

The Future of Army Warfare is changing rapidly. As we see technology develop at an incredible pace, we have to ensure we are keeping up with it, and hopefully quicker than our adversaries. This all begins with accountability at every level. From the individual Soldier, through leaders, and up through the interconnected systems that contribute to our success, we must maintain our culture of accountability to remain ready, relevant, and resilient.

105 The Quartermaster School acts as an institutional system that directly influences our accountability. Each department has their role to play, but they all work together to sustain the fighting force. Each of the department leaders get together regularly to discuss the ever changing battlefield and the new obstacles we face. By bringing the specialized departments together, the Quartermaster Corps creates a space for these leaders to hold each other accountable. One skillset and experience can lead to a solution that may have never been considered. With this continued insight, ideas can be shared which will drive policy changes which will trickle down to all levels, ensuring leadership development remains a continuous priority. (FM 6-22)

200 One big way our school system incorporates change is through training and incentive. With a new skill identifier highlighting multifunctional leaders, it is important that these skills become transferable across specialties. To support this, our professional military education has included a section covering the skills needed across the sustainment field. Our leaders are being trained to look at each section and connect them together to see how it all works. This



129 Forces accountability across the entire branch, ensuring that we are no longer confined to one set of skills. Should a shortfall in personnel arise, we now have personnel that can shift and cover that specialty to minimize any gap in functionality and continuity. By broadening these multifunctional skills, we can continue to integrate our leaders into these roles. (FM 4-0).

96 Our school system has created these methods of accountability across the sustainment effort, and our leaders are there to ensure its success. Our leaders are developed into certified instructors who can spread this information to the force. That certification process allows us to keep our courses accountable and accredited. Taking the time to appropriately train those selected to instruct our current and future leaders shows our commitment to the culture of accountability we have created. It is not enough to attend a course, these leaders need to prove they have the skills to develop their students effectively.

103 Leader development does not stop at instructor certification. The Faculty Development and Recognition Program was created to ensure our instructors remain trained and competent across the entire Army school system. Through this program, instructors receive regular feedback to ensure their methods remain relevant, and that they are always ready to teach. It also allows time for training on other school areas, such as training development, so they can fully understand the processes and intent of the lesson plans they must teach. This program not only keeps the instructor accountable to the school system, but to the Soldiers that they are in charge of. (TR 600-21)

328 From day one, each Soldier undergoes a process to evolve from a civilian to a warrior. Through strong leadership



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they are developed into disciplined team members who can work together to accomplish great things. There is a reason that Soldiers only interact with drill sergeants when they first join. These professionals are trained to foster an environment where the soldier will receive continuous feedback. As they are constantly held accountable, they will start to see their own faults. They will become adept at keeping not only themselves, but their teammates accountable. (IR 350-6)

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The Quartermaster Culture of Accountability starts small, at the micro level, with the individual Soldier. Our leaders and instructors act as the intermediate, or meso level, influencing accountability to those they supervise, as well as to the larger system they serve. This macro level processes information from leaders and processes it to be able to reinforce their professionals. This culture spans in both directions, ensuring accountability never falters, and connects the institutional and operational realms.

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The framework of this culture ensures our training institutions provide skills for our Soldiers to take into the operational force. By applying these skills we can gain a clear understanding of how they work, if they work at all. The Army continuously collects feedback after every action. This feedback can shine a light on tactics that work really well, or show some faults. In both instances, it is important that we get professionals from a variety of units into different exercises to fully test those skills to gain as much relevant data we can. The Soldiers provide feedback to leaders, who communicate it to the institutions, who can then reform their methods. Once the changes are made, it starts again, developing leaders at the institution to bring the skills back to the operational force.

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All of this is to prepare us for the Mega level of accountability, the environment. Technology and enemy capabilities are evolving quickly. If we hope to be successful, we have to stay on top of the change. Using our intelligence and historical data, we can see that Sustainment will face challenges like never before. Our sustainment principles will help us continue to support the warfighter.

With the rise in technology, it is important that we understand how it works and use it to our advantage. Through data collection and formulas, we no longer need to wait for requests for food, ammo, supplies, fuel etc. By anticipating the needs of the force, we can have logistical packages moving throughout the battlefield before the unit knows they are running low. The challenge this new environment presents is the vulnerability of supply trains. We must be prepared to become a larger target than ever before. Without sustainers, the fighting force is no longer a threat.

As our equipment takes damage, retrograde operations become a glaring concern. How do we get battle damaged vehicles back to the fight when the maintainers cannot travel freely? We must ensure our responsiveness is immediate, while keeping economic costs minimal. As we rely on technology to assist us, our enemies will as well. They can see our vulnerabilities, and we will be forced to adapt.

One of the biggest weak points will be ports. As the battle goes, these ports will be a huge target, limiting our ability to push soldiers and supplies into the fight. One of our ways to keep that continuity is through Joint Logistics Over the Shore operations. We have been developing equipment and techniques



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to bring personnel and equipment from vessels directly to the shore, improving a way to navigate around compromised ports.

The sustainment fight does not stop at supplying the fight. We must also handle the dead. Through our shared culture of accountability, as well as our principles, it is clear that this will be a major obstacle. The Joint Mortuary Affairs Department is anticipating the struggles, and implementing certifications and technology to address it. We hope to have battle-tested identification possible in a way to provide support to the surviving family immediately, rather than waiting the potential months before their loved ones' remains are returned home. By acknowledging our own restraints, we can start to develop and implement ways to navigate our anticipated struggles.

The Quartermaster Corps are a key tool in all conflicts. By spreading our culture of accountability across all levels and domains, we can continue to be ready to fight. That accountability skill falls on us individually. Army schools, technical certifications, and degrees can make us stronger and well equipped. We must ensure we maintain our own readiness to serve a multitude of roles and positions. We must grow and develop our shortcomings, and help the Quartermaster remain Ready, Relevant, and Resilient.