



IN THIS ISSUE

VOLUME 3 NUMBER 6
JUNE 10, 2021

Army Modernization Needs Adequate Funding

3

Missing Sleep Hurts Soldier Health

4

DoD Extends ID Card Renewals

5

NCO & Soldier Programs

Dailey Briefs Recruiting NCOs

7

Chapter Highlight

MG Harry Greene, Aberdeen

8



Lt. Col. Matthew Lee, right, commander of the 25th Infantry Division's 2nd Battalion, 27th Infantry Regiment, greets soldiers before a reenlistment ceremony. (U.S. ARMY/1ST LT. ANGELO MEJIA)

Army builds talent management efforts

The Army is working to ensure that soldiers who rose through the ranks under a decades-old promotion system understand and accept the “evolutionary leap” underway with a new talent management system that mines data to find the right people for the right jobs.

Explaining the Army’s new talent alignment programs to the force is “one of the central concerns we have and one of the biggest efforts we address regularly,” Col. Scott O’Neal, who leads the Army Talent Management Task Force’s strategic initiatives group, said June 3 during a Thought Leaders webinar hosted by the Association of the U.S. Army.

Relying on a strategic communications campaign that includes regular talks with leaders and soldiers across the Army and a new podcast that was launched in April, O’Neal said the ef-

fort is focused on educating people on the changes and why it is necessary to move the personnel system from the industrial age to the information age.

For years, the Army made “incremental and mostly reactive changes” to its personnel management systems.

Now, it’s seeing “an evolutionary leap in a philosophy ... where we value talent above most everything else when it comes to at least how we address the individuals inside of our organization formations,” O’Neal said.

In reforms that began two years ago, the Army has implemented new assessments to better select battalion and brigade commanders and senior enlisted advisers, created a civilian-style job marketplace program that matches officers to available assignments, and launched programs for NCOs and warrant officers.

Since implementation, more than

27,000 officers have been assigned to command and other key billets through the programs.

The Army will continue to address questions related to the changes, but it also will use the effort to try to understand why people leave the Army when they do and how the best soldiers can be retained.

“It’s not as though we’re shedding everything from the old system. We are taking the goodness of some of the old system and building on top of it with more data-rich information centered around assessment,” said Jay Goodwin, senior research scientist with the Army Research Institute for Behavioral and Social Sciences.

The webinar also featured Michael Arnold, deputy director of the Army Talent Management Task Force, and Lt. Col. Kristin Saling, the task force’s data and artificial intelligence lead.



APPLY TO COLLEGE



PICK A MAJOR



FIND SCHOLARSHIPS



ACCESS THOUSANDS IN MEMBERS ONLY SCHOLARSHIPS

©AUSA Life Member Hans Halberstadt / Military Stock Photography.

APPLICATION DEADLINE EXTENDED **30 JUNE**



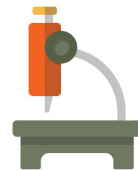
TUITION AND
TEXTBOOKS



COLLEGE DEBT
REDUCTION



PROFESSIONAL
DEVELOPMENT



STEM STUDIES
AND MORE

WWW.AUSA.ORG/SCHOLARSHIPS



**ASSOCIATION OF THE
UNITED STATES ARMY**

Educate | Inform | Connect

Modernization at risk without steady, adequate funding

Senior Army leaders testifying on Capitol Hill continued their call for “predictable, adequate and sustained” funding as the service pushes ahead on its top modernization priorities.

The Army’s \$173 billion budget request for fiscal 2022 “reflects continuity and the Army’s continued commitment to its high-priority modernization programs,” said Douglas Bush, acting assistant Army secretary for acquisition, logistics and technology.

Speaking Monday before the House Armed Services subcommittee on tactical air and land forces, Bush said realizing the Army’s modernization priorities is “highly dependent” on getting the right level of funding.

Gen. Mike Murray, commander of Army Futures Command, who testified alongside Bush, agreed. Almost two dozen of the Army’s modernization capabilities are projected to be ready to begin fielding over the next four years, he said, adding the Army’s efforts are “necessary to maintain our global competitive edge.”

The work is important as the U.S. military positions itself to compete with near-peer adversaries, particularly China and Russia.

In a statement submitted to the subcommittee, Bush and Murray warned China is “progressing” in artificial intelligence, robotics and cyber, and it is making advancements in hypersonics that add to its strategic reach and endanger some of the U.S. military’s traditional force projection assets.

“Both China and Russia have also committed to an increased pace and scope of military exercises, honing their joint warfighting capability, while China went through a large-scale restructure and change of leadership to reinforce and enhance its modernization goals,” they said.

The Army also is grappling with challenges here at home, particularly the COVID-19 pandemic and tight-



Soldiers from the 82nd Airborne Division test the latest prototype of the Integrated Visual Augmentation System at Fort Pickett, Virginia. (U.S. ARMY/BRIDGETT SITER)

ening budgets.

Bush and Murray said the Army was able to sustain its modernization work during the pandemic, calling this past year one of “dramatic change, rapid innovation, shared challenges and significant progress.”

Going into fiscal 2022, the Army faces a \$3.6 billion budget reduction that preserves military personnel funding but reduces procurement, research, development, testing and evaluation funds by \$4.2 billion from current spending.

The \$173 billion budget requested by the Army is part of an overall \$715 billion DoD budget for fiscal 2022.

The goal is to keep modernizing

and developing for the future.

“The Army, to be clear, will never be ‘done’ modernizing,” they said. “We are laying the foundation now to make sure the Army continues to modernize for the future of 2035, and for the one after that.”

Murray added this is “more than modernization for the Army.”

“We call this a transformational change,” he said. “The risk of not following through on the transformation we’ve started [is] our soldiers are going to have the same equipment they have today 20 years from now. I do think that will put them at a serious disadvantage on that future battlefield.”



Troops with China’s People’s Liberation Army prepare for a parade commemorating the PLA’s 90th anniversary. (DEFENSE INTELLIGENCE AGENCY PHOTO)

Despite improving fitness, report finds soldiers don't get enough sleep



Paratroopers assigned to the 82nd Airborne Division sleep while flying in an Air Force C-17 Globemaster III bound for Fort Polk, Louisiana. (U.S. ARMY/MASTER SGT. ALEXANDER BURNETT)

A June report on Army health finds just 37% of soldiers are getting seven or more hours of sleep, 25% of soldiers are using tobacco products, and less than half of soldiers are eating enough fruits and vegetables.

Still, the 2020 Health of the Force report is upbeat.

The sixth annual report on the health and wellness of the force finds generally improving fitness.

Based largely on 2019 data, it does not evaluate the impact of COVID-19 on the Army.

However, it predicts there may be some positive long-term health effects from improved air quality in buildings and some negative effects from deferred treatment of underlying health conditions.

In 2019, injuries were the leading reason soldiers were on limited duty status.

Fifty-five percent of soldiers experienced a new injury in 2019, with 72% being musculoskeletal injuries from cumulative overuse, the report says.

Behavioral health was the second leading cause of limited duty.

"Although fewer Soldiers received

a profile for behavioral health conditions than for injuries, the average number of limited duty days for a behavioral health profile was higher than the corresponding average for an injury profile," it says.

Pregnancy, vision, and skin or dermatology issues were the other leading reasons for missing duty.

In a sign of how sleep is connected to health, the report finds that among Army Special Operations Command soldiers, those who slept less than eight hours a night were 1.2 to 2.4 times more likely to experience musculoskeletal injuries.

"Poor sleep quality has also been linked to a lower likelihood of meeting aerobic and resistance training recommendations," while soldiers who get seven or more hours of sleep "are more likely to have lower body fat and higher aerobic endurance," the report says.

Sleeping on weekends or days off is no problem for soldiers, with 42% getting eight or more hours of rest, but 10% get four hours or less of duty-day sleep, 20% get five hours and 33% get six hours. Sleep times are similar for men and women.

The full report is available here.

AUSAExtra

*Voice for the Army –
Support For the Soldier*

Gen. Carter F. Ham, USA, Ret.
President and CEO, AUSA

Lt. Gen. Guy C. Swan III, USA, Ret.
Vice President, Education, AUSA

Luc Dunn
Editor

Desiree Hurlocker
Advertising Manager

Advertising Information Contact:
Fox Associates Inc.
116 W. Kinzie St. • Chicago, IL 60654
Phone: 800-440-0231
Email: adinfo.rmy@foxrep.com

ARTICLES. Articles appearing in AUSA Extra do not necessarily reflect the opinion of the officers or members of the Council of Trustees of AUSA, or its editors. Articles are expressions of personal opinion and should not be interpreted as reflecting the official opinion of the Department of Defense nor of any branch, command, installation or agency of the Department of Defense. The publication assumes no responsibility for any unsolicited material. Email: extra@ausa.org

ADVERTISING. Neither AUSA Extra, nor its publisher, the Association of the United States Army, makes any representations, warranties or endorsements as to the truth and accuracy of the advertisements appearing herein, and no such representations, warranties or endorsements should be implied or inferred from the appearance of the advertisements in the publication. The advertisers are solely responsible for the contents of such advertisements.

RATES. Individual membership fees payable in advance are \$40 for two years, \$75 for five years, and \$400 for Life Membership. A discounted rate of \$10 for two years is available to members in the ranks of E-1 through E-4, and for service academy and ROTC cadets and OCS candidates. More information is available at our website www.ausa.org; or by emailing membersupport@ausa.org, phoning 855-246-6269, or mailing Fulfillment Manager, P.O. Box 101560, Arlington, VA 22210-0860.

PERK OF THE WEEK



AUSA members have great savings for guided travel at Collette. Relax and enjoy your trip while they handle all the details. With more than 160 tours, you can see all your dream destinations with a tour manager right by your side. Visit www.ausa.org/travel and use code AUSA Save for savings of \$50 to \$100 per person. This can be combined with other seasonal discounts for additional savings.

Renewal time extended for some military ID card holders

Soldiers in the Army National Guard and Army Reserve, military families and retirees now have more time to renew their military identification cards, the Pentagon announced.

The extensions, announced Monday, affect those with Uniformed Services Identification Cards that expire between Jan. 1, 2020, and July 31, 2021. The goal is to allow DoD personnel and beneficiaries to maintain access to health care and other benefits while ID card sites continue to deal with COVID-19 restrictions.

The new deadlines are:

- * Aug. 31, 2021, for all foreign affiliates and their dependents.
- * Oct. 31, 2021, for dependents of active-duty service members, and Reserve and National Guard service members and their dependents.
- * Jan. 31, 2022, for retirees and



The goal is to allow DoD personnel and beneficiaries to maintain access to health care and other benefits while ID card sites continue to deal with COVID-19 restrictions. (DOD/SENIOR AIRMAN SUSAN ROBERTS)

their dependents, and all other USID card populations.

ID cards that expired before Jan. 1, 2020, have not been extended, according to DoD, and must be replaced. Cards that expire after July 31, 2021, must be replaced by their

expiration date.

The extensions come as the military is in the process of getting rid of the paper-based ID cards issued to retirees and family members for a new, more secure card.

It's the first major update in almost 30 years to the ID cards, which have been in use since 1993.

The Next Generation Uniformed Services Identification Card incorporates an updated design and security features to deter counterfeiting and fraud, DoD said.

The card will be printed on plastic cardstock and will look and feel more like the Common Access Cards issued to active-duty service members and DoD civilian employees.

For more information on the extensions, click [here](#).

To schedule an appointment for a new ID, click [here](#).



ARMY
MARINE CORPS
NAVY
AIR FORCE
COAST GUARD
SPACE FORCE
VETERANS

Our Members Are the Mission

Join a credit union that understands what it means to serve. On average, our members earn and save \$352* more per year by banking with us.

Visit navyfederal.org to join.

Insured by NCUA. *Dollar value shown represents the results of the 2020 Navy Federal's Member Giveback Study. The Member Giveback Study is an internal comparative market analysis of Navy Federal's loan and deposit account rates as compared to the national average for similar products. Image used for representational purposes only; does not imply government endorsement. © 2021 Navy Federal NFCU 13971-A (5-21)

Future multidomain battles require faster operations

The Army should rethink how it is organized, trained and equipped to prepare for the fast-moving, multidomain battles of the future, Col. Yi Se Gwon writes in a new Association of the U.S. Army landpower paper.

Gwon, chief of staff for the Army's Multi-Domain Operations Directorate, says command posts below theater level must be prepared in the future to operate at a faster pace to identify and exploit enemy vulnerabilities.

In future wars, information will flow much faster, requiring technological aids to manage the deluge. Artificial intelligence and machine learning will be able to help, he writes in his paper, "Operationalizing Joint All-Domain Operations."

Gwon writes that transformation of the Army is headed in the right direction for multidomain conflicts



The Army is headed in the right direction for multidomain conflicts by producing the necessary weapons platforms, systems and networks, Col. Yi Se Gwon writes. (U.S. ARMY PHOTO)

by producing the weapons platforms, systems and networks needed to operate in that environment.

"The Army's major commands have been incredibly successful in identifying the terrestrial layer requirements and in modernizing the Army's tactical

integration process," he writes.

More training, certification and some reorganization will be required in corps and multidomain task force headquarters to align with joint warfighting functions, he writes.

Read the paper here.

ARMY TEN-MILER

≡ AUSA ★ KBR ≡

ATM VIRTUAL RACE REGISTRATION OPENS JUNE 14, 2021

Virtual Race Dates: Oct. 10-25, 2021

Register Early and Save!

ATM Shadow Run Series presented by General Dynamics

Now Accepting Applications to Host Shadow Runs

Apply at ATM Website

For more details, please visit Armytenmiler.com

Priority Registration presented by Navy Federal Credit Union opens June 14, 2021

General Registration presented by General Dynamics opens June 21, 2021

#RunArmyRunStrong

Co-Lead Sponsors



Major Sponsors



SPONSORSHIP. NO FEDERAL ENDORSEMENT IMPLIED

AUSA's NCO leaders visit, mentor Army recruiters

By Sgt. Maj. of the Army Daniel Dailey,
U.S. Army retired

On the morning of June 2, something special happened. Life seemed to start trending toward a return to normal for the Association of the U.S. Army's NCO and Soldier Programs directorate.

Turning off the computer, dusting off the suitcase and heading out the door was a refreshing change from the daily routine of the past 16 months.

It seemed like an eternity since the last time we checked in at an airport and traveled across the country to execute one of our core missions—supporting the Army's NCOs and soldiers.

Since the beginning of the COVID-19 pandemic, we've worked hard to find creative ways to continue that mission.

After a few crash courses on programs we have all come to love—Webex, Microsoft Teams and, my personal favorite, Zoom—the NCO and Soldier Programs directorate was able to effectively conduct close to 100 virtual events during the pandemic.

The wonderful World Wide Web gave us the means to deliver a wide range of support, including National Guard and Army Reserve virtual drills, guest speaking opportunities, and mentorship and professional development sessions to groups ranging in size from 6,000 soldiers down to just one soldier.



Soldiers and NCOs of the 5th Recruiting Brigade stand with retired Sgt. Maj. of the Army Daniel Dailey, AUSA's vice president for NCO and Soldier Programs. (AUSA PHOTO)

We made it our mission to provide as much support as we could to our NCOs and soldiers during this unprecedented time, but we longed to get back to in-person events.

That day finally arrived on June 3. Fully vaccinated and extremely motivated to journey beyond our remote working locations, retired Command Sgt. Maj. Troy Welch, director of NCO and Soldier Programs, and I headed south to "Military City USA," more formally known as San Antonio.

There, we were hosted by the Army's 5th Recruiting Brigade to conduct leader development sessions in support of its annual training plan.

The brigade, known as "The Alamo Warriors," has its headquarters at Fort Sam Houston and is one of six brigades under Army Recruiting Command.

The unit has seven battalions that cover an area from Wyoming to the Rio Grande River in Texas, and from the Mississippi River to the western

border of California.

During the session, we spoke to the recruiters about the importance of their mission and had engaging conversations on a variety of topics, including leadership, promotions, personnel management, NCO evaluation reports, an overview of AUSA, and the ever-popular subject of the new Army Combat Fitness Test.

The soldiers asked many questions, mainly centered around the Army's new senior NCO promotion system. Since those changes were made when I was the sergeant major of the Army, they were interested to learn the reasons behind the adjustments and how I thought they would affect NCOs in the future.

They also were interested to hear about what AUSA does for soldiers and their families. They asked about our scholarship program and how they and their college-bound children can take advantage. We walked them through the process, and several committed to signing up.

It was evident that the NCOs from the recruiting brigade were just as excited as we were to get back to in-person events. Although a large portion of the brigade still tuned in virtually, it was a good first step toward getting back to normal.



Retired Sgt. Maj. of the Army Daniel Dailey briefs the audience about leadership, promotions, personnel management, NCO evaluation reports and more. (AUSA PHOTO)

Retired Sgt. Maj. of the Army Daniel Dailey is AUSA's vice president for NCO and Soldier Programs and was the 15th sergeant major of the Army.

Chapter members briefed on Army intelligence capability

Multidomain operations in the future will require an intelligence force that can support a wide variety of capabilities from space to cyberwarfare, the Army's senior intelligence officer said during a recent virtual forum hosted by the Association of the U.S. Army's MG Harry Greene, Aberdeen chapter in Maryland.

Every Army unit "is either in a window of modernization, doing testing, fielding and experimentation" with new equipment, or in "a training window or a mission window" and deploying in support of global operations, said Lt. Gen. Laura Potter, the deputy Army chief of staff for intelligence, or G-2.

To build that force for the future, Potter said her top priority, in line with Army Chief of Staff Gen. James McConville's priorities, is people.

Building cohesive military intelligence teams requires following "the life cycle of a soldier—how we are acquiring, developing, employing and retaining" personnel, she said.

Data analysts in the future will be inundated with information, Potter said. Across all intelligence disciplines, "they will need tools such as digital assistance or cognitive enhancements," she said.

Training for multidomain operations includes cyber, space, information warfare, long-range fires,



Pfc. Jessica Dehonor, an intelligence analyst with the 101st Airborne Division, plots points on a map during an exercise at Fort Campbell, Kentucky. (U.S. ARMY/MAJ. VONNIE WRIGHT)

unmanned aerial systems and more, making it "a pretty tall order," Potter said.

Intelligence soldiers must be able to support combatant commanders and corps and division commanders around the world while leveraging the latest technology, she said.

From a readiness perspective, this means having intelligence systems and networks at echelon that units can fall in on to meet mission requirements.

That is important for great-power competition as well as for transitioning "from crisis to conflict" with a mixed bag of modernized capabilities, Potter said.

Everything the Army does is informed by threats, Potter said.

"The temporal aspect of how we look

at Russia, China, Iran, North Korea and [violent extremist organizations] not only drive daily operations but are also benchmarks for modernization" in the future, she said.

Russia and China "have very aggressive modernization ambitions" but also face demographic and economic challenges. However, both are quickly advancing multidomain capabilities and "are very active in the cyber domain," Potter said.

Joint efforts are also key.

"Our data standards and interoperability with our joint partners have never been more important. ... That is how we are moving forward with modernization," she said.

In the counterterrorism era, during almost two decades of fighting in Iraq and Afghanistan, information sharing became an issue, Potter said. In a conflict against a near-peer competitor, the Army must be able to share data quickly, efficiently and securely, particularly at the operational and tactical levels.

This means looking at "what allies and partners are most capable and willing" to help the U.S. understand what an adversary is doing, she said.

Potter also thanked AUSA "for what they do as a professional development forum ... to advance great initiatives for our Army."



Soldiers assigned to the 66th Military Intelligence Brigade radio a simulated nine-line medevac request during training at Dagger Complex, Germany. (U.S. ARMY/THOMAS MORT)

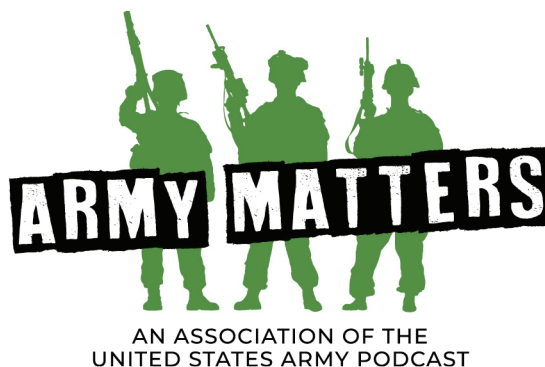
AUSA'S

ARMY MATTERS PODCAST



NEW EPISODES EVERY WEEK!

AUSA's Army Matters podcast brings you vital Army conversations and interviews on issues relevant to Soldiers, military families and all the amazing Army supporters out there.



WWW.AUSA.ORG/PODCAST



**ASSOCIATION OF THE
UNITED STATES ARMY**

Educate | Inform | Connect