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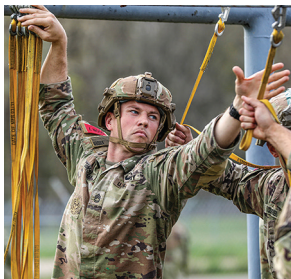
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Army Undersecretary Gabe Camarillo addresses the service's relationship with industry during AUSA's 2024 Global Force Symposium and Exposition in Huntsville, Alabama. (AUSA PHOTO)

Camarillo: Army adapting to meet soldiers' needs

The Army has plans to change the way it does business with industry, and as warfighting innovations advance, a “quiet revolution” is taking place in the service, Army Undersecretary Gabe Camarillo said.

“Our innovation challenges aren’t technical, they really are institutional,” Camarillo said Tuesday in his keynote address at the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama.

He acknowledged that the Army’s processes are designed around “two relatively fixed constraints” that include the two-year appropriations process and the time it takes to run the competitive contractor process required by law.

Some flexibility will help with both constraints, Camarillo said, but the

Army must now work around them for a subset of new capabilities. This will require an ongoing conversation between the Army and industry for an outcome that’s beneficial to each.

“We need to work with all of you as we both learn how to adapt our processes and become much more creative in how we structure our approach,” Camarillo said. “The conversations about the defense industrial base are poised to take a U-turn.”

“I know that most of our industry partners that rely on traditional buying models might think that some of this is a big shift, [that] some programs may only be profitable once you achieve a large run of production over several years,” he said. “But if the Army is going to

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Rainey: Army seeks industry's help for future capabilities

From off-the-shelf technology that can help soldiers today to next-generation autonomous vehicles and command-and-control capabilities, Army Futures Command is looking to its industry teammates for help.

“Indisputably, the amount of technology disruption in the character of war is unprecedented, and it just keeps getting faster and faster,” said Gen. James Rainey, commanding general of Futures Command.

During a keynote presentation Wednesday at the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama, Rainey said the Army is “trying to do continuous transformation,” and it is “not going to succeed” without help from “industry teammates, big, little and small.”

“We don’t really have a technology problem in the Army,” Rainey said. “What we have is a technology adoption problem. The American industrial base is such a huge advantage we have in our country. How do we bring that to bear?”

Delivering capabilities

As it works to deliver the capabilities soldiers need, Futures Command is approaching the service’s transformation in three periods of time.

Over the next 18 to 24 months, “we have to look at what’s happening in the world and adapt faster,” Rainey said, citing Army Chief of Staff Gen. Randy George’s “transforming in contact” initiative. “The term ‘transforming in contact’ confuses some people,” he said. “What we’re saying is the great brigade combat teams and divisions we have right now that are rotating forward into [the U.S. Central Command region], into Europe, into the Indo-Pacific and other places, that’s the best place for us to work on transformation.”

Some key capabilities the Army is seeking in the near-term include loitering munitions, ground-based



Gen. James Rainey, commanding general of Army Futures Command, discusses the service’s transformation efforts at AUSA’s 2024 Global Force Symposium. (AUSA PHOTO)

rockets and missiles and counter-unmanned aerial systems that would work alongside an armored company or a light infantry company, he said.

The Army also is working “very hard” on human-machine integrated formations that blend soldiers with robotic and autonomous vehicles, Rainey said. “We’re never going to replace humans with machines,” he said. “It’s about putting those two things together in an optimal way that makes the Army better.”

Over the next two to seven years, the Army is looking to work on launched effects, the Future Long-Range Assault Aircraft and the Extended Range Cannon Artillery, also known as ERCA.

“ERCA is a requirement, not a thing,” Rainey said. “We did a rapid prototyping effort, and we watched what’s going on in Ukraine and adjusted what we’re doing with ERCA.”

Futures Command also is pursuing a “better armored howitzer” and mobile indirect fires, and the service also must “relook our suite of mortars,” he said.

The Army’s systems can’t be just a little bit better than its adversaries’ systems, Rainey said. “It has to be

10 [times] better,” he said. “We can’t be a little bit faster; we’ve got to be way faster.”

2030 and beyond

Finally, the Army is looking out to 2030 and beyond. “There are real opportunities for us to transform and make bigger adjustments than we can make in the next five to seven years,” Rainey said.

This includes advances in robotics and force protection but also updates to how soldiers fight. “We exist to dominate the land, and the land domain isn’t going out of business,” Rainey said.

In the future, the fight will be long, Rainey said. “I do not believe in the short, sharp war idea,” he said. “Nuclear-equipped superpowers, if they got into an existential fight, I believe it’ll be a long, tough, nasty fight.”

The Army must look at how it can improve the lethality and survivability of its light infantry formations and its casualty evacuation and medical treatment capabilities on the battlefield, Rainey said. “We have to never forget that this is about close-combat dominance,” and the men and women who are on the front lines, he said.

Materiel Command ‘totally focused’ on ready combat formations

Army Materiel Command is “totally focused” on delivering ready combat formations around the world and at home, said Lt. Gen. Christopher Mohan, the command’s deputy commanding general.

In a keynote address Thursday at the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama, Mohan outlined the work being done by the Army’s sustainment enterprise and stressed the importance of working closely with industry partners to achieve the mission.

“We are absolutely committed to shoulder to shoulder work with our industry partners. We do it all the time,” Mohan said. “We can’t do it without you, so we’ve got to talk to each other, we’ve got to sit down across the table and walk the floor at our facilities together so that we can do this together and continue to sustain the greatest Army in the world.”

The Army sustainment enterprise is engaged around the world, Mohan said, describing the war in Ukraine as a “wake-up call,” not only to the fact that the U.S. still has enemies who are “trying to defeat our way of life, but also to the importance of logistics forces.”

To help Ukraine, he said, the Army has marshaled and moved equipment around the globe using more than 8,000 trucks, 236 trainloads and 115 vessels to deliver everything from bullets to hardware to clothing.

None of it could be done without industry, partner countries, Army civilians, the organic industrial base or some of the autonomous and artificial intelligence capabilities resident in additive manufacturing, Mohan said.

“We’ve reformed and changed the way we think about the front end of it, but the back end of it is where we could use some help from industry, because at the end of the day, we still



Lt. Gen. Christopher Mohan, deputy commanding general of Army Materiel Command, speaks on the final day of the 2024 AUSA Global Force Symposium and Exposition in Huntsville, Alabama. (AUSA PHOTO)

go to a warehouse, we still pull a part off of a wire shelf, put it in a cardboard box and put it on the back of the truck, and it goes off into never, never,” Mohan said. “We’ve got to reform the back part of that and the distribution, and that’s where we can use industry’s help.”

Mohan highlighted the Army’s emerging watercraft strategy, which will include manned and unmanned vessels that will be critical to operations in the Indo-Pacific, and he cited the need to modernize pre-positioned stocks in the Pacific and Europe.

“Army pre-positioned stocks is important to all theaters. It’s got to be modernized, sized, strategically located, and when we have all those elements, it is a true strategic deterrent,” Mohan said, pointing to the success of having issued a heavy brigade combat team set to U.S. soldiers deploying to Germany during the initial Russian invasion. “That was a true strategic deterrent, and we have to continue to invest in that.”

AUSA Extra

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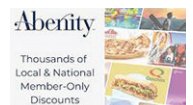
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The advertisement features a dark, overcast urban environment with several StrykerX military vehicles in motion. A large, multi-story apartment building stands in the background on the left, while a long, multi-story residential building is on the right. The ground is a mix of asphalt and debris. A white aircraft is flying in the sky. The overall tone is serious and tactical.

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Army profession ‘necessary’ to ensure service’s success

Efforts to strengthen the Army profession are “necessary” to ensuring the service’s success in building a competent, lethal and cohesive force, the commanding general of Army Training and Doctrine Command said.

Part of Army Chief of Staff Gen. Randy George’s four focus areas, strengthening the Army profession is a “continual focus,” particularly as the Army moves from 20 years of counterinsurgency operations to preparing for large-scale combat operations, Gen. Gary Brito said Thursday during a fireside chat at the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama.

“We owe that to the moms and dads who allow their kids to join, and more importantly, we owe that to those who join our Army,” Brito said.

One key element to strengthening the Army profession is “zero compromise in warfighting capabilities,” Brito said, and “being really brilliant at the basics.”

Training and Doctrine Command’s goal is training “lethal warfighting soldiers” and delivering “competent, thinking leaders,” he said.

To do that, the command is looking



Gen. Gary Brito, right, commanding general of Army Training and Doctrine Command, speaks with retired Lt. Gen. Leslie Smith, AUSA vice president for Leadership and Education, during the association’s 2024 Global Force Symposium. (AUSA PHOTO)

at how it teaches, trains, educates and develops soldiers and leaders, Brito said.

As an example, the Army must leverage technology and find innovative ways to connect with and deliver education to a younger generation of soldiers that is comfortable with technology. “Those soldiers who come in, ... they require a level of delivery and engagement,” Brito said.

As the Army pursues a sweeping transformation, it “can’t separate that materiel modernization from the people component,” Brito said. “We’ll modernize and innovate quickly because we’re going to have technology taking off,” he said.

Ultimately, the Army will remain strong if it has “warfighters of high character, competence and commitment,” Brito said.

Camarillo

From Page 1

keep changing its technologies, and if it’s going to adopt new innovation, we need to ensure that there are incentives in place to continue to invest in the new generation of capabilities that we need.”

Changing the Army’s buying models would not be a luxury but an imperative if soldiers are to receive what they need as technology advances, he said. Camarillo acknowledged that the Army must be a good partner to industry, which must remain profitable and resilient.

“There’s a quiet revolution in the Army,” Camarillo said, pointing out

that the Army is realizing now that it does not have to field new capabilities to the “entire Army,” that different capabilities can be fielded to different types of units and formations over time.

He also noted that as the Army looks at smaller production quantities of certain items, the service has to be willing to pay more to keep pace with required investments.

“All of this for some could be new, and it could be uncomfortable, but I think it can definitely work, and there are significant upsides, I think, both for industry and certainly for the Army to adapting our buying models to keep pace with the changes

that I’ve described,” Camarillo said.

He pointed to the importance of events such as Global Force as a place for these critical two-way dialogues to take place.

“It provides a great opportunity for all of you to hear where we’re headed, where we’re placing emphasis in our modernization, what investments we’re making, and it also provides, very crucially, an opportunity for the Army to hear from all of you, hear from you about your capabilities, what challenges you face and where you are placing emphasis for the future,” he said.

The two-way dialogue, he said, “is at the heart of this event.”

Enlisted leaders vital to delivering ready, agile force

NCOs play a key role in building a force that's ready to sustain itself on a complex and dispersed battlefield, a panel of senior enlisted leaders said Tuesday.

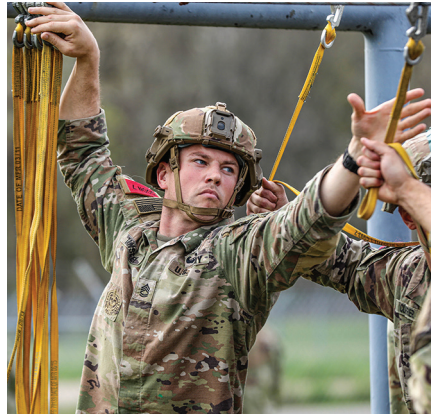
"Gone are the days in which we had 10 operating days of supply and equipment on hand, stacked up at the back of the [forward operating base] or [brigade support area]," said Command Sgt. Maj. Jimmy Sellers, senior enlisted leader for Army Materiel Command. "Now we're looking at how do we get [those supplies] to the point of need, all the way from the factory to the foxhole, ... and make sure we have the right supplies on hand."

Speaking alongside the senior enlisted leaders from Army Futures Command, Army Training and Doctrine Command and the West Virginia National Guard at the Association of the U.S. Army's Global Force Symposium and Exposition, Sellers said the Army is studying how it should move on a "dynamic" battlefield while ensuring soldiers have what they need to fight.

The key is "being able to fix, arm and fuel forward and making sure we're not a stagnant organization that's standing still," he said. "How are we going to be able to provide that multifunctional logistics non-commissioned officer that's able to ... get those requirements to the commander as required?"

Part of that effort is training, educating and developing NCOs so they're properly equipped to lead soldiers and be force multipliers for their units and commanders, said Command Sgt. Maj. Raymond Harris, senior enlisted leader for Training and Doctrine Command.

Work is underway to revamp the Senior Leader Course, a prerequisite for promotion to sergeant first class, to produce what Sellers and Harris referred to as multifunctional logistics NCOs. The goal is to "ensure they understand support operations



Sgt. 1st Class Jared Tansley, a paratrooper assigned to the 82nd Airborne Division, secures static lines during airborne training March 7 at Fort Johnson, Louisiana. (U.S. ARMY/SGT. LILLIANA MAGOON)

and how to be a leader within the sustainment community," Sellers said.

The goal is to start implementing the revamped Senior Leader Course "maybe end of this year, beginning of next," Harris said.

The Army also must make sure it has the right soldiers with the right aptitude, Sellers said. "If we don't have the right soldier, ... the technology is going to outpace us," he said.

For the Army National Guard, it's important for the component to modernize and transform so it can remain relevant, said Command Sgt. Maj. James Jones, senior enlisted

leader for the West Virginia National Guard. "There are significant other challenges when you talk modernization and the National Guard, number one being time, and two being money," he said.

One Army National Guard "priority division" is in the first wave of modernization, transforming "along with their [active Army] counterparts," Jones said, but "most of the greatest among our forces in the National Guard will remain ready and relevant through cascading modernization."

The Guard must keep up and adapt, he said. "It can't be just-in-time readiness," Jones said. "If it's not intuitive enough that a Guardsman can learn it really quickly over a couple of days, it has to be a more deliberate process, because we have limited time to train up on equipment. You have to get out and get reps and sets on that equipment ... to build true readiness."

Command Sgt. Maj. Brian Hester of Futures Command, who said the character of war is changing as innovation and technology continue to evolve, emphasized the importance of consistency.

"The nature of war remains consistent," he said. "For the Army, that means we have to be consistent and remain the dominant land force."



Senior enlisted leaders from across the Army speak during AUSA's 2024 Global Force Symposium and Exposition in Huntsville, Alabama. (AUSA PHOTO)

Bush: Speed, teamwork needed for Army transformation

Speed, flexibility and teamwork are critical as the Army moves forward with its transformation for the future, the service's top acquisition and modernization officials said.

Speaking Wednesday on a panel at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama, Douglas Bush, assistant Army secretary for acquisition, logistics and technology, said the Army cannot do what it needs to do without teaming up with industry.

He also emphasized speed. "Acquisition at speed has been my mantra since I arrived," Bush said. "That's based on perception of threat. We're not in a place where we can take our time with programs. We've got to keep up with technology."

Gen. James Rainey, commanding general of Army Futures Command, echoed Bush's remarks. "It's all about speed," he said, adding that the Army doesn't get to choose when it's called to fight. "The sense of urgency we share is critical," he said.

Today, the Army has several tools to help it move more quickly through the acquisition process, Bush said, including middle tier of acquisition



Jeremy Tondreault, left, president of platforms and services at BAE Systems, Gen. James Rainey, commanding general of Army Futures Command, and Douglas Bush, assistant Army secretary for acquisition, logistics and technology, speak Wednesday at the AUSA Global Force Symposium and Exposition in Huntsville, Alabama. (AUSA PHOTO)

authority. The Army has been making use of those authorities to speed munitions production and provide much-needed capability to deployed troops, Bush said.

Jeremy Tondreault, president of platforms and services at BAE Systems, who also spoke on the panel, said companies are seeking "transparency" of requirements and resourcing from the service. "That shapes what we invest in," he said. "The more transparent we are in this partnership in the early phases, the

more likely industry is going to be able to make their investments useful to the Army."

Another challenge for the Army is production scale, Bush said. The Army must be able to produce at scale the new equipment it needs, he said.

Together, speed of acquisition and production scale are a means of deterrence, Bush said.

"The arsenal of democracy, once funded and supported by the American people, is not to be trifled with," he said.

New cross-functional team focuses on all-domain sensing

The Army is creating a new team focused on helping the force better see, sense and target deep into the battlefield.

The All-Domain Sensing Cross-Functional Team will be stood up out of the Assured Positioning, Navigation and Timing/Space Cross-Functional Team, Army Futures Command announced Tuesday during the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama.

The transition "arrives on the heels of the successful completion" of the team's "original mission," the com-

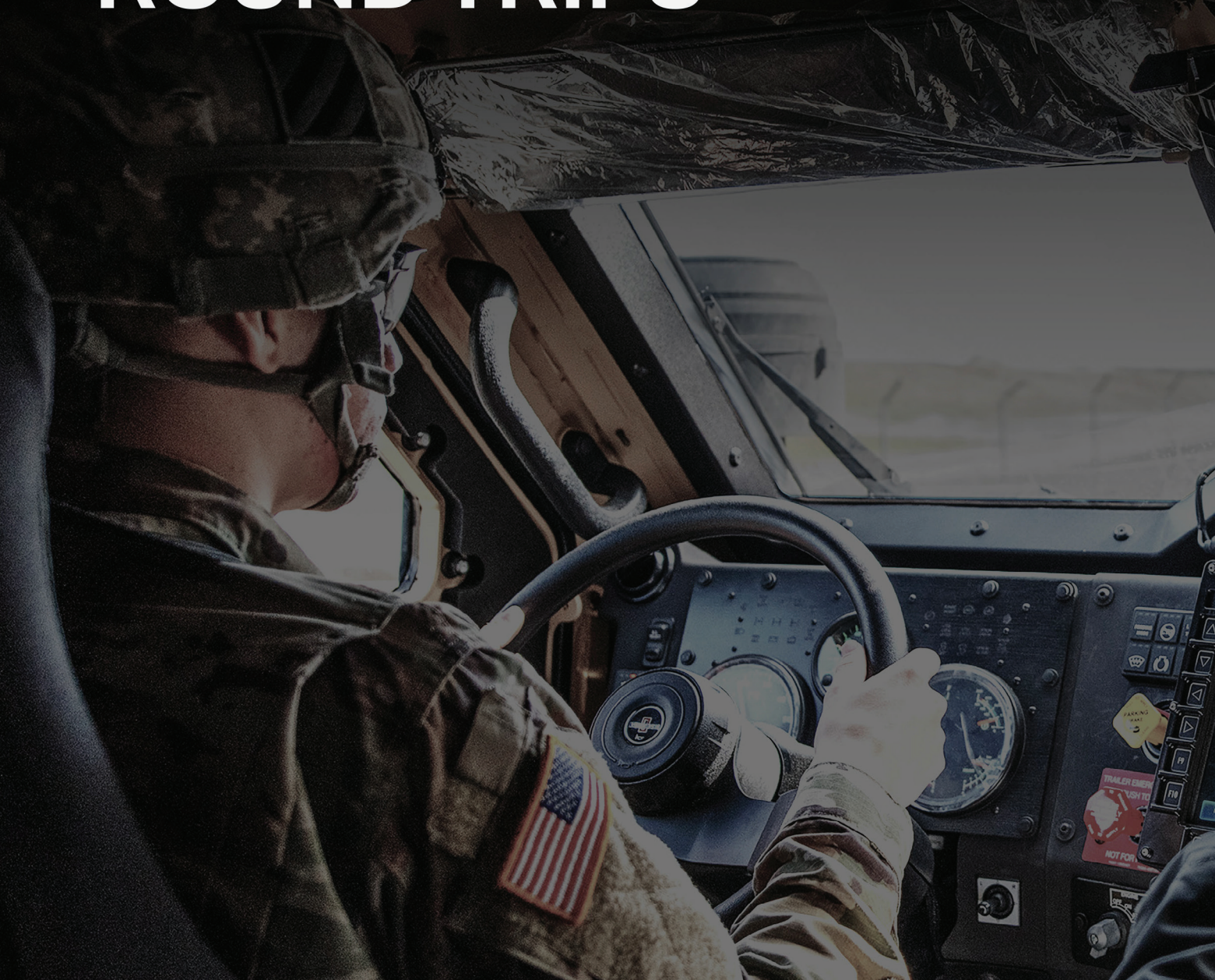
mand said in a news release. "The APNT/Space CFT did what we asked them to do, and the changes we are making are intended to capitalize on our success," Gen. James Rainey, Futures Command commander, said in the news release.

All-domain sensing has been a consistent priority for Army senior leaders, the news release says. "The Army must be able to see as far as it can shoot, see after it shoots, access machine-speed analytics to make informed decisions and understand the impacts of multiple effects on the battlefield," the release says.

The team will focus on capabilities such as sensor technologies for surveillance, reconnaissance and targeting; integrated sensing architecture to enable Army force projection, fires and maneuver; and identifying advanced technologies for data processing and dissemination at the pace and scale required for large-scale combat operations.

The All-Domain Sensing Cross-Functional Team will be in Adelphi, Maryland, and Huntsville, and it's expected to reach full operational capability by the second quarter of fiscal year 2025.

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Precise, timely logistics must occur at ‘speed of relevance’

Building a lean, agile and resilient sustainment enterprise capable of delivering precision logistics across a dispersed, contested battlefield remains a top Army priority, a panel of subject-matter experts said Tuesday.

“We have to develop solutions at the speed of relevance, and our adversaries are not on our timeline,” said Col. Shane Upton, director of Army Futures Command’s Contested Logistics Cross-Functional Team. “Precision logistics is an Army effort. It is a priority to bring readiness to our combat formations, and precision is a must.”

Speaking at the Association of the U.S. Army’s 2024 Global Force Symposium and Exposition in Huntsville, Alabama, Maj. Gen. Michelle Donahue, commanding general of Army Combined Arms Support Command, agreed, adding that gaps in the service’s ability to deliver precision logistics are a “threat to the Army’s ability to open and set theaters at the speed of relevance.”

As the Army prepares for large-scale combat operations, “the battlefield is no longer local,” said Lt. Gen. Christopher Mohan, deputy commanding general of Army Materiel Command.

The rise in technologies such as artificial intelligence and the evolution of drones and other technologies have “already transformed how we will fight the next large-scale combat operation,” Mohan said during the panel titled “Delivering Precision Sustainment in Support of Ready Combat Formations.”

After enjoying the ability to move to theater “almost unopposed,” the Army likely will have to fight to get to the future fight, from the joint strategic support area to the foxhole, Mohan said.

“No matter what, this is going to be a contested environment, ... and it’s going to be contested in every domain,” he said. “How do we remain



Subject-matter experts discuss solutions for precision sustainment efforts during AUSA’s 2024 Global Force Symposium and Exposition in Huntsville, Alabama. (AUSA PHOTO)

successful in such an environment? That means we have to transform the sustainment warfighting function.”

The challenge is particularly acute in the Indo-Pacific, where troops could be “dispersed by thousands of miles,” Upton said. “It’s going to be contested from the homeland to the foxhole, or in reverse, from the fox-



A soldier assigned to the 1st Armored Division fills a fuel tank March 13 at Fort Bliss, Texas, during the installation’s Black Start Exercise, which tested contingencies for field facilities and fuel distribution after a power outage. (U.S. ARMY/DAVID POE)

hole to the factory,” he said.

The cross-functional team is looking to reduce the Army’s logistics tail, Upton said, with fuel and ammunition among the key areas the team is studying.

As an example, Upton said, “we were still putting wood sticks in fuel tanks in Europe not too long ago.” Instead, the Army should be looking for sensors that can more quickly and accurately tell commanders how much fuel they’re consuming and how much they need, Upton said.

“We need products that will let us see ourselves better,” he said.

Integrating machines is another area the cross-function team is studying, Upton said. This means “offsetting risks to machines to enable humans to do what humans do best,” he said.

The Army also must take lessons from the fighting in Ukraine and Gaza and turn them into “actionable innovation now,” Mohan said. This includes working with the Army’s industry partners.

“We’ve come a long way, but we’ve got a long way to go,” Mohan said.

‘Mindset shift’ essential to human-machine integration

As robots are integrated into the operational environment, soldiers will need to shift from a mindset of doing it all to trusting the new technology and understanding its potential, according to senior Army leaders.

Maj. Gen. Curtis Buzzard, commander of the Maneuver Center of Excellence and Fort Moore, Georgia, formerly known as Fort Benning, said he observed the human dynamic at play in a recent training scenario involving robotic platforms.

“Interestingly, I think the commander, if he were to tell you what he thought at the beginning and what he thought at the end, or how he was employing the capability, he was reticent to lose it, he was worried about the quadruped dog. It looks like a dog. I don’t know if that had anything to do with it, but he didn’t want to put it in harm’s way” Buzzard said of the company-minus experimentation force that’s been using the technology at Fort Moore for about nine months.

“It really is a mindset shift,” he said Wednesday during a panel discussion on human-machine integration at the Association of the U.S.

Army’s Global Force Symposium and Exposition in Huntsville, Alabama.

A mental shift will become part of a new decision-making process that could see commanders and soldiers assessing whether they should send a robot or a soldier into harm’s way. As they work more frequently with robotics, soldiers will better understand other capabilities that could be useful on the battlefield.

Buzzard pointed to the value of demonstrations during the recent Project Convergence experiment at the National Training Center at Fort Irwin, California. “It really helps a whole lot of other people visualize how this capability can make our formations better,” he said.

Lt. Gen. Robert Rasch, director of the Rapid Capabilities and Critical Technologies Office, said that as Project Convergence progressed, soldiers began to find ways to integrate robotic platforms into their maneuvers. “The confidence in the system grew tremendously ... because soldiers understood the capabilities and, just as important, the limitations, of the technologies they had,” Rasch said.

Soldiers adapted their techniques



Soldiers with the 29th Infantry Regiment participate in a human-machine integration demonstration using a Ghost robotic dog March 15 during a Project Convergence experiment at Fort Irwin, California. (U.S. ARMY/SPC. SAMARION HICKS)

for using robots after seeing what they are capable of, Rasch said. Confidence in the technology will be gained through training and multiple repetitions, he said. “I think that’s an important thing that we do early on in this effort, is involve those soldiers, to continue to involve them through this development, so they build confidence over time,” Rasch said.

Panelist John Brennan, a general manager with Scale AI, said the Army must examine its cultural bias toward the status quo as it integrates robotics on the battlefield. The Army must “fundamentally rethink” ingrained assumptions that humans will do everything, he said.

“It’s not soldier touch points, it’s robot touch points,” Brennan said, noting that robots will affect network capacity, use more electrons than humans and be the subject of heavy resistance from a bureaucracy that doesn’t change easily.

“It’s going to take extremely high persistent degrees of leadership at every level to overcome that status quo bias,” Brennan said.



Soldiers assigned to the 10th Mountain Division conduct tactical resupply vehicle training March 5 at Fort Drum, New York. (U.S. ARMY/SGT. 1ST CLASS NEYSA CANFIELD)

Army explores food, barracks improvements for troops

Better food options and barracks with internet connectivity are among the priorities for Army leaders seeking to improve and maintain quality of life for soldiers.

At a Warriors Corner discussion during the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama, Sgt. Maj. Michael Perry outlined some of the initiatives under consideration to improve food options for enlisted soldiers, as well as some of the challenges with giving soldiers what they want.

"Every installation is different, and we cannot have a one-size-fits-all solution," said Perry, the senior enlisted adviser to the Army deputy chief of staff for installations, G-9, who explained that his office and Army Materiel Command are considering a variety of solutions. "Soldiers want choices."

Solutions being considered include food trucks, kiosks, commissary shopping privileges, better dining facility atmospherics and even kitchens and community cooking options in barracks that create "collision points" where soldiers can be together, Perry said.

At Fort Story, Virginia, "we added kitchens where soldiers can come down and cook and prepare their meals," said Sgt. Maj. Kelvin Windham, senior enlisted adviser to the Army Materiel Command deputy chief of staff for facilities, logistics and environment, G-4.

"What we're looking at in the future with barracks is to have a kiosk inside of the barracks, where a soldier can come down and get food, because we're trying to cause those collision points," Windham said, explaining that it's about getting soldiers out of their rooms so "they can talk to other soldiers."

At Fort Cavazos, Texas, formerly known as Fort Hood, a mass transit pilot is underway that is "basically a shuttle service," Perry said. Soldiers



A soldier with the 11th Air Defense Artillery Brigade receives lunch March 20 from a mobile culinary outpost food truck at Fort Bliss, Texas. (U.S. ARMY/SGT. JASON GREAVES)

request rides with an Uber-like app to get to the dining facilities and other outlets.

"One of the other challenges that we have in some installations is a lot of our soldiers don't drive, so when you have a barracks or a motor pool or a working area that is a significant distance from wherever that dining facility is" it's difficult to move to

where food is, he said.

In addition to food choices, the Army is thinking about a standardized template for barracks rooms and providing free Wi-Fi.

"I am very much concerned, like with all of us, if we don't have quality barracks and we don't have quality work spaces, our soldiers are not going to feel good about wearing our uniform, and we want them to feel good about joining the Army," said Lt. Gen. Kevin Vereen, deputy Army chief of staff for installations, G-9. "We want them to feel good about where they work and where they live."

New barracks construction will replace the worst facilities, but the work will take time. "It's just a fact of life," Vereen said. He added that he's talking with the Army's sister services to learn how they've been able to install free Wi-Fi in the barracks and plans for that are in the works.

"If we don't take care of our families and our soldiers and have quality infrastructure, then we won't be able to man the equipment that we're trying to acquire or trying to build," Vereen said. "At the end of the day, it's really about our soldiers and families in order to still have the Army that made us strong."



Senior leaders discuss quality-of-life initiatives for soldiers and families at the Warriors Corner during AUSA's 2024 Global Force Symposium and Exposition. (AUSA PHOTO)

New maintenance standards aim to unburden soldiers

Changes in vehicle maintenance standards are underway across the Army as part of an effort to reduce excess equipment and unburden soldiers, said Lt. Gen. Heidi Hoyle, deputy Army chief of staff for logistics, G-4.

These new standards are a change to decades-old processes that govern when vehicles receive maintenance. The goal is to gain efficiency without sacrificing the quality of maintenance.

Instead of time-based intervals for selected vehicles, maintainers are focusing on readiness by troubleshooting, performing unscheduled maintenance when needed and leaving rote maintenance such as replacing filters for a regular schedule.

“We trace it all the way back to, I think the date is 1938, when we set our standards for how we service

equipment. That is an interesting flow of information, right? Almost 90 years,” Hoyle said Wednesday at a Warriors Corner presentation during the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama.

In June 2023, she said, the Army assembled a group of senior chief warrant officers “from all of the life cycle management commands,” who were “locked into a room at the Pentagon” and given the task of figuring out how the Army could unburden soldiers and create true readiness.

Recommendations emerged by the end of the day addressing issues such as service intervals, high and low usage rates for different fleets and options to achieve efficiency.

“We have always done the semi-annual and the annual services just because that’s what we have always

done,” Sgt. Maj. Petra Casarez, senior enlisted adviser to the Army G-4 said. “So, instead of really focusing on those conditions- and needs-based services, we have focused on just doing services when we think that the time told us.”

Casarez explained that the changes are underway with four platforms—the Humvee, the Heavy Expanded Mobility Tactical Truck, the Family of Medium Tactical Vehicles and the Palletized Load System.

Casarez emphasized that there is no plan to reduce the number of maintainers. Instead, the shift refocuses their efforts into readiness.

Soldiers “have to be unburdened from the equipment that is excess, the stuff we accumulated over 20 years of conflict for all the right reasons” that is no longer required, Hoyle said.

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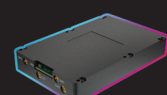
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AUSA hosts Generation Next Forum for emerging leaders

More than 60 emerging leaders took part in the inaugural Generation Next Forum at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama.

Hosted by AUSA's Center for Leadership, the workshop opened with an interactive session with Sarah Draper, a former FBI supervisory special agent and owner of Leading Well Strategies, who encouraged the young leaders to think about the elements and life skills that contribute to effective leadership.

In addition to discussing characteristics such as resiliency and the importance of sleep, relationships, being in nature, mindfulness and exercise and nutrition, Draper urged them to share their own habits and experiences during a lively exchange.

Participating in the forum "was a good dive into yourself and discovering what your mantra should be as a leader," said Walker Brown, a cadet at Auburn University, Alabama, who aims to be a signal officer when he is commissioned in December.

Brown said he learned that taking care of people and taking an interest in their lives is critical because those "are precious relationships that should be cherished. People will always remember how you made them feel."

The forum on Tuesday was an extension of the Young Professionals program launched at AUSA's Annual Meeting and Exposition in October by the association's Center for Leadership.

In a closing keynote address, retired Brig. Gen. Jen Buckner told the young leaders that while she built a successful career in the Army, it wasn't always easy and involved many moments of uncertainty.

"I like to say that rejection is my superpower, because it didn't just turn out that way, there was a lot of hard work," she said, explaining that her title and rank often lead



Retired Brig. Gen. Jen Buckner, an AUSA leadership fellow, speaks during the Generation Next Forum at AUSA's 2024 Global Force Symposium and Exposition. (AUSA PHOTO)

people to believe she cruised to success. "There's a lot of failure in that, there's a lot of 'Oh, I'd better reset and try again.'"

Buckner, an AUSA leadership fellow, served as the Army's director of cyber, where she led governance and oversight of cyber capabilities and championed emerging technologies to enable detection and disruption of significant cyber threats. She retired in 2019 and now leads Mastercard's Technology Risk Management Global Governance and Operations team.

Kyle Green, who works for a soft-

ware company in Atlanta, said it was "probably the best leadership event I've ever been to," and because of what he learned, he's now considering ways he can serve others.

"Both speakers were so inspirational," said Green, who was able to attend Global Force at no charge by signing up for the program. "Leaders tend to puff themselves up, but they didn't do that at all. I loved learning how leadership is not nine-to-five alone, it's an entire holistic approach to life that enables you to be the best leader."



Retired Lt. Gen. Leslie Smith, center, AUSA vice president for Leadership and Education, speaks with attendees at the association's Generation Next Forum. (AUSA PHOTO)



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Best products, partners needed for robotic combat vehicles

In its pursuit of robotic combat vehicles, the Army is prioritizing speed, ease of use and the best products and industry partners it can find, two senior leaders said Wednesday.

“The winner is the soldier, at the end of the day,” said Lt. Gen. Robert Rasch, director of the Rapid Capabilities and Critical Technologies Office. “The goal is I want the best that we can get. If I can have company A and company B bring their best thing, instead of company A trying to do what company B does, I’d rather have every company doing what they do best.”

Lt. Gen. Ross Coffman, deputy commanding general of Army Futures Command, agreed. “If you look at how many companies build helicopters for the military, how many build trucks, [the number] dwindles,” he said. “But we have an opportunity here to keep everyone involved so the best companies, the best technology can get implemented.”



Lt. Gen. Ross Coffman, deputy commanding general of Army Futures Command, speaks during AUSA's 2024 Global Force Symposium and Exposition. (AUSA PHOTO)

Speed is another imperative, Rasch said. “Technology is not static. It’s going to evolve,” he said.

Rasch and Coffman spoke during a fireside chat at the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama, on the Army’s rapid innovation efforts, particularly in robotics.

The work the Army is undertaking isn’t just about trucks or drones, Coffman said. It also is looking at the user interface, communications systems and operating systems, he said. It also is studying how it can protect its robotic vehicles. “As you move around the battlefield, all of that has to happen securely so our adversaries can’t hack into it,” Coffman said.

Any additional vehicles also must reduce complexity for soldiers. “We’re at two humans operating one robot right now,” Coffman said. “What we’ve got to get to, is 12 robots to one human.”

One key to moving this effort forward is soldier feedback, Coffman and Rasch said. Soldier feedback is critical to informing requirements and helping the Army shape what troops need and want, they said. “We’ll know we got it right when that first sergeant, that company commander, says, ‘That equipment you gave me is worth the pain in the butt to make it work,’” Rasch said.

Army recognizes logistics leaders at Global Force 2024

Three Army logistics leaders were honored Thursday with the Lieutenant General Arthur J. Gregg Sustainment Leadership Award.

The awards were presented on the last day of the Association of the U.S. Army’s Global Force Symposium and Exposition in Huntsville, Alabama.

Established in 2015 by the deputy Army chief of staff for logistics, G-4, and first awarded in 2016, the award recognizes individuals who have made “significant and measurable contributions to Army sustainment operations,” officials said during the ceremony.

The 2024 recipients are:

- **Sgt. Maj. Maximo Nunez**, operations sergeant major for the 8th Theater Sustainment Command.

“Sgt. Maj. Nunez epitomizes what

a senior logistician NCO is in today’s Army,” officials said during the ceremony. “He supported over 100,000 joint warfighters executing operations across the Indo-Pacific theater. Sgt. Maj. Nunez also provided oversight for the distribution of all classes of supply, mortuary affairs support and aviation ground maintenance for more than 40 exercises as part of Operation Pathways.”

- **Jeffrey Martin**, deputy director of the fielded force integration directorate in the Army Combined Arms Support Command.

A retired Army warrant officer, Martin “now provides unbiased and sound advice on logistics and strategic decisions for the Combined Arms Support Command,” officials said. “His foresight and influence in the development of future logistics sys-

tems are shaping the future of sustainment for the Army of 2030 and beyond.”

- **Retired Gen. Ann Dunwoody**, former commander of Army Materiel Command and the first woman in U.S. military history to achieve the rank of four-star general.

Dunwoody “holds the honor of paving the way for women in the Army,” officials said. In addition to being the first woman to earn the rank of general, Dunwoody was the first woman to serve as deputy Army chief of staff for logistics, G-4, command Combined Arms Support Command and lead a battalion in the 82nd Airborne Division. “Not only do these milestones highlight her personal achievements but also her impact on increasing opportunities for women in the armed forces,” officials said.

Cooperation key to solving contested logistics challenges

As the Army confronts an increasingly volatile operational environment, industry solutions will be critical to anticipating capabilities and shaping survivability in contested logistics, two senior logistics officers said.

During a fireside chat at the Association of the U.S. Army's Global Force Symposium and Exposition in Huntsville, Alabama, Maj. Gen. Eric Shirley, commander of the 1st Theater Sustainment Command, and Lt. Gen. Mark Simerly, director of the Defense Logistics Agency, discussed the need to anticipate the challenges of operating forward.

Responding to an audience member seeking guidance on how industry should anticipate the Army's needs in the coming five years, Shirley pointed to the Jan. 28 attack on Tower 22, a logistics base in Jordan near the Syrian border. The drone attack killed three Army Reserve soldiers and underscored the need to be vigilant at every echelon.

"Force protection has always been a priority, but now it's just picked up the pace," Shirley said.

He called on industry partners to focus on "everything that deals with counter [unmanned aerial] systems



Sgt. Britney Lozano, a movement specialist with the 21st Theater Sustainment Command, directs Humvees belonging to the 1st Infantry Division Combat Aviation Brigade into a staging area at the port of Vlissingen, Netherlands. (U.S. ARMY/NATALIE WEAVER)

and hardening positions in the joint expeditionary environment."

He encouraged Global Force attendees to consider testing their capabilities in the U.S. Central Command area of operations, where the 1st Theater Sustainment Command has its forward headquarters at Camp Arifjan, Kuwait. The region, he said, "is an ideal place to innovate and experiment with these new technologies."

"Us being able to see what industry

has to offer through forums like this allows us to reach out, partner with industries that might have something unique, and ... get it into an exercise," Shirley said.

Citing Deputy Secretary of Defense Kathleen Hicks, who in a March 20 speech said "production is deterrence," Simerly added that "we know from our history that the only way America can prepare for wars is through American private industry, so our reliance on private industry is profound."

Simerly, who has led the Defense Logistics Agency since Feb. 2, recommended that as members of industry develop and shape solutions for the future battlefield, they should promote within their organizations an embedded understanding of the meaning of combat and contested logistics.

He also pointed to interoperability as a key to developing capabilities that can fit within a joint environment. "As you design solutions, we really need solutions that can partner with other solutions and other capabilities, not ones that are exclusive, that are isolated, but ones that can be employed from open architecture," Simerly said.



Lt. Gen. Mark Simerly, center, director of the Defense Logistics Agency, and Maj. Gen. Eric Shirley, right, commander of the 1st Theater Sustainment Command, discuss challenges of contested logistics during AUSA's 2024 Global Force Symposium. (AUSA PHOTO)

Scenes from Global Force 2024



Thea Green, left, AUSA's deputy director of Family Readiness, speaks with a conference attendee at the inaugural Global Force Family Readiness pavilion. (AUSA PHOTO)



Soldiers and civilians interact on the exhibit floor during the AUSA Global Force Symposium and Exposition. (AUSA PHOTO)



Attendees at AUSA's Global Force Symposium and Exposition in Huntsville, Alabama, including soldiers, defense industry representatives, AUSA members and more, explore new technologies and networking opportunities in the exhibit hall. (AUSA PHOTO)

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