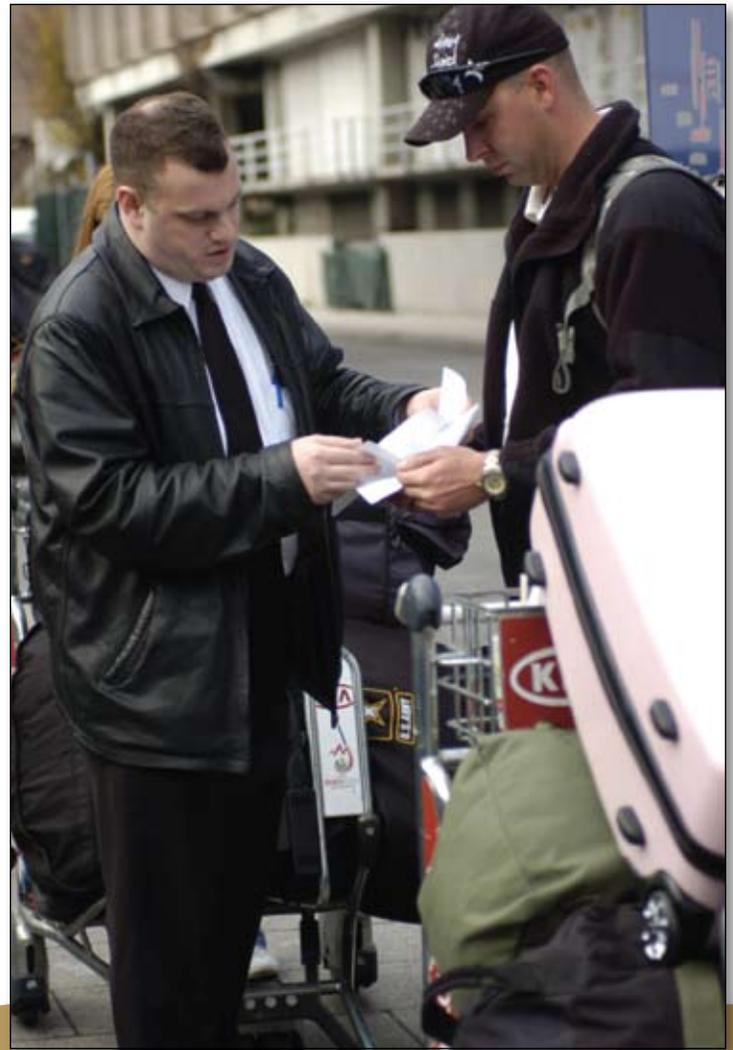
The Soldiers who work at the Frankfurt Gateway Reception Center routinely receive between 15-20 Soldiers each weekday. Since October 1, 2008, the reception center has assisted more than 1,426 Soldiers and 902 family members. The Venice Gateway Reception Center processes between two and three Soldiers a day and since October 1, 2008, has assisted more than 150 Soldiers and 77 family members who arrived in Italy.

The Soldiers who work at the reception center routinely check the incoming flights and go to the baggage claim area to look for Soldiers who are arriving.

“The sergeant that found me was helpful and the people leading me to where I needed to go were very informative,” said Spc. Joseph Pickering, a Chinook mechanic who had just arrived at Frankfurt International Airport.

Once the new Soldiers and their families are found, they are taken to the office where the main work of reception operations is. It is there that Soldiers receive their final orders and any issues regarding orders can be addressed. If there are any issues that cannot be addressed that day, the Soldier and family is given a room at the Sheraton Hotel until the orders can be fixed. Once their orders are verified, the Soldiers are put on a bus to head to their new location.

“The goal of the reception operation is to ensure that each Soldier and family member is received, processed in and delivered to their gaining community in a timely and efficient manner. We want Soldiers and family members to spend the minimum amount of time at the airports and get to their gaining communities as quickly as possible. At the same



Spc. John Counts, a reception operations liaison at Frankfurt International Airport, helps a Soldier newly arrived in Germany with his orders. (Photo by Sgt. Faye Conroy)

time, we want to ensure that they receive a “World Class Reception” from our teams in both locations. We have great teams in place in both locations,” said Sgt. Maj. Michael Fuller, R5 (Reception, Replacement, Return-to-duty, Rest and Recuperation, and Redeployment) operations division sergeant major for HRSC-E.

In order to make the transition easier, there are some tips Soldiers can follow.

“For personnel with family members they will need to obtain government (no-fee) passports and Italian visas for each family member prior to departing the United States. Ensure that you hand-carry all important documentation for yourself and all dependents who are traveling with you. Also, local Italians are more receptive if you make an effort to learn the language. Any attempt to educate yourself on the local customs and language are very helpful when interacting with the residents of Italy,” said Sgt. Joshua Davault, an airport liaison at Marco Polo International Airport.



Best Processes = Best Results

By Lt. Col. Thomas Hays and Matthew Zirhut
Operation Research/System Analysis

Process Improvement is more than an idea, it is a way of creating a better Army for the 21st Century. Have you ever thought that there must be a better way to perform a task or manage the supply chain? Lean Six Sigma (LSS) may help answer to these questions. With LSS, a commander can ensure a more timely supply delivery to his or her troops, and a supply office can institute a better method of accountability for product replacement. In the 21st Theater Sustainment Command (TSC), these LSS initiatives are reviewed and carried out through the Operations Research/ Systems Analysis (ORSA) section.

LSS relies on ORSA background

Operations research is a natural conduit for implementing LSS projects. The ORSA section of 21st TSC uses advanced analytical methods to help military leaders make better decisions, explore and mitigate risk, and achieve goals using analytical processes.

These techniques include advanced probability and statistics, using software such as Excel or Minitab, and using optimization methods and simulation software like SAS analytical software or SIMPROCESS®. These methods might be employed, for example, to build a simulation model to simulate mail movement in the theater to determine bottlenecks and reduce processing time, or to optimize the transport of cargo across multiple routes with varying items of demand. ORSA informs decision makers and helps to solve problems. Our software expertise affords us the opportunity to automate or shorten everyday tasks carried out by our customers, typically other staff sections.



LSS in brief

LSS is an industry program that the Army adopted to improve business methodologies and processes, focusing on improving quality, speed, and reducing cost. Across the command, practitioners known as Belts lead the improvement projects. These individuals have been trained in the use of the LSS toolset, and are dedicated to improving the organization around them. Many of the Belts continue to perform their regular duties in addition to executing their Lean Six projects. By tapping into subject matter experts, multi-functional teams can be led through a process to inform decision making and solve problems.



Conveyor lines and work areas of the Supply Activity Europe, Theater Logistics Support Center-Europe (TLSC-E), Kaiserslautern, Germany, central receiving point were streamlined as a result of a rapid improvement event and the application of the 6-S methodology (Sort, Set in Order, Shine, Standardize, Sustain and Safety). (Photo by Markus Müller, TLSC-E)

- 21st TSC nominated for Chief of Staff, Army, LSS Excellence Award Program (LEAP) - Organizational Deployment Award
- "Improve the Hazardous Receipt Process" nominated for Chief of Staff, Army, LSS Excellence Award Program – DMAIC Project Team Award
- "Improve Agricultural Cleaning of Secondary Items" nominated for Chief of Staff, Army, LSS Excellence Award Program – Non-Gated Project Team Award
- "Improvement of Truck Off-loading Process at MAK" chosen for exhibition at the Department of Defense (DoD) Continuous Process Improvement (CPI) Symposium
- "Improve Hazardous Receipt Process" and "Improve Central Receiving at SAE" selected to represent USAREUR for presentation at the LSS Best Practices for Logistics, a VTC held by the Deputy G4 for the Army.

Figure 1: Key Lean Sigma Six Projects (LSS) of the 21st Theater Sustainment Command (TSC)



Michael Printer, TLSC-E, an LSS black belt, is reviewing a wall littered with papers and post-its, part of the value stream analysis process to gather ideas and implement changes during an improvement process at his unit. The process to improve hazardous receipting processing saved the unit and the military more than \$143,000. (Photo by Markus Müller, TLSC-E)

LSS in the 21st

The 21st TSC has successfully utilized LSS in a variety of ways. Past examples include improving the processing of sets, kits, and outfits, enhancing the hazardous materials receipt process, and increasing the efficiency of the central receiving process. On-going LSS projects include investigating the civilian hiring process to improve the speed at which civilians are hired; the establishment of a theater container maintenance program to improve repair and utilization of essential support equipment; and improving the efficiency of our brigade combat team Reset operations. To date, the 21st TSC LSS program has saved or reduced costs of more than \$4 million in financial benefits without cutting personnel or personnel authorizations.

Theater Logistics Sustainment Center – Europe (TLSC-E) has been at the forefront in using Lean Six Sigma to improve its business practices. TLSC-E LSS projects have been selected to be presented as LSS Best Practices for Logistics, as well as the Department of Defense’s Continuous Process Improvement Symposium, and have been nominated

- Master Black Belts – In house LSS experts, they coach Black Belts and Green Belts, and guide management in establishing a coherent and consistent LSS program. They can perform complex statistical analyses or lead a project spanning an entire organization or multiple organizations.
- Black Belts – Operating under a Master Black Belt, their duties are to lead projects and provide coaching to Green Belts (if no Master Black Belt is available). They utilize advanced statistics analyses in executing their projects, which can span multiple divisions/directorates within an organization.
- Green Belts – Operating under the guidance of a Master Black Belt or Black Belt, they execute LSS projects within a section/division alongside their other assigned duties.

Figure 2: LSS belt color and description

Project Name	Benefit
USAREUR/21st TSC/ TLSC-E: Improve Sets, Kits and Outfits	\$1,810,236.52
Reducing Soldier Deployment Processing Time	\$429,776.38
Sustainment Maintenance Repair & Return (GSRR) Request Procedures	\$307,298.40
21st TSC/TLSC-E: RIE, Central Receiving WB2 Receipt Process	\$299,344.00
USAREUR/21st TSC/TLSC-E: SARSS Workstation Downtime	\$288,232.00
USAREUR/21st TSC/TLSC-E: Improve Central Receiving at SAE	\$210,323.54
USAREUR/21st TSC: Improving Process for Cell Phone and Blackberry Use	\$147,416.60
USAREUR/21st TSC/ TLSC-E: Improve Hazardous Receipt Process	\$143,031.39
Component Repair for Army Material Command	\$120,057.12
Supporting Personnel Transformation	\$85,877.10
Missing Contracting Action Report	\$74,251.00
USAREUR/21st TSC/TLSC-E: Agricultural Cleaning	\$66,230.00
Awards Processing Time	\$58,702.42
21st TSC/ TLSC-E: Vacuum Sweepers	\$47,124.00
Upgrade and coordinate IG communication operations	\$42,484.12
Return of unused repair parts (shop returns)	\$37,380.42
TLSC-E: Improvement of Data Management	\$33,652.00
21st TSC/TLSC-E: Table Lifter Multi-Box	\$25,608.00
Improvement of Overtime Request Process	\$24,824.56
21st TSC/TLSC-E: Repackaging Of Overshoes	\$14,988.00
Improvement Shelving/Storage System at MAK Rhein Ordnance Barracks	\$11,323.50
21st TSC/ TLSC-E: Improvement of truck off-loading process at MAK	\$9,800.30
USAREUR/21st TSC/ TLSC-E: Controlling Frustrated Vehicles	\$9,352.20
Improvement of Reporting AWCF Earnings	\$5,109.00
UVV Checks for portable electrical equipment	\$1,227.76
Improvement of repair process at MAK B-Shop	Operational Benefits
Training Schedule Turn In	Operational Benefits
USAREUR/TLSC-E: Documentation-SAK Security Warehouse	Operational Benefits
Total Financial Benefits	\$4,303,650.33+Operational Benefits

Figure 3: Major ORSA projects resulting in financial or operational benefits. A financial benefit can be a result either in cost avoidance and/or cost savings. G-8 resource managers review financial benefits to help determine their monetary value.

for the Department of the Army's Lean Six Sigma Excellence Awards.

The Operations Research section manages and leads projects that are in line with the 21st TSC commander's priorities and strategic vision. Utilizing a unique blend of Operations Research/ Systems

Analysis analytical methods and the Lean Six Sigma Six toolset, the operations research section can help inform critical decisions and assist other staff sections in performing their missions faster and more efficiently.



The Inspector General (IG) is a critical component of all transformation

operations. The IG is here to assist in assessing the morale, discipline, economy and efficiency of the 21st Theater Sustainment Command (TSC). The IG is also here to assist any Soldier, civilian employee, Family member, or any person with a matter concerning the Department of the Army with the resolution of their concerns.

Transformation activities can cause turbulence to organizations, and Soldiers and families that compose them. From the IG perspective several issues continue to dominate our transformation battle space.

One of the main issues is counseling. Counseling is critical for individuals in all organizations, but especially for organizations under going transformation.

Counseling is a standardized tool used to provide feedback to subordinates. Counseling focuses on the subordinate by producing a plan outlining actions the subordinate can take to achieve individual and organizational goals. The best counseling plans are created to provide an agreed upon goal for achievement between the rated individual and the rater.

Several Army regulations address counseling and provide guidance on how best to achieve positive results. Counseling should be used as a inherently positive opportunity and not be strictly event based on poor performance but provide a assessment based on a standardized performance cycle. Successful counseling for a specific performance generally should occur as close to the event as possible.

In Army Regulation 600-100, *Army Leadership*, paragraph 1-8c, it is stated that, "All leaders have a responsibility to develop those junior to them to the fullest extent possible. In addition to institutional training and edu-

Transformation: The Inspector General Perspective

By Lt. Col. Brad Hixon
Inspector General

DEVELOPMENTAL COUNSELING FORM			
For use of this form see FM 6-22; the proponent agency is TRADOC			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
AUTHORITY:		5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)	
PRINCIPAL PURPOSE:		To assist leaders in conducting and recording counseling data pertaining to subordinates.	
ROUTINE USES:		For subordinate leader development IAW FM 6-22. Leaders should use this form as necessary.	
DISCLOSURE:		Disclosure is voluntary.	
PART I - ADMINISTRATIVE DATA			
Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Jones, Andrew	PFC	123-45-6789	28 April 2006
Organization		Name and Title of Counselor	
2nd Platoon, B Battery, 1-1 ADA BN		SGT Mark Levy, Squad Leader	
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):			
To inform PFC Jones of his responsibility to manage his financial affairs and the potential consequence of poor management. To help PFC Jones develop a plan of action to resolve his financial problems.			
Facts: The battery commander received reports from the Enlisted Club that PFC Jones had checks returned for insufficient funds. The Enlisted Club cashier has 2 checks for a total of \$200 that were returned by American Bank, NA. A total of \$240 is due to the club system for the amount of the checks and fees.			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
PFC Jones, late payments and bounced checks reflect a lack of responsibility and poor management of financial assets. You should know that passing bad checks is a punishable offence under the UCMJ and local law. The commander has been contacted and has the attention of the battery chain of command. The commander, first sergeant and platoon sergeant have begun to question your ability to manage your personal affairs. I also want to remind you that promotions and awards are based on more than just MOS related duties; Soldiers must act responsibly and professionally in all areas of their lives.			
Per conversation with PFC Jones, the following information was obtained:			
PFC Jones had cashed the checks to purchase food, pay his phone bill and send money home to assist his grandmother with her heating bills. PFC Jones stated he had miscalculated the amount of money in his checking account and will not be able to cover the checks until he gets paid at the end of April 2006. He also stated that warmer weather will reduce any further need to help with his grandmother's utilities. PFC Jones and I went to Army Community Services and they determined the following:			
PFC Jones monthly obligations: Car payment: \$330, Car insurance: \$138, Rent and utilities: \$400. Other credit cards/accounts: \$0 Monthly net pay: \$1232.63			
We discussed that the remaining \$364 should cover PFC Jones monthly living expenses. We also discussed that PFC Jones should start a savings account to draw from in emergencies. Although it is not wrong for him to help his grandmother, he needs to make sure that he is not putting his financial stability in jeopardy. He confirmed he wants to get his finances back on track and begin to put money aside in a savings account to prepare for future needs.			
OTHER INSTRUCTIONS			
This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.			
DA FORM 4856, MAR 2006		EDITION OF JUN 89 IS OBSOLETE	

Figures 1 and 2: Army Field Manual 6-22, *Army Leadership*, Appendix B—DA Form 4856, Front Page and Back Page

Figure 3 (below): Seven Preparation Areas For Successful Counseling

Figure 4 (right): Even during ad-hoc counseling, leaders should address the four basic components of a counseling session.

- Select a suitable place.
- Schedule the time.
- Notify the subordinate well in advance.
- Organize information.
- Outline the counseling session components.
- Plan the counseling strategy.
- Establish the right atmosphere.

- Opening the session.
- Discussing the issues.
- Developing a plan of action.
- Recording and closing the session.

ation, leaders can facilitate development through the knowledge and feedback they provide through counseling, coaching and mentoring.”

The time frame for counseling is defined in Army Regulation 623-3, *Evaluation Reporting System*, paragraph 1-8e, “Counseling will be conducted within 30 days after the beginning of the rating period and quarterly thereafter for NCO’s, WO1’s, CW2’s, Lieutenants and Captains. Quarterly counseling for all other ranks will be on an as needed basis.”

Appendix B of the Army Field Manual 6-22, *Army Leadership*, discusses counseling and provides examples using the developmental counseling form—DA Form 4856. Appendix B, Figure B-6 (figure 1) is an example of an event counseling. Figure B-8 is an example of a performance/professional growth counseling. Figure B-11 shows guidelines on completing a counseling form.

Professional growth counseling begins an initial counseling within 30 days of the arrival of a new Soldier or employee. Additional counseling occur quarterly thereafter with an assessment at a minimum of once a month. Figure 3 shows seven areas to prepare for a successful counseling session.

Counseling is a continuous process. Reception/integration/initial counseling must include goals and expectations for the most current quarter along with long term goals and expectations. Figure 4 shows four basic components every counseling session should include.

If you have any questions about the counseling program that cannot be answered through your chain of command call the 21st TSC IG at DSN 314-484-7075.



Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

See paragraph B-56 Develop a Plan of Action

The plan of action specifies what the subordinate must do to reach the goals set during the counseling session. The plan of action must be specific and should contain the outline, guideline(s), and time line that the subordinate follows. A specific and achievable plan of action sets the stage for successful subordinate development.

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):
 Individual counseled: I agree disagree with the information above
 Individual counseled remarks:

See paragraph B-57 through B-59 Close the Session

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

See paragraph B-60 Leader's Responsibilities

To accomplish the plan of action, the leader must list the resources necessary and commit to providing them to the Soldier.
 Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

See paragraph B-61 Assess the Plan of Action

The assessment of the plan of action provides useful information for future follow-up counseling. This block should be completed prior to the start of a follow-up counseling session. During an event-oriented counseling session, the counseling session is not complete until this block is completed.
 During performance/professional growth counseling, this block serves as the starting point for future counseling sessions. Leaders must remember to conduct this assessment based on resolution of the situation or the established time line discussed in the plan of action block above.

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

REVERSE, DA FORM 4856, MAR 2006

21st TSC Conducts JMTC-level Training in Kaiserslautern

By Angelika Lantz



The 21st Theater Sustainment Command (TSC) held its first rotation of Theater Specific Individual Readiness Training (TSIRT) on Panzer Kaserne, February 8 through 12.

Normally the TSIRT training is held at the Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany, but because of a high influx of Soldiers needing the training, supplemental training facilities were needed.

One advantage associated with the 21st TSC hosting the TSIRT training on Panzer Kaserne is the smaller class size.

There are 41 Soldiers from different units here this week, and everyone is getting a lot of individual attention,” said Capt. Major Robinson, the commander of the 7th Civil Support Command’s 1177th Movement Control Team.

“Having the training here is working out very well for us. We are small. We can solicit and listen to feedback to improve our training content and techniques. Even more important, we can give feedback to every individual participating in this training and hopefully make a crucial difference,” said Sgt. Leif Durham, a TSIRT instructor with the 21st TSC.

Size notwithstanding, the training components at the 21st TSC are the same as those being taught at JMRC. Moreover, just like at the Hohenfels facil-

ity, the Soldiers stay onsite, eat meals-ready-to-eat and train as they would fight.

“This is their pre-deployment training. The Soldiers train at a skills level that is more advanced than basic training here, but the most important thing is for the Soldiers to have as much training as possible. If you don’t use it, you lose it,” said Sgt. 1st Class Joseph Afuhaamago, another 21st TSC instructor at the TSIRT training.

The training covered procedures for critical elements like medical, weapons and communications – specifically what is most needed at the locations where the Soldiers will deploy. Training sessions included search and detaining techniques, clearing and securing buildings, escalation of force, urban movement, marksmanship, combatives, medical excavation, improvised explosive devices and more.

Additionally, the Soldiers used the Engagement Skills Trainer, for mission and theater specific training scenarios and the Humvee Egress Assistance Trainer (HEAT) on Panzer Kaserne. The HEAT is a training device resembling an up-armored humvee that simulates rollovers.

“This training is all about building confidence and team work. The more you practice, the more familiar you become with certain techniques and

Soldiers practice reflexive firing techniques during Theater Specific Individual Readiness Training (TSIRT) on Panzer Kaserne February 12. The 21st Theater Sustainment Command (TSC) held its first rotation of TSIRT training at Panzer to assist the Joint Multinational Readiness Center in Hohenfels, Germany, with a higher than normal influx of Soldiers needing pre-deployment training. (Photo by Angelika Lantz)



Soldiers experience being in an upside down Humvee in the Humvee Egress Assistance Trainer (HEAT) on Panzer Kaserne, February 11. Soldiers use the HEAT as a training tool to better prepare them for the possibility of a vehicular rollover. The HEAT training was part of the 21st TSC's first rotation of TSIRT on Panzer Kaserne. (Video footage captures by Spc. Jason Nolte)



procedures. Like with the HEAT, once you have been in some simulated rollovers you know how easy it is to get confused. With training and familiarity, instead of panic, hopefully training will kick-in and they [the Soldiers] will keep their cool,” said Staff Sgt. Juan Johnson, a 21st TSC instructor at the TSIRT training.

Familiarity was emphasized again, when during the Soldiers Training Exercise Lane, the individual lessons of the previous days were combined and worked into a theater specific training scenario at the conclusion of the training.



Putting Sustainment Modularity to the Test

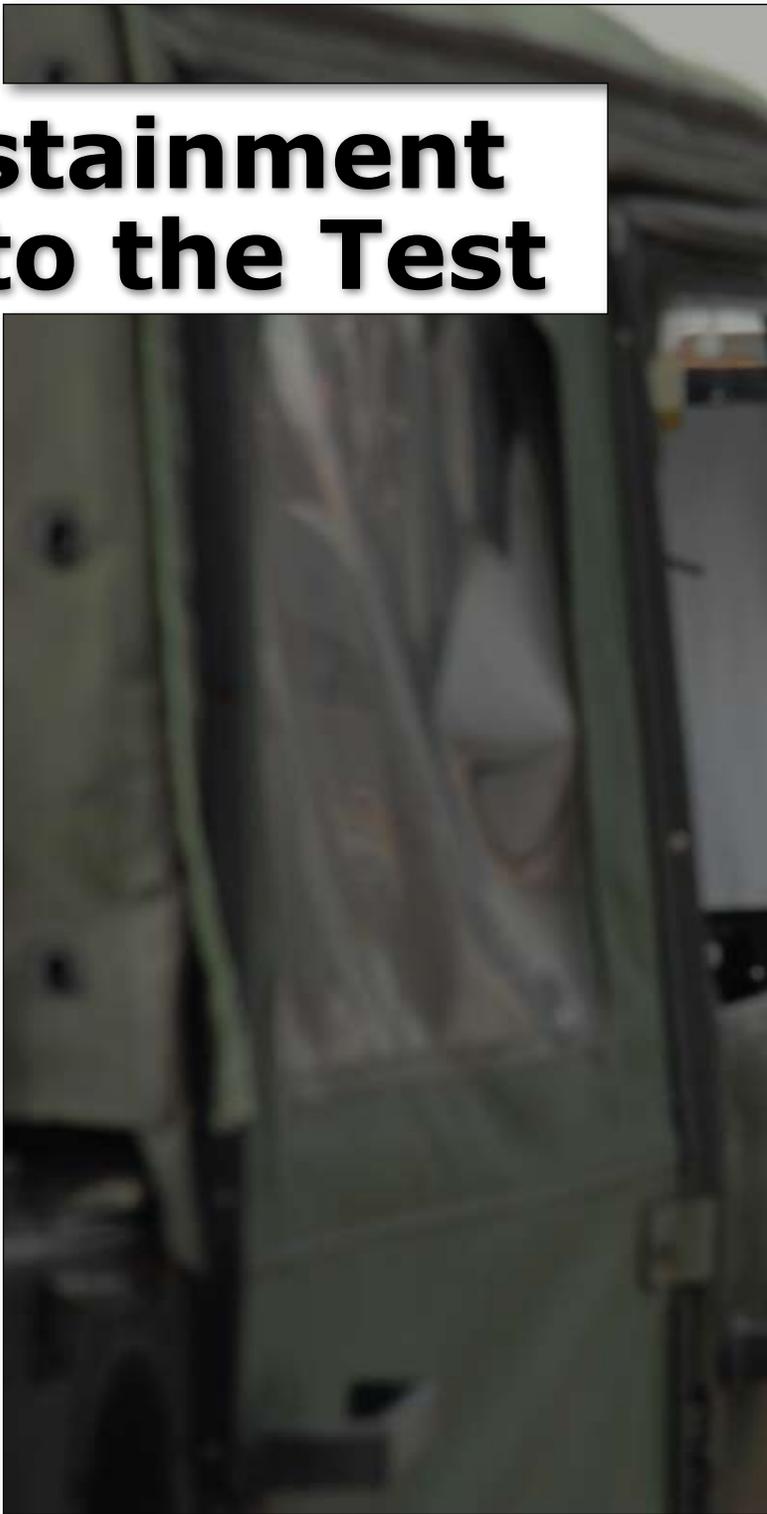
“Joint force logistical sustainment needs to be flexible, mobile, and agile while providing adequate protection to ensure swift and effective distribution-based sustainment and that can better meet the requirements of joint operations in today’s contemporary operating environment.”

—Col. Charles Maskell
Support Operations Officer

This new management concept was tested in July 2008 during the exercise Immediate Response 2008 (IR08) in Tbilisi, Georgia and the humanitarian assistance mission Operation Assured Delivery that quickly followed.

Unlike rail movements during World War II and the Cold War where American military forces moved across Western Europe with minimal to no restrictions, any movement of forces today requires the approval of each sovereign nation. Countries along the route to Georgia have different customs and diplomatic clearance procedures, oversized cargo standards, and hazardous materiel restrictions. This creates a unique challenge since equipment lists change in a very fluid manner, and each change requires submitting change documents to every country along the route. Our contracted transportation Liaison Officers (LNOs) in Hungary, Romania and Bulgaria made tremendous efforts to gain diplomatic clearances by close coordination with their host nation diplomatic officials. The movement of ammunition across the geographic locations and onto the rail ferries proved challenging due to concerns in relation to net explosive weight (NEW) and storage compatibility issues which are planning measures that are involved when we are calculating for shipping and transporting ammunition.

The IR08 mission began when the 21st Theater Sustainment Command (TSC) Early Entry Command Post (EECP), led by the 39th Transportation Battalion, opened the theater on June 28, 2008, at the seaport and airport of Debarkation (SPOD and APOD). At the SPOD, a 39th Transportation consolidated movement control team (MCT) spearheaded reception, staging and onward movement functions at the port of Poti, Georgia from June 28 through



July 5, 2008. The team received two trains from European locations via rail ferry and one vessel carrying cargo from Continental U.S. (CONUS) units.

“The Black Sea route offered many challenges and risks due to extensive trans-loading; transiting five countries through a myriad of border crossing and diplomatic clearance procedures, and last but not least, the unpredictable weather on the Black Sea,” said Lt. Col. Ben Waller, Chief, Transportation Integration Branch. “In November 2007, the greatest enemy was the unpredictable Black Sea storms which



Sgt. Lucky Tagaloa, Headquarters Support Company, Southern European Task Force, guides a humvee onto a flatbed rail car for its ride to Vaziani, Georgia, where it will be off-loaded to be used in Immediate Response 2008. (Photo by 2nd Lt. Lucia Rojas, 386th Movement Control Team)

caused a seven day ferry delay and two commercial trucks hauling U.S. equipment to miss the Required Delivery Date (RDD).”

In total, there were 167 pieces of both rolling stock and containers. The team took control of all cargo as soon as it hit Georgian soil, which ensured 100 percent accountability was maintained and assisted in the transfer of all cargo to Georgian rail lines. The team worked with Surface Deployment and Distribution Command (SDDC), Georgian customs officers and local rail masters to expedite the onward

movement of three trains to the Vaziani Training Area (VTA). The MCT ensured all radio frequency identification (RFID) was functioning and Vistar satellite devices were properly attached and operational in order to maintain train in-transit visibility. All IR08 cargo and equipment was accounted for as it moved through this critical logistics node.

“We learned how to work within the Georgian logistical system and move equipment expeditiously which built momentum as minimal time was spent on SPOD operations and maximum time was used

for set up and training at final destination, Vaziani Training Area,” said Waller.

Contracting played a critical role in IR08. The contracts that were executed during the exercise, built the strong relationships that helped to ensure the 21st TSC operate fluidly during the critical humanitarian mission that followed.

In IR08 the 622nd Contingency Contracting Team (CCT) sharpened their Georgian contracting skills. They arranged for a mortuary affairs blanket purchase agreement and they purchased a non-tactical vehicle fleet, interpreter support, interpreter vehicles, cell phones, mortuary affairs blanket purchase agreement, vehicle cleaning service and field ordering officer (FOO) purchases totaled approximately half a million dollars.

“It is critical to get the contractors in early so they can recon and recruit vendors to offer the U.S. government the best possible deals and meet mission requirements,” said Waller.

The 622nd CCT held a vendor conference and over

fifty Georgian vendors signed up for potential contracts with the U.S. in support of IR09. This type of coordination was essential for the 622nd CCT to build solid relationships that led to mission success in Georgia.

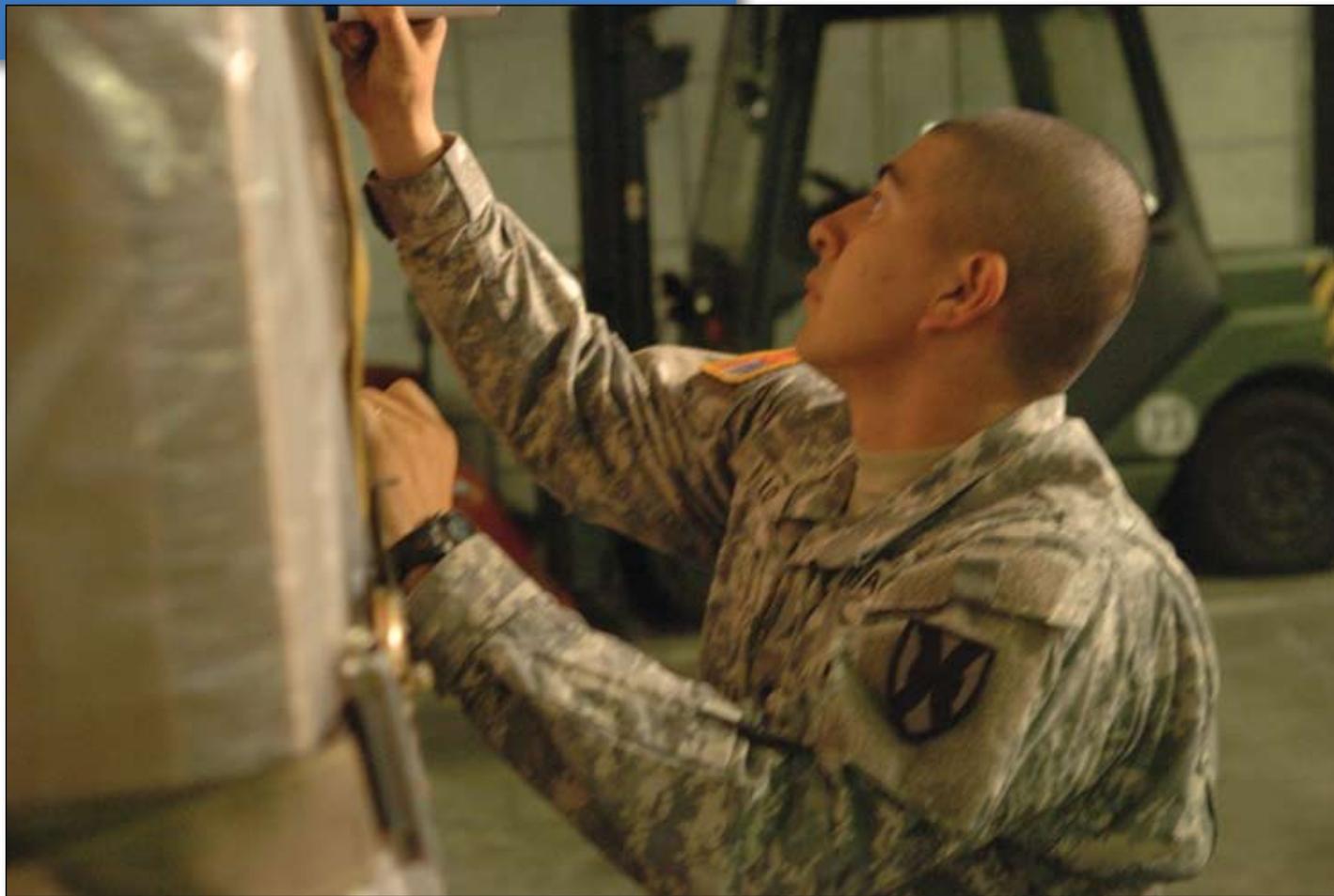
The 622nd CCT served as the on-site business advisors to the 21st TSC and the Southern European Task Force (SETAF). They integrated into 21st TSC EEC(-) in a contracting battalion role for training purposes during IR08, which paid huge benefits as the unit was a similar role in support of 21st TSC for the Georgian humanitarian mission.

After the conclusion of the exercise, the 21st TSC refocused on Georgia in a totally different capacity as they responded to provide Humanitarian aide to the citizens of Georgia after the Russian military invasion into the provinces of South Ossetia and Asertia.

The humanitarian assistance operating environment was extremely complex. Key players in requirements generation, sourcing, distribution, and assessment of humanitarian assistance were the government of Georgia, the United Nations High Commissioner for Refugees (UNHCR), the United States Agency for International Development (USAID), the Department of Defense (DoD) and more than 20 non-governmental organizations (NGOs) and international government organizations (IGOs).

Humanitarian aide requirements (e.g. Meals Ready to Eat) were derived from assessments from the

Spc. Kevin Lopez, 66th Transportation Company, 39th Transportation Battalion, records the weight of the pallets on the side of the cargo providing an accurate weight number when it comes time to load the aircraft. Soldiers and Airmen palletized more than 75,000 pounds of emergency shelter items and medical supplies in order to support the mission to the Georgian people. (21st Theater Sustainment Command Public Affairs file photo)



Georgian government, UNHCR and its agencies, USAID, and NGOs/IGOs. Those requirements were validated by the UNHCR and Georgia. UNHCR and Georgia then tried to source the requirements using their own assets. If requirements exceed the capacity of UNHCR and Georgia, USAID provided funding and coordination to Georgia, or to NGOs, or request assistance from the DoD. The USAID request was sent through the Department of State to DoD who then worked with the services and the U.S. European Command Joint Assessment Team (EJAT) to provide support, mostly air and sealift and humanitarian supplies. Once DoD unloaded supplies at a seaport or airport, USAID consigned for the supplies, and then arranged transportation, usually through an NGO, to transport supplies to internally displaced persons (IDPs) locations.

Many agencies were trying to assess parts or all of the political, military, economic, ethnic, medical, infrastructure, and environmental components of the crises, in addition to the major categories of humanitarian assistance, such as shelter and non food items, food, water and sanitation, health and nutrition, protection, and logistics and communication. Complicating matters was the high number of IDP locations (more than 600) and the uncertainty of the political, economic, and military situation with Russian forces inside Georgia.

U.S. military presence, by nature, displayed U.S. resolve and assured friends and allies. While the military can move quickly, in large numbers, and with vast capabilities, those capabilities can effectively augment skilled IGOs and NGOs and others in the accomplishment of providing humanitarian assistance to affected populations. However, many NGOs cite instances (from previous experience) of increased threat to their personnel and mission because of their perceived association with military forces.

The synergy of many capable organizations working together can greatly increase the effectiveness of humanitarian assistance operations, but each organization brings its own structure, processes, biases, and culture. These factors cause friction and unresolved friction can exacerbate the humanitarian assistance effort. Communication, information sharing, and personal relationships are essential to overcome the friction associated with organizational differences. In particular, DoD organizational skills, structured approaches to problem solving, internal communication, and staff processes, procedures, and products added significant value to the inter-agency/IGO/NGO process.

For the U.S. government component of the operation, the combination of Diplomacy, Development, and Defense (3D) proved essential to the mission's



Sgt. Aaron Carroll, 702nd Ordnance Company, 16th Sustainment Brigade, prepares charges for a training demonstration during Immediate Response 2008, in Tbilisi, Georgia. (Photo by Maj. Bryan Woods)

success. Each element of the U.S. government, in concert with international partners, brought significant capability to provide humanitarian aid. The 3Ds working together accomplished more than each of the agencies could accomplish on its own. Future crises will most certainly require great cooperation from the organizations of the U.S. government working in concert. Training, educating, and conducting routine exchanges among organizations will pay significant dividends for future humanitarian assistance crises and operations.

Future organizations and joint doctrine must be designed to be flexible and overcome the deficiencies from the overstock of equipment/supplies, and the multiple logistical management process across the DoD. The U.S. military is striving to replace regional, functional, and service perspectives with an adaptive, global joint operating perspective.

The 21st TSC Support Operations and the 7th Civil Support Command bridges the gap for logistical sustainment as the "Single Logistics Provider" for the European Theater.



Year of the Noncommissioned Officer

The 13th Sergeant Major of the Army, Sgt. Maj. of the Army Kenneth Preston, speaks to servicemembers from across Germany March 4 in Kaiserslautern, Germany. The Army's highest ranking noncommissioned officer helped kick off the Year of the Noncommissioned Officer in Europe. (Photo by Spc. Jason Nolte, 21st TSC PAO)



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