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Army Secretary Christine Wormuth speaks Monday during the opening ceremony of the AUSA 2022 Annual Meeting and Exposition. (AUSA PHOTO)

Army secretary expresses confidence at AUSA 2022

“I am confident we are on the right track,” Army Secretary Christine Wormuth said Monday at the opening ceremony of the Association of the U.S. Army’s 2022 Annual Meeting and Exposition.

Her second appearance as the keynote speaker at AUSA’s biggest event of the year was somber.

“We are living in challenging times,” Wormuth said, noting that the Army faces “a wide and sobering range of national security threats.”

“I have confidence that our Army can and will meet these challenges,” she said. “We will forge ahead building the Army of 2030 so that we are ready for the stark realities of the future battlefield, and we will look beyond 2030

to start preparing today for what lies ahead in 2040.”

Wormuth ended on an upbeat note. “I am confident we will remain the world’s greatest land fighting force for many generations to come,” she said. The secretary said she’s inspired “about everything that is possible. ... I am confident that the Army is on the right track to realize our vision.”

The vision she’s referring to is the capabilities transformation for 2030 and changes in operational concepts focused on 2040.

“We will need to take the long view to determine what foundational investments in technology are needed today, so that we are ready tomorrow as we make

See **Wormuth**, Page 6



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McConville announces Army's new capstone doctrine

Marking a major milestone in its transformation, the Army has unveiled a long-awaited update to its doctrine that will change the way soldiers train and fight in the future.

"There will always be a critical role for combat-credible forces around the world," Army Chief of Staff Gen. James McConville said Tuesday during the Association of the U.S. Army's 2022 Annual Meeting and Exposition. "There's no substitute for having American soldiers on the ground for reassurance and deterrence."

This was reinforced earlier this year when Russia invaded Ukraine, leading the U.S. Army to deploy thousands of soldiers to Eastern Europe to bolster America's NATO allies, McConville said.

The update to Field Manual 3-0, Operations, codifies multidomain operations as the Army's "official capstone doctrine," McConville said during his keynote address at the Dwight D. Eisenhower Luncheon.

"The Army will be contested in every domain," he said. "The future Army must be prepared to fight in multiple domains at once. We must be able to get from fort to foxhole in a contested environment anywhere in the world."

To get there, the Army is undergoing a transformational change, McConville said. "We are not incrementally improving the Army," he said. "We are transforming it from the post-9/11 era to an Army that is ready to fight and win in large-scale combat operations."

The goal is to be able to win so decisively that "nobody will want to fight us," he said.

Lessons learned

In updating FM 3-0, the Army pulled from lessons learned from the fighting in Ukraine, McConville said. One example is how command posts should be set up. "In Iraq and



Army Chief of Staff Gen. James McConville addresses the Dwight D. Eisenhower Luncheon during the 2022 AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Afghanistan, we got used to having large, static operations centers, even at the company level," he said. "That's all gone now."

Command posts must be "agile, dispersed" and ready to move at a moment's notice, he said.

The Army also must be able to operate in small units, far from the flagpole. "This is where the American Army is blessed, because we have the world's greatest noncommissioned officer corps," McConville said.

The war in Ukraine also reinforced the importance of precision fires and combined arms in large-scale combat operations, McConville said, adding that the Army is making progress in its effort to provide modern, more capable weapons systems to soldiers.

The Army is improving the Abrams tank, replacing the Bradley Fighting Vehicle, fielding the Mobile Protected Firepower and issuing prototypes of the Robotic Combat Vehicle, among other programs, McConville said.

It is seeking faster, more capable aircraft, developing integrated air and missile defense systems, building a "resilient, reliable Army network that can work in the dirt," and seeking innovative ways to counter

lethal drones, McConville said.

In fiscal 2023 alone, the Army is "on track" to deliver or issue prototypes for 24 signature modernization programs, he said.

"In the future, we are not going to be outgunned, we are not going to be outranged, and we're not going to be outmaneuvered on the battlefield," McConville said.

People priority

The Army continues to prioritize its people, from improving quality of life programs to better managing the talent in the ranks.

There are four factors for assessing an army's potential for success on the battlefield, McConville said. Capability, capacity and competence are the first three.

The fourth, and probably most important, McConville said, is whether the army's troops have the will to fight. "That's the hardest to measure," he said. "You can buy the most expensive weapons systems, but you can't buy courage and commitment."

The U.S. Army is the world's greatest fighting force because it has the world's best soldiers, McConville said, "and we're going to keep it that way."

Dole receives 2022 Marshall Medal



Retired Gen. Bob Brown, left, AUSA president and CEO, presents the association's George Catlett Marshall Medal to former Sen. Elizabeth Dole. (AUSA PHOTO)

Former Sen. Elizabeth Dole, the 2022 recipient of the Association of the U.S. Army's highest award for distinguished service, has dedicated the last 12 years of her life to the caregivers of wounded warriors, using her foundation to assist the young spouses, mothers, fathers and siblings who face many challenges.

At the final event of AUSA's 2022 Annual Meeting and Exposition in Washington, D.C., Dole accepted the George Catlett Marshall Medal, awarded for distinguished and selfless service for her deep commitment to service members and their families.

Dole said it was 12 years ago when her late husband, former Sen. Bob Dole, a disabled World War II veteran, was being treated at an Army hospital that "my eyes were first opened to the challenges of some very special families." She watched families of wounded Iraq and Afghanistan veterans face challenges they weren't prepared to handle, managing unending medical appointments and paperwork, planning home modifications to aid the wounded service member and being the lead parent making many decisions alone.

"As I became invested in the lives of these caregivers, I began to believe we

were dealing with a new phenomenon in this country," Dole said. "Battlefield medicine was so improved that many who would have died in former wars were surviving, thank goodness. But of that group of survivors, so many came home with multiple wounds, illnesses and injuries that required a caregiver for years, even decades."

"Most Americans had no idea what was happening to military families. I knew we had to raise awareness and support," she said.

She established the Elizabeth Dole Foundation and commissioned a study to learn the scope of the problem. It was big.

She said she discovered "there are 5.5 million military caregivers in America, many bathing, feeding, dressing the severely wounded, handling medication, arranging doctor's appointments and trying to prevent triggers that could set off an emotional response that can last for hours, all while raising kids and acting as the sole breadwinner for the family."

"America's military caregivers are essentially an unpaid workforce, providing \$14 billion dollars' worth of care every year," she said, vowing that her foundation will continue to seek ways to help them.

AUSAExtra

**Voice for the Army –
Support For the Soldier**

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Winners of Army's first Best Squad Competition announced

The winners of the Army's inaugural Best Squad Competition and the service's 2022 NCO and Soldier of the Year were announced Monday during a luncheon at the Association of the U.S. Army's Annual Meeting and Exposition in Washington, D.C.

The Best Squad is from Army Special Operations Command. Its members are Spc. Coy Anderson, Spc. Nathan Wallen, Spc. Jake Reichman, Staff Sgt. Devon Simpson and Sgt. Jonathan Warren.

The 2022 Soldier of the Year is Spc. Samuel Alvarez of Army Forces Command, and the NCO of the Year is Sgt. Garrett Paulson from Army Medical Command.

On Tuesday, Army Chief of Staff Gen. James McConville promoted Anderson, Wallen, Reichman and Alvarez to sergeant in an impromptu ceremony during the Dwight D. Eisenhower Luncheon.

"Being exceptional is not a state at which you arrive. It is a condition that requires commitment and constant attention—and all of our best squads sitting here today know this," Army Vice Chief of Staff Gen. Randy George said during Monday's luncheon.

The Best Squad Competition, announced earlier this year and overseen by Sgt. Maj. of the Army Michael Grinston, took place Sept. 29–Oct. 7 at Fort Bragg, North Carolina, and in Washington, D.C. Each of the 12 squads, made up of five soldiers, represented major commands from across the Army.

The competition featured fitness and combat-related events ranging from the Army Combat Fitness Test and weapons lanes, to a strenuous 12-mile foot march and detailed individual warrior tasks and squad battle drills.

"The reason our Army is great is because of the American soldier," George said. "You all have proven yourselves exceptional soldiers and team players, and we are all extreme-



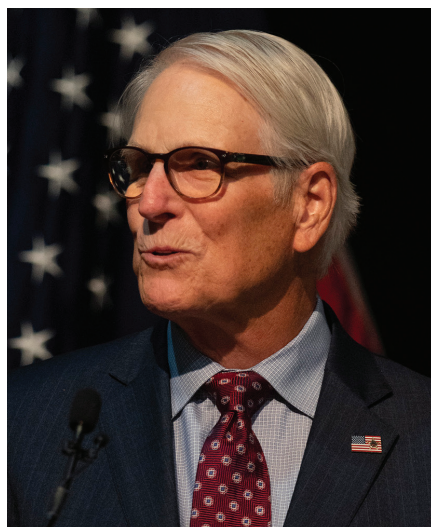
Army Vice Chief of Staff Gen. Randy George, left, and Sgt. Maj. of the Army Michael Grinston, right, present the inaugural Best Squad trophy to the winning team from Army Special Operations Command. (AUSA PHOTO)

ly proud of you."

Honorary SMA

On Monday, Grinston also announced that Ted Hacker, founder and president of the American Freedom Foundation, is this year's Honorary Sergeant Major of the Army.

Hacker founded the American Freedom Foundation in 2004 with retired Sgt. Maj. of the Army Jack Tilley.



Ted Hacker, founder and president of the American Freedom Foundation, speaks after being named this year's Honorary Sergeant Major of the Army. (AUSA PHOTO)

The nonprofit organization supports veterans, service members and their families through hiring events, dealing with issues during the transition to civilian life and much more.

"Thank you for years and years of taking care of our soldiers and their families," Grinston said.

Over the past 18 years, the American Freedom Foundation and its sponsors have raised more than \$1.5 million, connected thousands of veterans with employers and awarded scholarships to spouses and family members, Hacker said.

Being named an Honorary Sergeant Major of the Army "reinforces my commitment ... [and] the passion and belief I have for helping veterans and families," Hacker said. "Thank you for this wonderful recognition. ... I am truly humbled and honored."

This tradition of naming an Honorary Sergeant Major of the Army began in 2016 when retired Gen. Gordon Sullivan, a past president and CEO of AUSA, received the honor.

Past honorees include retired Lt. Gen. David Grange Jr.; former Vice Chief of Staff Gen. Frederick Kroesen; Elaine Rogers, CEO of USO-Metro; and actor Denzel Washington.

Grinston's initiatives aim to improve soldier care, training

From bringing back land navigation training to examining the Army's height and weight standards, Sgt. Maj. of the Army Michael Grinston is continuing his push to build cohesive teams and improve soldiers' quality of life.

Grinston, who is in his fourth year as the Army's senior enlisted leader, outlined his initiatives for the coming year during a briefing Wednesday at the Association of the U.S. Army's 2022 Annual Meeting and Exposition.

Among his big announcements was a proposal to allow soldiers who score 540 or higher on the Army Combat Fitness Test to be exempt from being measured against the Army's height and weight standards. The maximum score is 600.

"If you score high on the AFCT, you should be good," Grinston said.

The proposal is one of four that Grinston plans to bring to Army leaders based on a body composition study that looked at the Army's height and weight standards. The study included almost 900 Army women and about 1,800 Army men.

"Right now, there'll be no changes to the height and weight tables themselves," he said. "The data shows the height and weight tables are correct."

He added, "When you have more body fat, you are 50% more likely to have an increase in injury. That's why this is so important."

Grinston said he's not ready to publicly discuss the other three proposals. The proposal involving the Army Combat Fitness Test score is a simpler, more straightforward change



Sgt. Maj. of the Army Michael Grinston discusses his initiatives and priorities for the force during a forum at the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

that can be easily implemented once it's approved, Grinston said. The ACFT became the Army's fitness test of record on Oct. 1.

His goal is to have all four proposals approved and implemented by next summer.

During his 90-minute briefing, Grinston also discussed initiatives relating to training, discipline and quality of life programs such as housing, health care and spouse employment.

When it comes to training, the Army is working to bring back a field craft exercise and land navigation to

the Basic Leader Course. "It doesn't matter what your MOS is," Grinston said. "These are the skills we're trying to bring back for every NCO."

Another priority for Grinston is giving squad leaders the tools they need to build stronger, more cohesive teams. A part of that effort is the MySquad app, a suite of tools that's available on personal mobile devices.

The app allows leaders to track their soldiers' readiness and deployability, create and manage counseling sessions and more. "The MySquad app only works if you use it," Grinston said.

The app is available here.

Grinston continues to work with other senior NCOs to combat sexual assault and suicide in the ranks. "That's hard, and it's a tough topic," he said. In monthly meetings, Grinston and his fellow leaders meet to discuss ideas and try new things to fight these harmful behaviors.

One proposal involves annual wellness checks for all soldiers. These checks don't necessarily have to be behavioral health appointments, Grinston said. They could be an annual physical or a meeting with a chaplain to check in, he said.

Another idea that originated with the 173rd Airborne Brigade and has spread to other units incentivizes soldiers who participate in healthy activities or engage in positive behavior.

Grinston also asked the soldiers in the audience to share their ideas. "If you have a great idea of something that can help us, make us better, get that up to your sergeant major to bring to our forum," he said.

Wormuth

From Page 1

these generational investments to prepare for the future fight," Wormuth said.

She added that the Army must maintain readiness while "transforming at a pace informed by the resources that we have."

The Army is reshaping the force through transformation and reorganization, Wormuth said. The Army must be prepared for the potential of large-scale combat if deterrence fails, she said, but the force still faces hard choices balancing transformation, current readiness, future readiness and taking care of soldiers

and their families.

Wormuth's remarks came after an opening ceremony featuring members of the 3rd Infantry Regiment (The Old Guard). "If that doesn't make you proud, nothing will," said retired Gen. Bob Brown, AUSA's president and CEO, as he fist-bumped soldiers leaving the stage.



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Brito: Connecting with recruits is ‘big, total team effort’

The Army is reconceptualizing its war for talent, Army Chief of Staff Gen. James McConville said Wednesday.

“When I think about people [in the Army], they’re our greatest strength, they’re our most important weapon system,” McConville said during a forum at the Association of the U.S. Army’s 2022 Annual Meeting and Exposition. “We’re in a very challenging recruiting environment ... but we have opportunities to offer young men and women unlike any other place.”

Despite a growing gap between soldiers and the civilian population, young people still crave a sense of belonging and service, said Julie Boland, the U.S. chair and managing partner and Americas managing partner at EY.

“How do we break down barriers, and how do we think about resourcing people differently?” Boland said during the contemporary military forum titled “In a War for Talent—Recruiting, Retention and Opportunity.”

“What’s the culture that you’re able to create? How do we care for our people and make them feel like they belong to something bigger than themselves?” she said.

After the COVID-19 pandemic impacted several years of in-person re-



Gen. Gary Brito, commander of Army Training and Doctrine Command, discusses solutions for the Army’s recruiting problems at the AUSA Annual Meeting. (AUSA PHOTO)

cruting, the public needs to get to know the Army again, said Maj. Gen. Johnny Davis, commanding general of Army Recruiting Command.

“As they begin to talk with their community, which they haven’t really had access to, now they’re reintroducing the United States Army back into the community,” Davis said about Army recruiters. “What they said to me is, ‘Sir, most importantly, the public does not know our Army.’”

Young people who are eligible to serve still don’t know a lot about the Army, said Stephanie Miller, deputy assistant defense secretary for military personnel policy.

“One of the big challenges we have is that propensity to serve,” Miller said. “It’s not that they’re necessarily saying ‘No,’ it’s just that they don’t know about what the opportunities are and how we can meet their drive ... on their path to success.”

To better connect with potential recruits, the Army is prioritizing introducing service-eligible individuals to “someone that they can relate to and feel comfortable talking to,” said Gen. Gary Brito, commander of Army Training and Doctrine Command.

Brito stressed that the Army will turn the tough recruiting environment into an opportunity for growth.

“If you’re in uniform, you’re a recruiter,” he said. “This is a big, total team effort. We will succeed. ... In order to deliver the Army of 2030 and get ready for 2040, we’ll continue to be innovative in our talent management approach, and we will turn this recruiting challenge into an opportunity and continue to march forward on.”



Army Reserve soldiers from the 561st Regional Support Group participate in a community relations event Oct. 7 in Omaha, Nebraska. (U.S. ARMY/SGT. 1ST CLASS JUSTIN HARDIN)

Quality of life improvements may counter recruiting woes

In 2020, the Army stood up the People First Task Force following the disappearance and death of Fort Hood, Texas, soldier Spc. Vanessa Guillen and the resulting creation of the Fort Hood Independent Review Committee.

But as the committee winds down its work after generating 70 recommendations for more effective unit leadership and better care of soldiers, task force commander Maj. Gen. Christopher Norrie said he still has work ahead of him.

At a forum Monday during the Association of the U.S. Army's Annual Meeting and Exposition, Norrie pointed out that 28% of American youth last year reported experiencing some form of sexual trauma before the age of 18, and the American Academy of Pediatrics has declared the state of youth and adolescent mental health a public health emergency.

"The thinking in this space is that, as difficult as all of those things are today, that this gets a lot harder over the next few years," Norrie said.

Norrie emphasized that the Army needs to "get upstream" of harmful behaviors, like sexual assault and harassment, and of factors that hurt physical and mental health, by proactively working to secure safe communities, ensure easy access to support services and foster effective leadership and connectedness.

"And so, kind of the essential task for us right now is, how do we set conditions to ensure there's not a need for a future task force," he said.

Others on the panel with Norrie said putting soldiers and their families first is not just an Army responsibility; it was a way the service could



Senior leaders address harmful behaviors, housing improvements, inflation and other challenges during a forum at the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

sustain a healthy force and promote recruiting amid historic shortfalls.

Lt. Gen. Kevin Vereen, deputy Army chief of staff for installations, G-9, said that ensuring safe and healthy family housing and supporting military spouse employment

had a direct effect on readiness. In the wake of media reports about dangerous mold in Army barracks, the service this month ordered a 100% inspection of all housing. Army Secretary Christine Wormuth also announced in a keynote address at

the Annual Meeting that the service planned to invest \$1.5 billion to renovate and build Army-owned housing and \$3.1 billion to improve privatized housing.

"Not being able to focus on the task at hand, but focusing on a spouse back home, or a kid back home, it does erode readiness," Vereen said.

Yvette Bourcicot, acting assistant secretary of the Army for Manpower and Reserve Affairs, said the Army

also is trying to address the hardships rising inflation is inflicting on military families. In addition to a "basic needs allowance" set to start in January, she cited an increased dislocation allowance for soldiers E-1 to E-4. She added that a similar increase was being considered for those in the E-5 and E-6 ranks.

For the 9% of Army families who have a dependent enrolled in the service's Exceptional Family Member Program, providing care to those with special needs, Army Surgeon General Lt. Gen. R. Scott Dingle said he created a policy where lower-level commanders could not turn down a soldier's request for accommodation. That decision has to be made by the first commanding general in the chain of command.

"We are trying to do everything that we can to get to yes," Dingle said.

The Army's treatment of its troops and families, Bourcicot pointed out, affects the way they discuss the service with nonmilitary friends and the overall appeal of the Army lifestyle to outsiders.

"The idea of people and readiness being the same thing ... this is existential for our Army," Norrie said.

The idea of people and readiness being the same thing ... this is existential for our Army."

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Senior leaders address family concerns at AUSA meeting

Questions about mental health and access to behavioral health providers prompted a frank discussion with Army senior leaders at the Association of the U.S. Army's Annual Meeting and Exposition.

Addressing a standing room-only, town hall-style forum with military families, Army Secretary Christine Wormuth gave her assurance that seeking help is "nothing to be ashamed about," acknowledging that she has sought counseling during difficult times in her own life.

Wormuth also recognized that finding providers in the Army is a challenge, even though she believes "we are doing a better job of making behavioral health resources available."

"One of the biggest challenges we have, though, is nationwide we have a shortage of behavioral health resources, and I think one of the biggest things we've got to keep working on is trying to increase the capacity of the behavioral health resources that are available for our folks, particularly in more remote locations where it can be hard, harder to hire civilians," Wormuth said at the town hall on Tuesday.

Wormuth, Army Chief of Staff Gen. James McConville and Sgt. Maj. of the Army Michael Grinston invited the audience to hit them up with their pressing issues, no matter how difficult they may be. The leaders fielded questions about housing problems, inflation, spouse employment, family resources such as the Exceptional Family Member Program and Army Community Services, and how the reorganization of Army health systems would affect the number of providers at medical treatment facilities.

But the discussion on mental health, suicide and resources dominated much of the 90-minute session.

McConville concurred with a question from the audience that a



Left to right, Army Secretary Christine Wormuth, Army Chief of Staff Gen. James McConville and Sgt. Maj. of the Army Michael Grinston address questions from military family members during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

mental health checkup should be as routine as managing a physical ailment such as heart disease, while also recognizing that "we need to have resources available."

"Just like heart disease, if you treat [mental health] early on, when things are just not developed, I think we can save a lot more lives," he said. Some leaders are already going out and encouraging their soldiers to get a behavioral health check just like they would check their cholesterol. "I think we need to continue to do that," he said.

Reiterating a story he has told since November at other town hall meetings, Grinston acknowledged that he has sought help, and after "a tough summer in the Grinston family," he said, he sought help again, emphasizing the message that there is no shame in asking for help.

But he cautioned the audience that going to behavioral health is "not a panacea for all your problems."

"I say that because we are human

beings, and this is just what I believe—that connections matter," he said. "The more connections you have, the better, so we can't just say, 'Oh, just go to behavioral health,' but if you have no friends, you have no family, I think you're still at the risk for a lot of things."

Grinston urged the audience to consider broadening their idea of what it means to have connections beyond behavioral health providers.

"Some of those resources are your family, your friends, your golf buddies, your running partners, the chief of staff of the Army, right? That's your squad," Grinston said, teasing McConville, before ending on a serious note.

If people are going to behavioral health and they feel like they're still "having a lot of issues, it's because we are not connecting all of the dots," Grinston said. "Again, it's 100% OK to seek behavioral health. I still have my [top secret] clearance, I still get to go to all the meetings."

Preparing Army for future battlefield is ‘significant task’

The Army faces a “pretty significant task” as it transforms for the future battlefield, the new commander of Army Futures Command said.

“We’ve been directed to transform the Army on a sustainable, strategic path to a [multidomain-capable] Army while maintaining combat-credible, ready forces every single day in between,” Gen. James Rainey said Monday at the Association of the U.S. Army’s 2022 Annual Meeting and Exposition. “That’s a pretty significant task if you think about the complexity. We don’t get a five-year break. We’ve got to be ready to fight. We’re ready to fight now, and we’ve got to stay that way.”

Rainey, who took command of Futures Command on Oct. 4, spoke during a contemporary military forum titled “Army 2030: Preparing Today for Tomorrow’s Fight.”

Part of the challenge is resources, Rainey said. “We don’t have unlimited resources, so we’ve got to make smart decisions using the resources our taxpayers give us wisely,” he said.

The Army also must adhere to the National Defense Strategy and strategic guidance from the Army secretary and chief of staff, he said.

Additionally, the Army’s transformation is not just about materiel, Rainey said. “We care deeply about materiel, I don’t want to be dismissive of that,” he said. “We have a moral responsibility to make sure the men and women who do the hardest part of what we do have the best possible equipment.”

But the transformation is a “complicated problem” that must also include doctrine, organization, training, people and more, he said. “It’s everything. It’s doctrine, it’s building the leaders that we need to fight these formations and win, it’s our professional military education,” he said.

Doctrine is fundamental to any transformation, said Lt. Gen. Milford Beagle, commander of the Army



Gen. James Rainey, left, commander of Army Futures Command, and Lt. Gen. Milford Beagle, commander of the Army Combined Arms Center, discuss the future force during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Combined Arms Center, who also spoke at the forum. “If you want to drive change, if you want to lead change, you have to start with doctrine,” he said.

In the past 40 to 50 years, the Army has had four major capstone concepts—AirLand Battle, full-spectrum operations, unified land operations and now multidomain operations, Beagle said.

The Army’s latest version of Field Manual 3-0, Operations, released

this month, lays out the Army’s new multidomain operations doctrine.

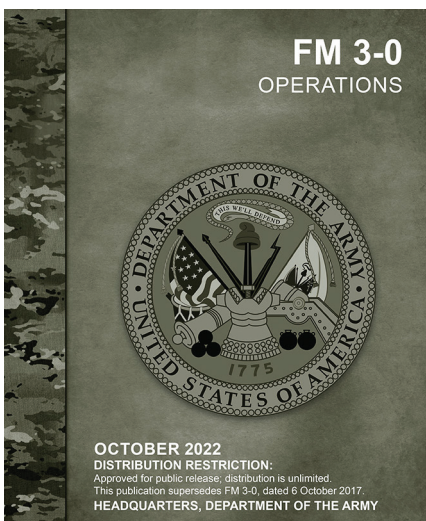
The Army also is about people and “making sure that the men and women that are our most precious and our most valuable asset always stay at the forefront,” Rainey said.

Moving forward, the Army is going to make some “hard choices,” he said. Some legacy capabilities will go away while new ones are added, and the Army must accept some of the risk that comes with that transition, he said.

Rainey emphasized he is confident in the Army’s two asymmetric advantages: its people and the way it fights.

The Army is powered by “an all-volunteer force that is well-led ... [with] commanders that can do combined arms maneuver better than anybody in the world,” he said.

American soldiers also are experts at maneuver warfare. “We would never enter into an attrition-based fight where we trade our men and women for time, space or terrain,” he said. “We don’t do that. We maneuver. We fight ethically. We follow the laws of land warfare.”



Lessons from Ukraine inform capabilities development

As Russia's war on Ukraine enters its ninth month, U.S. Army leaders are watching carefully and gleaning valuable lessons about the realities of the modern battlefield, the challenges of sustaining an extended conflict and the capabilities of the foe.

During a panel Tuesday at the Association of the U.S. Army's Annual Meeting and Exposition, service modernization officials described what they've learned so far about how to best support Ukraine in its fight for survival and how the Army can posture itself to be resilient in future conflicts.

Doug Bush, the assistant Army secretary for acquisition, logistics and technology, said speed in acquisition and agility in production have proved to be crucial in the fight.

"One thing that's been a big deal with our Ukraine response is our working with industry to dramatically and quickly move to higher rates of production for systems to replace what we've sent to support our allies in Ukraine," Bush said. "So that's been ongoing work. But industry has been very responsive."

The U.S. military has sent billions' worth of resources ranging from Javelin and Stinger missiles to Switchblade unmanned aerial systems to Ukraine over the course of the conflict.

Bush said the process has reinforced the importance of the organic U.S. industrial base, how it works in concert with internal military capacity and how it must be sustained to keep the military prepared for war.

"You have to have, in this case, government-owned capabilities before a crisis to fill in the short-term needs before our amazing commercial defense industry can come roaring along behind and get us up to the levels we need," he said.

Gen. James Rainey, the newly minted commander of Army Futures Command, said the Ukraine war had



Gen. Edward Daly, commander of Army Materiel Command, speaks at a panel on modernization efforts during the AUSA Annual Meeting. (AUSA PHOTO)

reinforced to him the importance of having a professional NCO corps, as the U.S. Army does.

"It looks like the Russians built the formation and tried to push combined arms maneuver down to a battalion level," he said. "It didn't have the quality and capacity in their commanders to fight combined arms at the battalion level, which is the opposite of what we think we should be doing."

But, he said, the Army needs to adapt more to the challenges of fighting in full view of the enemy, rather than relying largely on overwatch, choosing points of contact and having well-supplied bases to fight from.

"If I was a younger officer, if I was training anybody below brigade level, they need to figure out how to fight out of turrets, underneath ponchos and out of rucksacks," Rainey said. "So, how are we going to take all the high-tech stuff that we know we need, and deliver it in a way that doesn't require you to stop, hold still or pile up more than a couple of vehicles? ... You've got to figure out how we're going to survive on a battlefield against everything."

Gen. Edward Daly, commander of Army Materiel Command, said he had been impressed by the need to "set the theater" before a conflict with robust prepositioned stocks that are maintained and ready to go in a crisis. And the Army, he said, shouldn't just think about Ukraine and Europe in applying that lesson, but also the Indo-Pacific, where logistics challenges are abundant.

"I think we have to really take away that not only at the tactical and operational level, but at the strategic level, we're going to be contested from a logistics perspective," Daly said, "from our power projection platforms and from organic industrial base sites, all the way to the tactical edge."

Though there are plenty of challenges and ways the service needs to adapt, Bush pointed out that Russia's war on Ukraine has also revealed how Army capabilities stack up favorably against a major adversary.

"We read a lot about how our enemies are supposedly outpacing us," he said. "I read that about a lot of Russian equipment. Well, we're seeing what's real now."

Guard, Reserve have critical role in Army transformation

Modernization of the National Guard and the Army Reserve is critical to balancing the Total Army as it transforms to meet the demands of future combat, said Gen. Andrew Poppas, commander of Army Forces Command.

Soldiers from the reserve components continue to deploy for missions around the world and respond to domestic missions, such as hurricane response in Florida, but “we’re also racing to meet another demand from the Total Army,” Poppas said Monday in remarks at the Association of the U.S. Army’s 2022 Annual Meeting and Exposition.

Addressing an audience of soldiers from the Army National Guard and Army Reserve, Poppas noted that, while combatant commanders’ requests for forces are putting demands on the Army now, transformation is taking place and must continue “in the current window of opportunity.”

Transformation, he said, is “driving the way we expend our precious



Gen. Andrew Poppas, commander of Army Forces Command, speaks to reserve component soldiers during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

resources of training, time and personnel. The Guard and Reserve continue to have a very important role in this process,” he said.

Every major decision being made by the Army when it comes to resources, readiness and modernization, he said, includes the capabilities, readiness and resources of the reserve component’s combined

506,000 soldiers.

“We’re transforming. We have to. We’re becoming more data-driven, we’re becoming more efficient, and we’re going to rely on the Guard and Reserve to give us that strategic discipline in modernizing the Total Army,” Poppas said.

“The only way that we can win is with a balanced Total Army, ... and we’re going to do this by investing in ... interoperability,” he said. “If you don’t have the same equipment, you’re not going to be effective.”

This will happen by getting the right capabilities, including those immediately available in the Regular Army, within “arms reach” of the Guard and Reserve for a protracted large-scale fight, which Poppas said “will not be a quick win.”

“It will take time and resources and everybody from all three [components] to be committed to that fight and to be ready for that fight in order to dominate,” he said. “That is where Forces Command is going.”

Character, reputation, holistic fitness keys to leadership

The commanding general of Army Training and Doctrine Command offered lessons on leadership and character to cadets during the Army Cadet Luncheon at the Association of the U.S. Army’s 2022 Annual Meeting and Exposition.

Brito urged the cadets to focus on things within their control, especially character, reputation and physical fitness. “We must have an Army of engaged leaders ... that have strong character,” Brito said. “That leads to the cohesion, dignity and respect that we need in our ranks today.”

He also stressed that reputation follows soldiers “day to day,” “assignment to assignment” and “year to year,” adding, “You can’t separate that reputation from being a leader of character.”

Brito also underscored the impor-

tance of holistic fitness, including physical and mental fitness, saying that fitness is key to “resiliency” and “the level of leadership” cadets will bring to the soldiers they lead.

The Army’s most valuable asset is still its people, Brito said. “Our Army will, and it always has, ... develop the best tank, the best helicopter, the best Humvee, the best you name it,” he said. “All of those pieces of equipment ... will not work, if not for you.”

Looking to the future, Brito urged the cadets to be motivated by the Army’s mission as they pursue their careers.

“The people we need to lead the Army of 2030 and the people that we need to lead the Army of 2040 are sitting right here today,” Brito said. “Our Army exists to fight and win our nation’s wars. ... I say that to moti-



Gen. Gary Brito, commander of Army Training and Doctrine Command, addresses a luncheon for cadets during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

vate you because that should inspire you to wake up every day and enjoy putting on your boots, or your scrubs, or whatever you want to do, and give the best leadership to the soldiers that you have opportunity to serve with.”

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Forces in Europe modernize, increase partner training

As they observe the brutal Russia-Ukraine war from the sidelines, U.S. Army units in Europe have been making moves to update components, become more combat-effective and better integrate with allies on their “home turf.”

Lt. Gen. John Kolasheski, commanding general of the Army’s recently reactivated V Corps, said that the consolidation of NATO’s Allied Land Command under Gen. Darryl Williams, commander of U.S. Army Europe and Africa, earlier this year—the first time Land Command has been led by a four-star general—was one of a number of strategic steps being taken to “set the theater” for possible future conflict.

On the heels of the minimal-notice deployment of the Army’s 1st Brigade Combat Team, 3rd Infantry Division, to Europe at the end of February following Russia’s invasion of Ukraine and the corresponding mass activation of Army prepositioned stocks on the continent, Kolasheski said, the service is set to christen another prepositioned stockpile next year.

Located near Powidz, Poland, APS-2 will contain equipment for a modernized brigade combat team, he said Wednesday during a contemporary military forum at the Association of the U.S. Army’s Annual Meeting and Exposition.

Other major recent moves, he said, include the standing up of the 2nd Multi-Domain Task Force in Wiesbaden, Germany, last September; the reactivation of the two-star 56th Artillery Command out of the same headquarters last November; and the activation of the 52nd Air Defense Artillery Brigade headquarters just last week.

Kolasheski said the Army will soon also activate an engineer brigade headquarters and a full maneuver short-range air defense battalion in Europe as well.

Meanwhile, existing units are getting upgrades. The 2nd Cavalry Reg-



Paratroopers with the 173rd Airborne Brigade move to an objective Sept. 22 during a live-fire exercise at Grafenwoehr Training Area, Germany. (U.S. ARMY/MARKUS RAUCHENBERGER)

iment is undergoing upgrades now to equip it with the Army’s Integrated Tactical Network, and next year, Kolasheski said, the 12th Combat Aviation Brigade will swap out its aging AH-64D Apache helicopters for new AH-64E models.

But as Kolasheski and other panelists stressed, working seamlessly with partners in Europe is just as important as having the right equipment to fight.

Brig. Gen. Joseph Hilbert, commanding general for the Army’s Germany-based 7th Training Command, said the Army was committed to bringing members of allied militaries

into its training centers and courses in the region at an increasingly junior level to foster integration and familiarity. He also cited Allied Spirit, a massive multinational exercise hosted by the Army’s Joint Multinational Readiness Center in Europe.

“In our Allied Spirits, we’re going to take an allied brigade, and we’re going to put them in the training center and run them through a rotation and provide them with a U.S. battalion attached to them, as well as a host of other allies and partners,” he said.

Maj. Gen. Lars Lervik, chief of the Norwegian army, said he appreciates the way joint training, particularly in the High North, has become more focused on execution of possible combat scenarios and mission rehearsals, rather than simply opportunities to acclimate to fighting in the cold.

He cited the Army’s Swift Response exercise, in which the 4th Brigade Combat Team (Airborne), 25th Infantry Division, since reflagged as the 2nd BCT, 11th Airborne Division, departed Alaska and flew to Norway over the North Pole.

“Make no mistake, our eastern neighbor notices these exercises,” he said.



Lt. Gen. John Kolasheski, V Corps commander, addresses a forum on the European theater during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Leaders seek to build Army seapower in Indo-Pacific

For the Army, the secret to remaining ready and relevant in the Indo-Pacific may be its little-known fleet of cargo and logistics ships.

Gen. Charles Flynn, commanding general of U.S. Army Pacific, said that one of the major initiatives the service is undertaking in the region—as it strengthens coverage of the First Island Chain and invests in exercises and training with allies through its Operation Pathways— involves activating the locally based vessels attached to Army prepositioned stocks, or APS.

While Flynn emphasized that the Indo-Pacific requires a land force, with 25% of the world's land mass and more than 60% of the world's population, he also acknowledged that presence, and the ability to move equipment effectively around the region, requires maritime transport.

An Army Composite Watercraft Company, a recently developed boat unit consisting of landing craft utilities, small tugboats and maneuver support vessels (light), will be moved to Japan by 2025, Flynn said Tuesday during a contemporary military forum at the Association of the U.S. Army's



Gen. Charles Flynn, commanding general of U.S. Army Pacific, speaks during a forum at the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Annual Meeting and Exposition.

The MSV-Ls, as they're called, are a new addition to Army seapower, contracted from shipbuilder Vigor in 2017 as an updated landing craft that offers maneuverability and greater stability in high sea states.

And, Flynn added, more boat units are likely needed in the region.

"There are some sustainment capabilities that we're going to need ... so that we can create conditions for operational endurance of the joint force," he said. "We need more composite watercraft companies. So

that's why we're wargaming ... to find out where those gaps are, so that we can go back to the Department of the Army and the Department of Defense and say, 'Hey, here are the gaps.'"

Rep. Rob Wittman, R-Va., ranking member on the House Armed Services Seapower and Projection Forces subcommittee, said he wants to work with fellow lawmakers to give the Army access to more sealift through different funding mechanisms, such as the U.S. maritime administration, multiple ship buys and resources for purpose-built logistics ships more tailored to the Army's needs than the standard roll-on, roll-off cargo ships.

"Intra-theater lift is going to be key," he said. "Let's look to it as we envision the scenario that the Army is going to face. It's going to be a critical element of the joint force."

Multiple speakers on the panel, including Assistant Secretary of Defense for Strategy, Plans and Capabilities Mara Karlin, stressed the necessity of a joint approach to the Indo-Pacific, from interagency collaboration beyond the DoD to sharing of common resources between services.

The Marine Corps' recently created 3rd Marine Littoral Regiment will participate alongside the Army's new 1st and 3rd Multi-Domain Task Forces in an upcoming training evolution at the Joint Pacific Multinational Readiness Center in Hawaii, Flynn said. And, he said, he expects resource-sharing, with sealift and beyond, to grow.

"A good deal of the logistics, we end up sharing and co-using during our exercises," Flynn said. "There's a number of opportunities in the Pacific because of Operation Pathways and the exercises that go on with, really, the land power network, where we're learning from one another on the future operating concept and the capabilities that each one of those new formations are bringing to the region."



Soldiers with the 25th Infantry Division receive a safety brief before setting sail on an Army logistics support vessel at Joint Base Pearl Harbor-Hickam, Hawaii. (U.S. ARMY PHOTO)

Military families face challenges with grit and resilience

As they navigate the ups and downs of military life, Army families need grit to persevere and grow through the various challenges they face, military family leaders said Monday.

"I've had the opportunity to grow enormously and develop grit, even when I didn't want to," said Maria McConville, an Army veteran and spouse of Army Chief of Staff Gen. James McConville, at the Association of the U.S. Army's 2022 Annual Meeting and Exposition.

"So many Army families have always shown incredible grit, resilience, perseverance, creativity and adaptability, and I am so proud to be one of you and so proud of each one of you," she said.

There are more than 2.5 million military family members across DoD, according to the Military OneSource 2020 demographics profile. More than 640,000 are family members of active-duty soldiers.

As life presents challenges, military families need to be ready to adapt and engage in self-care, said Tawni Dixon, an Army spouse and a Soldier and Family Readiness support assistant for the 82nd Airborne



Maria McConville, left, spouse of Army Chief of Staff Gen. James McConville, and Alexandra Grinston, spouse of Sgt. Maj. of the Army Michael Grinston, address a family forum during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Division.

"What I've learned over the years of being a military spouse was that in order to do all the things like take care of my husband and my child and do things that I'm most passionate about, I have to have ... self-care," Dixon said during the military family forum titled "My Army Life—Grit, Growth and Balance."

Resiliency and recovery are key to maintaining grit, said Brig. Gen.

Deydre Teyhen, commanding general of Brooke Army Medical Center in San Antonio.

"I'd like you to think about grit and resiliency a bit differently. ... You can handle a situation, but then how well do you bring yourself down between that and the next one, so you have time to recover?" Teyhen said. "I want you to think about resiliency as recovery periods in between."

One resource available for spouses is the Army's Spouse Development Office, which offers support for spouses to advance personally and professionally.

"This was one of the reasons why our office was developed," said Christina Love, director of Army University's Spouse Development Office. "When we talk about employment and education, how are we equipping spouses in order to gain access to these positions? How can we ... ensure that we are providing these resources... so you're smarter, stronger and you feel more resilient?"

Grit, growth and balance for military families is not a linear journey.

"Being an Army spouse for life, I'm still learning about grit, growth and balance," said Holly Dailey, AUSA's director of Family Readiness.



Soldiers and military family members hear from subject-matter experts during a family forum titled 'My Army Life—Grit, Growth and Balance.' (AUSA PHOTO)

Building human connections between soldiers, families

Military families should look to family and community relationships to build connections, a panel of experts said Tuesday during the Association of the U.S. Army's 2022 Annual Meeting and Exposition.

"Connections are extremely important for our families because of the unique lifestyle that we live," said Karen Halverson, an Army spouse and AUSA senior fellow. "Being able to connect with people is a useful topic, perhaps the most useful skill that I use as a Naval officer and a longtime Army spouse."

Loneliness is a key issue among young people that especially impacts soldiers and their families, and it's a challenge that "requires a community response," said retired Col. Steve Lewis, who spoke during the forum.

"The Rand Corporation did a study of Army spouses and found that 38% of Army spouses [identified] loneliness and boredom as a significant issue," Lewis said during the forum titled "Building Connections—Strengthening Personal, Family and Community Relationships." "In order for the Army and DoD to combat loneliness ... it requires a community response, investing in people and programs."

Given the separation that military families experience, whether due to a deployment, a permanent change-of-station, training or being away from a spouse, the need for human connection is stronger than ever.

"There's a lot of separation that comes by nature of serving in the military," said Jennie Taylor, a Gold Star spouse who serves as the civilian aide to the secretary of the Army for Utah. "That human craving for connection is stronger now more than ever. We're here because we're a part of the Army family. ... We want to be able to connect, we want to be able to have someone that kind of gets it, whether it's another spouse or another service member."



Panelists discuss the importance of connections and relationships to soldiers and families at a forum during the 2022 AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Military families who want to leverage community support need to continually work on cultivating relationships through embedded behavioral health, said Col. Kevin Goke, chief of the Army's Behavioral Health Division.

"We realized this connection to commanders and to units was ex-

tremely important," Goke said. "Community resilience and building resources ... [are skills] we have to work at daily."

Beyond physical and mental health, engaging in spiritual communities can improve the well-being of military families when they are at their lowest.

"We're living in a time of spiritual fragility," said Maj. Gen. Thomas Solhjem, the Army's chief of chaplains. "I was in a place as a young soldier, ... and I had considered taking my own life on two different occasions. It was a spiritual connection, a person who saw value in me, who reached out. ... I am sitting here today because of that spiritual connection."

Despite the hurdles faced by military families, Solhjem stressed that it is important to remember the strength of Army families.

"Meaningful connections that build healthy relationships is what we're really talking about. ... The Army families are amazing people," he said. "I want you to, for a moment, just be grateful for what you have. All the difficulties, all of the things that you're asked to do, ... we are so much better ... because of you."



"Connections are extremely important for our families because of the unique lifestyle that we live," said Karen Halverson, an Army spouse and AUSA senior fellow. (AUSA PHOTO)

Young leaders brief McConville, Grinston at AUSA Solarium

A three-day Leader Solarium organized by the Association of the U.S. Army's Center for Leadership in conjunction with the association's 2022 Annual Meeting and Exposition focused on strategies for how junior leaders—enlisted, officer, warrant officer and Army civilians—can be inspired team leaders.

With topics like how to make recommendations that stick, forgiving a subordinate's honest mistakes, leading diverse teams and being a purposeful leader, the Solarium looked at how to be thoughtful leaders and create teams that want to stay in the military.

Walls in the Solarium room were covered with inspirational notes about what leadership can mean in the Army. One said, "Every soldier is an Army influencer. If every soldier would tell a good story via a professional media account, it could incentivize being an NCO."

Another suggested mandating nutrition classes and modifying dining facility menus because what's being served today doesn't include options for optimal physical performance.

Another suggested that no soldier should be assigned overseas without having command sponsorship, because spending six to eight months away from a spouse immediately after completing advanced individual training can strain young marriages.

Asked what they were proud of as a leader, one anonymous note said that they "kept in contact with every soldier I ever led, and I guide them regardless if they stayed in or got out."

A soldier wrote that they were proud that one of their soldiers trusted them enough to talk about a personal family issue. Another said a soldier confided that they wanted to kill themselves while the team was deployed. "I intervened and assisted the soldier. He is alive today and is a husband and a father."

In the Solarium's final session on Wednesday, several teams made



Army Chief of Staff Gen. James McConville, left, and Sgt. Maj. of the Army Michael Grinston discuss ideas for improving the force with young leaders at the Leader Solarium during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

presentations to Army Chief of Staff Gen. James McConville and Sgt. Maj. of the Army Michael Grinston and received immediate and mostly supportive feedback.

Several groups had presentations about improving Army recruiting by giving more positive attention to what it means to be a soldier. One idea, endorsed by the two leaders, called for Army units to send volunteers to nonmilitary towns to do civic

projects. The only concerns involved how long the projects might last and the fact that the Army doesn't force any soldier to take part in volunteer activities.

One presentation called for a film series that features the real lives of soldiers, an idea McConville said was already under consideration. The Army thought it had a filmmaker lined up, McConville said, but they decided to feature a different service branch.

One group talked of changing the Army's recruiting slogan to something focused on making the Army sounds exciting and selective. One idea was for a motto that said, "Do you have what it takes to join today's Army?"

"I think there is something there," McConville said.

There were several ideas to improve recruiting that would have small teams sent for several months to places where recruiting has been difficult. McConville and Grinston didn't completely reject the ideas, acknowledging this has been a challenging area.

The room was full of ideas, and the two leaders extended what was to be a two-hour session to hear more from the young leaders.



A soldier asks Army Chief of Staff Gen. James McConville a question on the opening day of the Leader Solarium. (AUSA PHOTO)

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Senior enlisted leaders laud return of land nav training

It's time for a return to land navigation training, said some of the Army's top enlisted leaders, who agree that despite advances in technology, soldiers must master the most basic task: how to get where they're going.

Technology such as GPS is useful, "until you don't have it, which we fully expect to happen," said Command Sgt. Major Daniel Hendrex, senior enlisted leader for Army Training and Doctrine Command. Hendrex predicted that in the future, "No matter what we're going to do, where you're going to go, you're going to be back to some old simple things like protractor and a compass."

Rather than quickly dropping land navigation back into the Basic Leader Course curriculum, the Army began conducting pilots in July at Fort Drum, New York; Fort Bliss, Texas; and Schofield Barracks, Hawaii.

The pilots will continue until enough data is gathered, but so far, Hendrex said, "on average there's been a 40% to 60% failure rate on the basic skill of land navigation."

Hendrex made his remarks at the Association of the U.S. Army's Annual Meeting and Exposition in Washington, D.C., during a panel discussion on NCO training hosted by Sgt. Maj. of the Army Michael Grinston.

Soldiers who fail land navigation during the pilot will not fail the overall Basic Leader Course, but when land navigation becomes a test of record, failing it means failing the course. "It's about excellence, it's about getting us back to the reps and sets of this thing that is critical to the professional soldier that we need to have," Hendrex said.

Command Sgt. Maj. Todd Sims, senior enlisted adviser at Army Forces Command, pointed out that land navigation is a "skill level one task" that is critical to enabling mission command.

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Command Sgt. Maj. Todd Sims, left, senior enlisted adviser at Army Forces Command, speaks at a forum during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

or Expert Field Medical Badge is great, he said, but it's important to make it part of all soldiers' professional military education.

"We have to be able to move from one point right around to another and be there on time," he said. "NCOs inside [Forces Command] formations or whatever formation you're in are supposed to teach soldiers land navigation. There's nothing worse than when the commander gives you a time and a place to be with a grid on a map, and you don't show up."



A soldier competing in the Army's Best Squad Competition conducts land navigation Sept. 29 at Fort Bragg, North Carolina. (U.S. ARMY/PFC. EBONY NEAL)

In addition to Hendrex and Sims, the professional development forum included Command Sgt. Maj. Andrew Lombardo, senior enlisted adviser of the Army Reserve Command; Command Sgt. Maj. Brian Hester, senior enlisted adviser at Army Futures Command; and Command Sgt. Maj. John Raines, senior enlisted adviser of the Army National Guard.

During the discussion, Grinston described a scenario in which a tank crew has a mission to travel to a point to accomplish a task, but their platoon leader has been killed, communications are gone, the radio is down, there is no GPS and no way to call higher headquarters.

Asking the audience if the NCOs in the scenario could accomplish the mission, a staff sergeant in the front row told Grinston, "Roger that, sergeant major."

"That's what makes us the greatest Army in the world," Grinston belatedly. "When the mission has been given and everything is bad, this staff sergeant up here said, 'I will complete that mission because I know where to go, I don't need GPS, I know how to read a map, and I can get there, and I will accomplish the task.' That's what makes our Army great."

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Cyber forces face challenges from variety of threats

Army cyber forces must quickly and continually adapt to keep up with ever evolving threats, a panel of experts said Wednesday at the Association of the U.S. Army's Annual Meeting and Exposition.

The Army constantly monitors and analyzes threats from China, which is America's "pacing challenge," and other adversaries including Russia, North Korea, Iran and terrorist organizations, said Lt. Gen. Laura Potter, deputy Army chief of staff for intelligence, G-2. "This really is a global problem," she said.

Challenges range from high-end, sophisticated threats to misinformation and disinformation that's "going on in the information space on a daily basis," Potter said during a contemporary military forum titled "Evolution of Cyber and Information Advantage."

"The stronger we can be at cyber resilience and contesting mis- and disinformation, the stronger that de-

terrent effect will be," she said.

A critical challenge facing the Army's cyber forces is the speed of exploitation, said Lt. Gen. Maria Barrett, Army Cyber Command commanding general. "We really need to pay attention to this," she said. "We need to pay attention now."

The challenge is determining how to get ahead of rapidly moving threats, she said. "We can use the traditional intelligence sources, but there's a plethora of information out there that also enables us to see further," Barrett said.

Barrett likened it to only looking for data within a forward operating base. "Guess what? You're not going to get that much data," she said. "You have to see what's coming at you. You have to reach out farther. That happens to be a lot of data, and you have to have the mechanisms to do that."

As the Army modernizes, the cyber force must adapt and change with it, she said.



Lt. Gen. Laura Potter, deputy Army chief of staff for intelligence, G-2, speaks at a cyber forum during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

Lt. Gen. John Morrison, deputy Army chief of staff for command, control, communications, cyber operations and networks, G-6, agreed, adding that the military must improve the operation, maintenance security and defense of the Department of Defense Information Network.

"Cyberspace is a journey that never ends," he said.

Civilian corps seeks to modernize talent management

The Army is moving toward modernizing talent management for its civilian corps, drawing on lessons learned from programs for soldiers and focusing on what it means to be a civilian leader in the 21st century, a senior Army leader said.

Army civilians are integral to achieving every mission, working alongside uniformed troops, and in the process, civilians are gaining experience, building credibility and fostering the same kinds of relationships that exist among soldiers, Deputy Army Undersecretary Mario Diaz said Wednesday during a forum for Army civilians at the Association of the U.S. Army's Annual Meeting and Exposition.

In a modernizing Army, civilian corps modernization means building new momentum and creating more opportunities.



Deputy Army Undersecretary Mario Diaz addresses a forum for Army civilians during the AUSA Annual Meeting. (AUSA PHOTO)

Among some of the issues that will be reviewed and improved, Diaz said, are programs such as the Army Fellows Program, performance assessment metrics, improvements in quality of life and work balance, such as flex time or remote work, and more opportunities for civilians to partner in the corporate space if they wish.

"These are all aspects of the 21st century leadership environment and work environment that you're very familiar with, but we also have to remember that the 21st century leadership environment is informed by what we have [seen] over the past couple of decades," Diaz said.

He suggested that public-private partnerships could be developed with corporations that can benefit from the depth of leadership experience resident in the Army civilian corps, much as the Army could benefit from an exchange with the corporate world.

"I encourage you, as you look at your own career, to seek out those opportunities to maybe go a little bit outside your comfort zone or to volunteer for places that are not necessarily something that you would consider but provide you a different perspective," Diaz said.

Army leads deterrence efforts to defend the homeland

When it comes to supporting homeland defense, the Army is leading the charge through integrated deterrence, the commander of U.S. Northern Command said Tuesday.

“The Army has just knocked it out of the park when it comes to my role as the commander of U.S. Northern Command for the last almost 26 months,” Air Force Gen. Glen VanHerck said during a homeland defense seminar at the Association of the U.S. Army’s 2022 Annual Meeting and Exposition.

“The Army shows up every time we need support, whether that be through COVID, whether that be through [Operation] Allies Welcome, whether that be through hurricane response. ... I just get what we need to accomplish the mission.”

The Army faces threats that go beyond conventional physical attacks. The U.S. is already at war with global competitors in the information,



Lt. Gen. John Evans, commanding general of U.S. Army North, addresses a seminar on homeland defense during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)

space and cyber realms.

“We’re under attack, folks,” VanHerck said during the seminar titled “Integrated Deterrence through Resilience—Whole-of-Government Response to Hazards and Threats.”

“Our competitors ... are trying to undermine and erode our democracy on a daily basis,” he said.

Despite these emerging threats, the Army stands ready to respond,

the commanding general of U.S. Army North said.

“Now what we see is threats, competitors, potential adversaries external to the homeland that we know we will have to project power to and assure power projection in order to set the stage for decisive combat operations at a time and place of our choosing,” Lt. Gen. John Evans said. “Because if we cannot deter the enemy from attack, which is our first option, we’ve got to be able to respond decisively.”

In the future, the U.S. will need to hold space for “uncomfortable” conversations about an attack on the homeland in order to address homeland defense, Evans said.

“It is not politically popular to suggest to the American people they may not be safe in their homes or in their country, but we’ve got to start there,” he said. “We have to have real discussions about what the risks are here.”

Electric vehicle plans will give troops tactical edge

Armey plans to field hybrid-drive tactical vehicles by 2035 and fully electric tactical vehicles by 2050 align with a broader service strategy to slow climate change and transition more fully to renewable energy sources.

But the Army’s top acquisition official says this move will also make soldiers more effective against the enemy.

Speaking Wednesday at the Association of the U.S. Army’s Annual Meeting and Exposition, Assistant Army Secretary for Acquisition, Logistics and Technology Doug Bush said future electric vehicles will create the opportunity to integrate directed energy weapons and other cutting-edge tools. That’s due not only to the hybrid electric engine, he said, but also the underlying energy power system that will enable that system.

“We’ll have the ability for the Army to [have] vehicles with enough electric power not just to be silent watch and use less fuel, but also to have things like directed energy weapons on them, lasers, high-powered microwaves and electronic warfare kits, all across the battlefield, Bush said.

“What you may have seen here on the [exhibit] floor and heard people talk about is the need to protect vehicles from a wide range of threats. People are seeing this in Ukraine. The only way to do that affordably is with directed energy systems, and you have to have electricity or power management on the vehicle that will enable those things to work.”

At stateside installations, the Army is working to become more resilient against weather caused by climate change, using natural resources to create stormwater infrastructure as



Doug Bush, assistant Army secretary for acquisition, logistics and technology, speaks at a climate forum during the AUSA Annual Meeting. (AUSA PHOTO)

a barrier against flooding and working toward a 2040 goal to generate enough carbon-free energy to meet mission-critical requirements without depending on the local energy grid, said Rachel Jacobson, assistant secretary of the Army for installations, energy and environment.

Sgt. R. Hero appears throughout AUSA Annual Meeting



AUSA mascot Sgt. R. Hero poses for a photo with soldiers during the association's Annual Meeting and Exposition. (AUSA PHOTO)



Retired Gen. Bob Brown, AUSA president and CEO, greets association mascot Sgt. R. Hero during the 2022 Annual Meeting and Exposition. (AUSA PHOTO)

Brown: Chapter leaders 'are the key' to AUSA's mission

Addressing a gathering of the Association of the U.S. Army's volunteer leaders during a dinner Sunday, AUSA President and CEO retired Gen. Bob Brown said that AUSA's job is to "connect America with her Army."

The association's chapter leaders "are the key" to accomplishing that mission, Brown said. "You make all the difference in the world—you connect with the community," he said.

Speaking one day before the opening of the 2022 AUSA Annual Meeting and Exposition, Monday through Wednesday at the Walter E. Washington Convention Center in Washington, D.C., Brown said that this is one of the most critical times in history for the Army.

"Who would have thought that in the 21st century, Russia would invade Ukraine ... and the whole world sees it," he said, adding that China is also a significant and growing threat to national security.



Retired Gen. Bob Brown, AUSA president and CEO, speaks to chapter leaders from across the association during the AUSA Annual Meeting. (AUSA PHOTO)

What the Army has done, from the service's response to the COVID-19 pandemic and natural disasters in the homeland, to training Ukrainian forces and reinforcing NATO's eastern flank, is "amazing" Brown said.

However, the Army sometimes has

difficulty "telling the Army story," and AUSA's chapters can—and do—assist in that mission, he said.

"What you are doing makes a huge, huge difference for our Army," Brown said. "They cannot do it without AUSA."

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Scenes from AUSA 2022



Attendees pass under the AUSA seal in the main entrance hall of the Walter E. Washington Convention Center on Monday. (AUSA PHOTO)



Soldiers take a photo with Army Secretary Christine Wormuth on Monday during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)



Military K-9 Ghost and his handler check out new technology at an exhibitor's booth at the AUSA Annual Meeting and Exposition. (AUSA PHOTO)



A robotic dog is demonstrated during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)



A soldier shoots a taser on the exhibit floor of the AUSA Annual Meeting and Exposition. (AUSA PHOTO)



Attendees examine a map of the convention center's exhibit halls during the AUSA Annual Meeting and Exposition. (AUSA PHOTO)



Soldiers, AUSA members, defense industry representatives and more tour the exhibit halls during the AUSA Annual Meeting. (AUSA PHOTO)



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