



Modular Transformation and the 3d Sustainment Brigade

BY COLONEL DARRELL K. WILLIAMS, LIEUTENANT COLONEL LILLARD D. EVANS, AND CAPTAIN BRITTANY R. WARREN

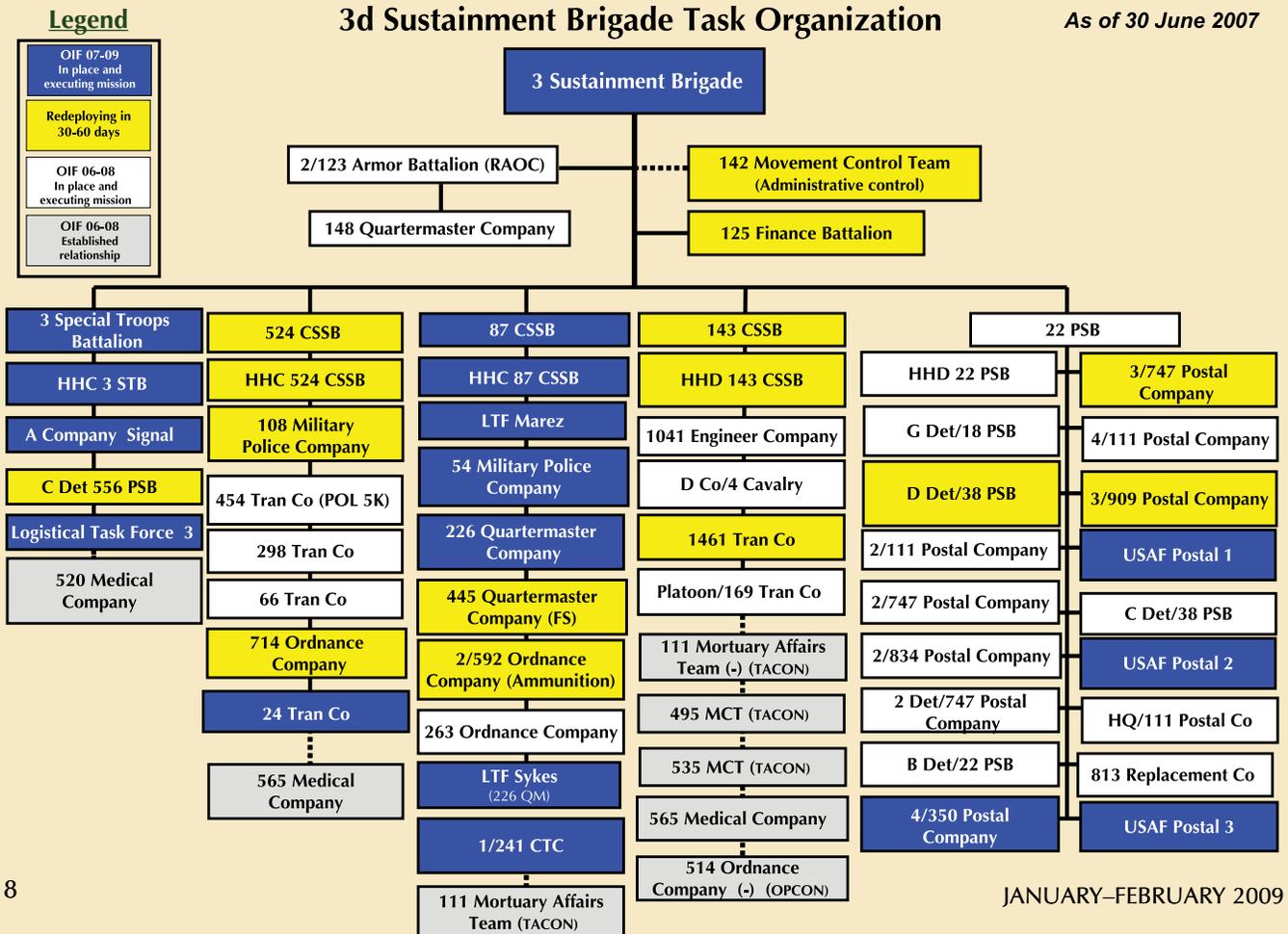
The transformation of the 3d Infantry Division Support Command (DISCOM) into the 3d Sustainment Brigade as part of the Army's modular logistics transformation is complete, and our assessment is that the new modular design is a resounding success. The 3d Infantry DISCOM was the first logistics brigade in the Army to begin modular conversion (in conjunction with the modular conversion of the 3d Infantry Division's headquarters and brigade combat teams [BCTs]) shortly after its return from Operation Iraqi Freedom in 2003. Nearly 4 years after its transformation began, the 3d Sustainment Brigade became the first completely modular sustainment brigade deployed to Iraq or Afghanistan. The transformation was completed with the transfers of authority between the 125th Finance Battalion and the 82d Financial Management Company on 30 July 2007 and between the 22d Personnel Services Battalion and the 101st Human Resources Company on 28 November 2007.

The 3d Sustainment Brigade accepted the reins for sustainment of coalition forces within Multi-National Division-

North (MND-N) in Iraq from the 45th Sustainment Brigade on 26 June 2007, and its tour ended in September 2008. This article discusses the brigade's experience operating within this multicable, extremely robust headquarters. We will also discuss areas of particular strength from our vantage point and adjustments we made to the structure to meet our specific mission and responsibilities.

Admittedly, our analysis of the 3d Sustainment Brigade's experience is colored by the conduct of the brigade's three distinct missions: sustaining coalition forces throughout MND-N and beyond as directed; providing mayoral and life support to 6,000 coalition forces personnel; and executing aggressive base defense and force protection operations on Contingency Operating Base (COB) Qayyarah West (Q-West) as the senior mission headquarters. The mayoral and base defense functions significantly increased our sustainment brigade headquarters' responsibilities beyond the sustainment mission. Yet, we accomplished all three mission sets with zero degradation in support. Much of this is a tribute to the increased capability of the modular design within

These charts show how the organizational structure of the 3d Sustainment Brigade changed over a year in Iraq. The 3d Special Troops Battalion was the only unit organic to the brigade; all other units were task-organized based on mission requirements.



the brigade staff, the flexibility of combat sustainment support battalions, and the addition of a special troops battalion to the sustainment brigade structure.

Brigade Staff Changes

Within the brigade headquarters, several key enhancements allowed the brigade to successfully absorb complex, and in some cases nonstandard, mission sets. The increased capability in the support operations (SPO) section permitted greater oversight and execution of logistics operations, while the structure as a whole also allowed for better command and control of very diverse formations. The most significant adjustments were made in the S-3 section and the command group.

The S-3 was responsible for tracking the large number of relief-in-place and transfer-of-authority actions of subordinate units—an exceptionally critical task for deployed sustainment brigades. Tracking force rotations is, in fact, an S-3 task. However, it was the volume and fluidity of the unit transitions throughout our tenure that made this such an important requirement. Our S-3 transitions cell over-saw and synchronized the movement of 130 separate units

into and out of the theater of operations over the brigade’s 15-month deployment, including 12 transitions between battalion headquarters.

Other missions for the S-3 included supporting the Iraqi Security Forces through the use of logistics transition teams and logistics training and advisory teams and incorporating nonlethal engagements into the operations. [See the article on page 28 for more information on the brigade’s conduct of nonlethal engagements.] The S-3 section was enhanced with several key junior officers to manage these functions, and communication between the S-3 and the SPO was increased to facilitate the information flow required for success.

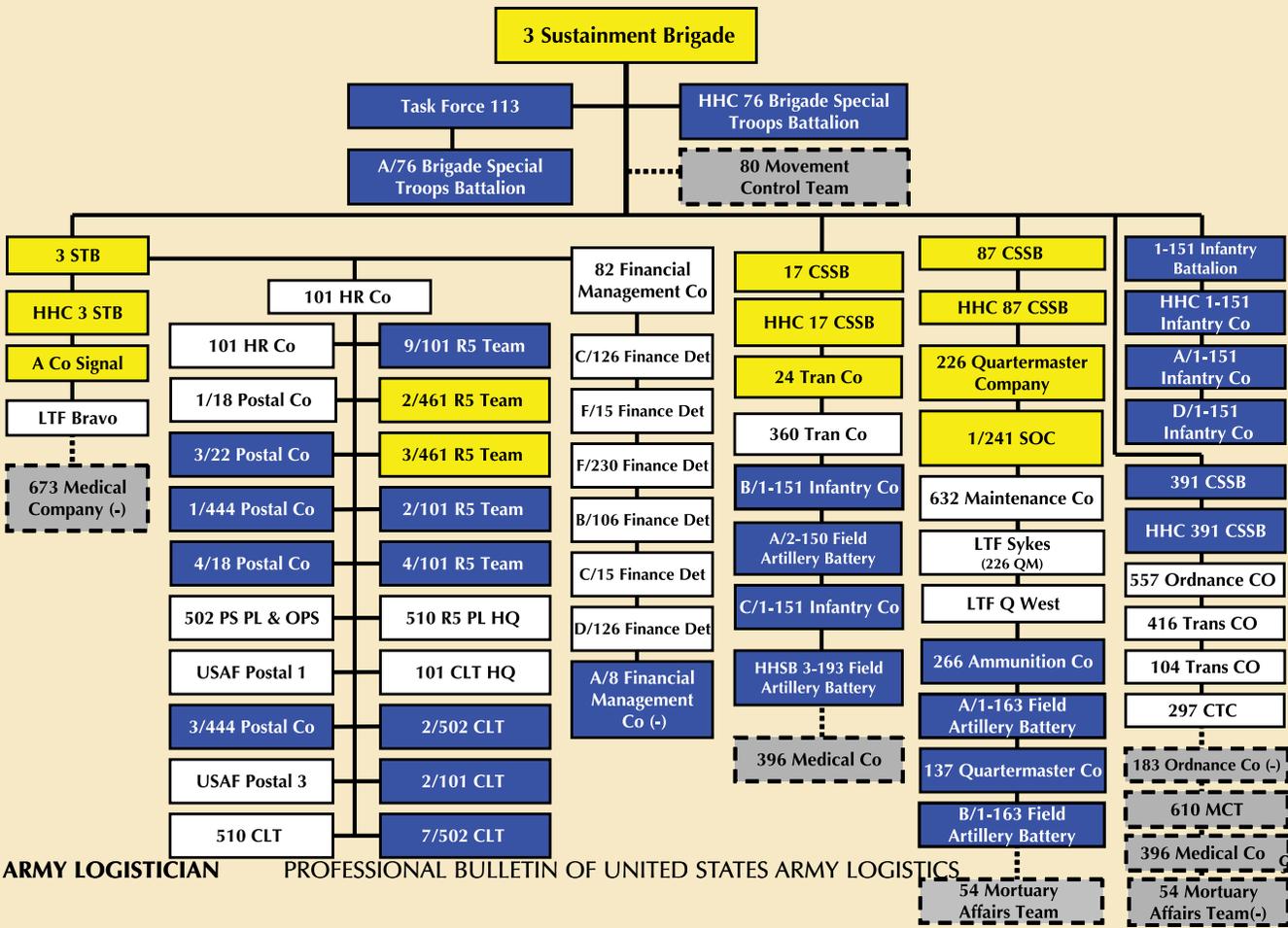
In the command group, two new positions were created to assist with the command and control of the massive sustainment brigade footprint: the brigade executive officer (XO) and the adjutant. The deputy commanding officer (DCO) worked tirelessly to integrate the mayor cell and base defense operations center functions with brigade headquarters operations. He also exercised day-to-day supervision of the special staff, another extremely critical task. The XO, on the other hand, focused on overall staff coordination, acting

Legend

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|---|--|-------------------------------------|---|
| CLT Casualty liaison team | HHD Headquarters and headquarters detachment | OPCON Operational control | R5 Reception, rest and recreation, return to duty, replacement, and redeployment team |
| Co Company | HHSB Headquarters and headquarters service battery | OPS Operations | SOC Seaport operations company |
| CSSB Combat sustainment support battalion | HQ Headquarters | PL Platoon | STB Special troops battalion |
| CTC Cargo transfer company | HR Human resources | POL Petroleum, oils, and lubricants | TACON Tactical control |
| Det Detachment | LTF Logistics task force | PSB Personnel services battalion | Tran Transportation |
| FS Field services | MCT Movement control team | QM Quartermaster | USAF U.S. Air Force |
| HHC Headquarters and headquarters company | OIF Operation Iraqi Freedom | RAOC Rear area operations center | |

3d Sustainment Brigade Task Organization

As of 30 June 2008



as a discrete entity from the DCO. The brigade adjutant proved critical to synchronizing command group functions. With the sheer quantity of the command group's work, and given the requirements for rest and relaxation leave, battlefield circulation, and other factors that removed the command group from the headquarters for periods of time, the XO and adjutant positions proved to be priceless additions.

In all cases, the sustainment brigade headquarters structure proved to be fully adept at providing oversight of diverse mission sets; this included the battalion headquarters, which fell under the brigade to conduct COB mayor and base defense operations. The expansion of military police, civil affairs, engineer (both assured mobility and project management functions), and other capabilities enhanced our ability to coordinate both laterally with supported BCTs and vertically with higher levels (the support command [expeditionary] and the MND-N task force).

Combat Sustainment Support Battalions

Another area that has benefited from the modular transformation is the combat sustainment support battalion (CSSB). CSSBs were the true lifeblood of general support (GS) logistics operations in MND-N. The CSSBs were extremely adaptable organizations that could deploy Soldiers to provide support away from their parent headquarters throughout the breadth of northern Iraq and often beyond. The 927th CSSB was located at COB Speicher, the 17th CSSB at COB Q-West, and the 87th CSSB at Forward Operating Base (FOB) Marez.

The CSSBs' operation of the GS hubs, along with their distribution support throughout MND-N and MND-Northeast (the Korean sector), was indispensable to the sustainment of coalition forces. They routinely conducted distribution operations across an area the size of Pennsylvania and on some of the most dangerous, improvised explosive device-riddled roads in Iraq. Unquestionably, the distribution of key commodities and supplies was the sustainment brigade's center of gravity, but these units also conducted nontraditional missions, such as logistics training for Iraqi Army units in coordination with the BCTs and nonlethal engagements with Iraqi citizens in coordination with Iraqi Security Forces and coalition forces. The enhancements to the brigade staff described above allowed for coordination and communication over huge geographic areas. In truth, all of the 3d Sustainment Brigade's units conducted these missions and worked to promote Iraqi self-reliance.

Special Troops Battalion

The most dynamic change as a result of modular transformation by far has been the inclusion of a special troops battalion (STB) in the sustainment brigade structure. The STB is the only unit organic to the sustainment brigade; all others were task-organized based on mission requirements. Before its deployment, the 3d STB comprised a headquarters and headquarters company (HHC), a financial management company (FMCO), a signal company, a chemical company, and a movement control team; its total troop strength was 633 personnel. The STB evolved significantly in theater to include an HHC, a signal company, an FMCO,

and a human resources company, and a logistics task force providing life support at the strategic border crossing between Iraq and Turkey (the Harbur Gate).

The 3d STB was spread out over 23 different FOBs and COBs throughout MND-N and MND-West and comprised over 800 Soldiers and Airmen. Command and control of these diverse mission sets presented a challenge, but through aggressive circulation across the battlefield by leaders, use of detailed personnel accountability procedures, and integration with liaison officers at each key location, the STB was able to conduct its mission very successfully. Make no mistake about it: the STB evolved into a direct support organization with area support responsibilities equally as complex as those of the three CSSBs.

Perhaps the most significant difference in the sustainment brigade structure was the modular transformation of the finance and human resources organization from battalions to companies under the command and control of the STB. (See the articles beginning on pages 23 and 26 for more discussion on these transformations.) The SPO section absorbed the technical oversight roles, while several critical functions from the personnel services battalion were moved to the brigade S-1.

Our assessment after 15 months in the field in Iraq is that the new sustainment brigade structure is extremely flexible and capable of providing full-spectrum logistics, human resources, and finance support. Although there were some challenges to the modular transformation, the new sustainment structure truly works. **ALOG**

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Establishing Modular Human Resources Operations in Iraq



BY CAPTAIN SHAUNAREY AMOS

In order to deploy to Iraq as a fully modular unit, the 3d Sustainment Brigade had to transform its human resources operations to make them modular as well. This represented a significant change in its human resources operational structure and procedures.

The concept of modular human resources operations was introduced to the 3d Sustainment Brigade in the summer of 2006 before it deployed in support of Operation Iraqi Freedom (OIF) 07–09. Changes in human resources support resulting from personnel services delivery redesign and transformation to modularity made the creation of the human resources operations cell in the sustainment brigade a key element in integrating postal, casualty liaison, and aerial passenger accountability operations. Predeployment training, preparation, and education at all levels proved critical in integrating the human resources operations cell into the logistics environment for OIF 07–09.

The Human Resources Combat Organization

Field Manual (FM) 1–0, Human Resources Support, states that the human resources company can be task-organized to either the brigade special troops battalion (STB) or the combat sustainment support battalion (CSSB) for command and control. The 3d Sustainment Brigade chose to task-organize the company under the STB because the 3d STB shared a similar command relationship with the 24th Finance Company in garrison at Fort Stewart, Georgia. The 3d STB took steps to form a relationship with the 101st Human Resources Company (organic to the 101st Sustainment Brigade) from Fort Campbell, Kentucky, in an effort to build a mutual understanding of operations and form the bond of a command relationship before deploying.

FM 1–0 also states that the human resources operations cell within the brigade support operations office (SPO) is to provide direct technical oversight to the human resources company that is task-organized to either a CSSB or STB in deployed operations. Although feasible, the technical channels as they were did not reflect the command and control relationships between the company, battalion, and brigade. The human resources company would be attached to the brigade STB for command and control during OIF 07–09. After further analysis, the brigade human

resources operations cell was split between the STB and the brigade SPO to provide human resources technical expertise to both the company and the brigade.

Predeployment Training and Preparation

Since the human resources operations cell was a new element, it was unclear what type of training was needed to make the 3d Sustainment Brigade successful as the first completely modular sustainment brigade with a human resources company in theater. The Human Resources Management Qualification Course at the Adjutant General School at Fort Jackson, South Carolina, was determined to be the best source of individual education on personnel services delivery redesign and modularity. This course gave the human resources cell officer in charge and noncommissioned officer in charge a broad knowledge base of the changes in personnel support in a brigade-centric Army. The course provided insight into casualty reporting using the Defense Casualty Information Processing System and into maintaining personnel accountability using the Defense Theater Accountability System.

Attending the Postal Operations and Postal Supervisor Courses was also deemed necessary because of the high level of technical expertise required to oversee all levels of postal operations in theater. This education and the level of experience within the section led to a solid technical foundation for the first sustainment brigade human resources operations cell.

Collective training for the sustainment brigade had to change to reflect the new support responsibilities down range, which included the integration of human resources operations into training exercises. Changing the collective training proved difficult because of missing key elements and mission sets supported by the casualty liaison teams; reception, rest and recreation, return to duty, replacement, and redeployment (R5) teams; and postal platoons. The local training exercises were not sufficient to provide the human resources operations cell with real-world theater challenges.

doctrine and theater operations. The 3d Sustainment Brigade proposed standardized reporting procedures for the Defense Casualty Information Processing System reports generated by the casualty liaison team, passengers who were processed through the aerial ports of debarkation and embarkation, and postal personnel. These reporting standards were adopted by the 316th ESC as the theater standard for human resources reporting for all sustainment brigades.

A major challenge in theater was the arrival of the human resources company headquarters after all of its teams and platoons had completed their reliefs in place and transfers of authority. The headquarters element should have deployed in advance of its teams and platoons in order to establish the command and control and technical channels and to refine reporting requirements to higher headquarters. A legacy personnel services battalion remained in theater to receive each casualty liaison team, R5 team, postal platoon, and plans and operations section that would be task-organized to the human resources company. However, reporting procedures were already in place and a technical relationship was established without any input from the company commander because the headquarters was the last element to arrive in theater.

Under the modular concept, the 101st Human Resources Company headquarters deployed without its plans and operations section or any of the detachments and teams that it had habitual relationships with at Fort Campbell. Instead, the company, which was made up of detachments and teams from a variety of human resources units from across the continental United States and Europe, fell in on the plans and operations section of the 502nd Human Resources Company.

Training Needs

Deploying to Iraq to form a team out of these dispersed elements that had never trained together presented several challenges. Most notably, neither the 3d Sustainment Brigade STB nor the 101st Human Resources Company could determine the level of training that each team or platoon had received. By contrast, deploying an organic company has the benefits of an established command and control relationship and the team cohesiveness that develops when units train and operate collectively.

Predeployment training, collectively and individually, should be based on the theater common operating picture. Human resources professionals at all levels must become familiar with sustainment brigade support operations, such as understanding how to coordinate transportation for mail movement and the relationships among the movement control team, the Air Force, and the R5 teams in the aerial passenger mission. The human resources cell gained a working

knowledge of these processes during predeployment training exercises, but it did not gain a complete appreciation for all of the agencies involved in conducting successful human resources operations until after they arrived in theater.

Predeployment training should include providing mission oversight to contractors on the battlefield. During OIF 07–09, the missions of six Army Post Offices in the 3d Sustainment Brigade area of support were partially transferred to KBR under the Logistics Civilian Augmentation Program contract. In order to provide continuous oversight, human resources personnel had to be trained on the roles and limitations of contractors in the workplace and certified in contract oversight. Contracting officer's representative (COR) training was not a part of the predeployment training validation. This certification was available in theater; however, the CORs involved in human resources functions such as postal operations should obtain this training well before arriving in the area of operations. Education on the management of contractors should be incorporated into the predeployment training process in order to provide oversight to this portion of the human resources mission immediately upon arrival into theater. Smooth human resources operations depend on competent CORs.

The 3d Sustainment Brigade officially assumed its mission in June 2007. Within 8 months, human resources support transitioned from a personnel services battalion of over 400 personnel supporting 12 locations in theater to a modular human resources company of just over 200 personnel responsible for the same 12 locations. Army Post Office contracting allowed almost 60 percent of the postal Soldiers to be reassigned in support of other human resources missions in the 3d Sustainment Brigade area of support.

Contracting in other areas of the human resources support mission would further increase the need for CORs within the human resources company and affect the force structure management of future human resources teams in theater. As the mission continues to change in theater, information must be shared in order to understand and integrate realistic human resources operations in the deployment training of the sustainment community.

ALOG

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Integrating Financial Management Operations in a Logistics Support Environment

BY LIEUTENANT COLONEL RUSSELL A. HOLSCHER

During its deployment to Operation Iraqi Freedom 07–09, the 3d Sustainment Brigade was the first to use to modular financial management operations while in theater.

In May 2007, the 3d Sustainment Brigade deployed to Operation Iraqi Freedom to assume command and control of sustainment operations for the Multi-National Division-North (MND–N) and to complete the transformation of legacy personnel services and finance battalions to modular human resources and financial management companies. Initially, the companies capitalized on the experience of the 125th Finance Battalion and the 22d Personnel Services Battalion to identify staff functions that were specific to the finance and human resources communities. These functions would be consolidated under the brigade's special troops battalion (STB), and the STB staff would assume responsibility for providing command and control of both missions.

On 30 July, the 125th Finance Battalion transformed to become the 82d Financial Management Company (FMCO) under the brigade's STB. With this transition, the 3d Sustainment Brigade became the first sustainment brigade to conduct modular finance operations in theater. On 28 November, the 22d Personnel Services Battalion transferred authority to the 101st Human Resources Company (HRCO), completing the 3d Sustainment Brigade's conversion to the first fully modular sustainment brigade in theater.

Getting Organized

The initial challenge was to provide the STB commander with a staff that had the expertise needed to provide command and control to the FMCO. The brigade staff is authorized only three financial personnel: a resource management officer, a financial operations officer, and a finance noncommissioned officer (NCO). The intent of this structure is for the brigade to provide direct technical guidance and oversight of FMCO operations while the STB commander provides administrative control.

However, the brigade commander's intent was for the STB commander to provide command and control, not just administrative control. To accomplish this, the STB commander pulled one NCO from the FMCO's

operations cell to the battalion staff. This move enabled the battalion to readily interpret finance data and advise the commander on financial operations. It also ensured that the entire chain of command had the expertise needed to make informed decisions involving personnel and the resources required to support the mission.

The next challenge was to integrate FMCO operations with the 316th Sustainment Command (Expeditionary) and the 336th Financial Management Command (FMC) to solidify reporting requirements and the flow of reports in theater. The FMC is responsible for providing theater-level technical oversight of financial operations and coordinating support with national providers such as the Federal Reserve System, the Army Finance Command, and the Defense Finance and Accounting Service. It also reviews theater financial requirements and recommends to the commander of the expeditionary sustainment command (ESC) the appropriate financial detachments and teams to support those requirements. However, the 336th FMC is not in the FMCO's chain of command.

To build a positive relationship and delineate responsibilities, the 3d Sustainment Brigade hosted a financial summit with the 316th ESC and 336th FMC to discuss responsibilities and reporting requirements. During the summit, everyone agreed that technical reports would flow through the sustainment brigade to the FMC with a courtesy copy to the ESC and tactical reports would flow through the sustainment brigade to the ESC. The sustainment brigade commander would execute normal command functions, approve cash-holding authority, and appoint disbursing officers and investigating officers; the FMC would provide the technical expertise to review loss of funds investigations and accounting discrepancies as appropriate. This teamwork approach to the command and technical chains proved highly successful, capitalizing on the experience and capabilities of the FMC director and staff while reinforcing the position of the sustainment brigade commander as the commander for financial operations in MND–N and MND–West.

Finance Conversion

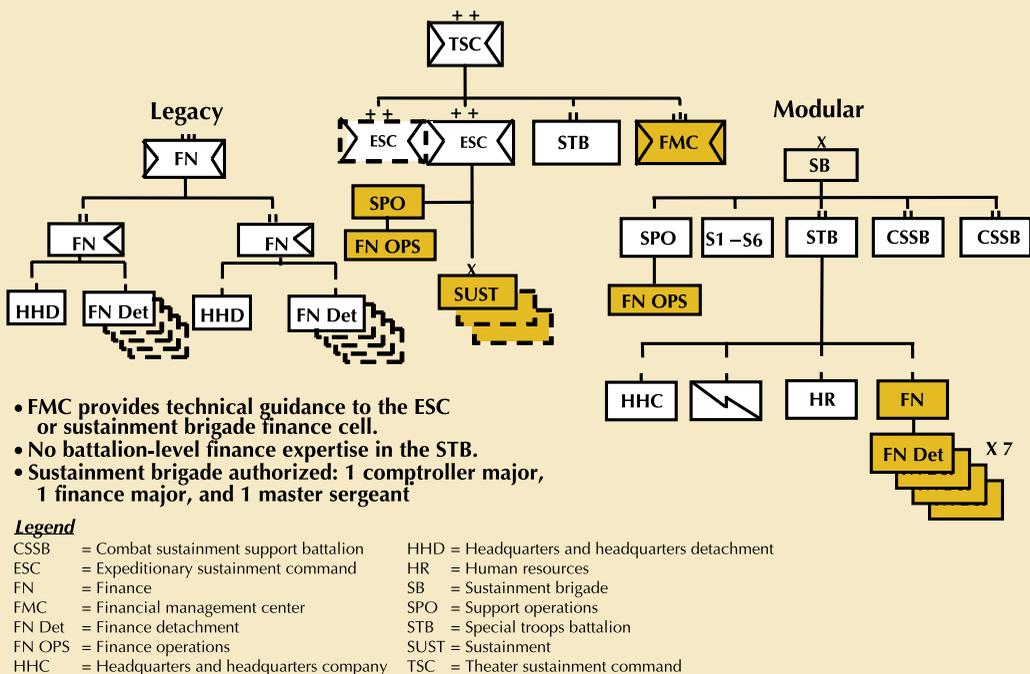
Reducing U.S. Dollars

Once the command and technical relationships were cemented, the 82d FMCO began developing solutions to the larger challenges in finance operations. The first challenge was to develop a means of reducing the amount of U.S. dollars on the battlefield. This served three purposes. First, reducing cash payments made to contractors lowered the exposure of Soldiers to the risks associated with transporting large amounts of cash. Second, reducing cash on the battlefield reduced illegal activity. Third, it reduced the amount of money available to insurgent groups to fund operations against coalition forces.

The theater's first effort to reduce cash on the battlefield was the introduction of the Eagle Cash Card. [The Eagle Cash Card is a stored-value card that can interface with automated kiosk devices located at camps or bases, allowing enrolled cardholders self-service access to funds in their U.S.-based checking or savings accounts. The cards can be used to purchase items at the exchange or from other concessionaires on base.] This was followed by a new theater disbursing policy limiting the amount of cash disbursed to a Soldier in a month in the form of casual pays, Eagle Cash Card transactions, and check cashing.

Next, the FMCO concentrated on converting contract payments from U.S. dollars to Iraqi dinars. The challenge was twofold: acquiring enough dinars to pay an estimated \$7 million per month to contractors and paying the conversion fees. The 316th ESC and the 336th FMC worked with the local Iraqi banks to obtain enough dinars to support just over 1 month's requirements at a time, and the 1st Theater Support Command negotiated a purchase request and commitment for the conversion fee for 1 month and eventually established a separate line of accounting to pay the fees.

Finally, the FMCO worked with MND-N, 1st Armored Division resource management office, and the 336th FMC to change contracts from cash payments to electronic funds transfers (EFT). The Iraqi banks were not accustomed to EFT payments in large amounts and had set their parameters to reject any EFT payments in excess of \$50,000. We worked through the Federal Reserve System's International Treasury Services to increase the maximum amount to \$10 million per day with a \$200



- FMC provides technical guidance to the ESC or sustainment brigade finance cell.
- No battalion-level finance expertise in the STB.
- Sustainment brigade authorized: 1 comptroller major, 1 finance major, and 1 master sergeant

million per month limitation. With this increase, EFT payments increased from \$2.3 million in November 2007 to \$13.8 million in February 2008. The net effect of all of these changes was to reduce the amount of U.S. dollars paid to contractors in Iraq from 48 percent of our total disbursements to 18 percent. This amount continued to decrease as MND-N worked with the FMCO to ensure that all future contracts over \$50,000 would require the contractor to accept EFT payments.

Over the course of its 15-month deployment, the 3d Sustainment Brigade and the 82d FMCO distributed an average of \$40 million per month. The FMCO worked with the 336th FMC and the Federal Reserve System to reduce the amount of U.S. dollars on the battlefield by procuring Iraqi dinars and paying local national contractors an average of \$7 million a month in dinars instead of dollars. The brigade resolved issues with international banking transactions, converting a majority of the larger contracts from cash payments to EFT. The brigade eliminated the use of Treasury checks as a form of payment and provided first-class financial support to the Soldiers assigned to MND-N and MND-West. Although the conversion to full modularity was not an easy endeavor, it was successful and proved that the concept works.

ALOG

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The Health of the Command

BY COLONEL LINWOOD B. CLARK

The 3d Sustainment Brigade's special staff met regularly to discuss key issues that affected the lives, morale, and welfare of the brigade's personnel.

During the 3d Sustainment Brigade's deployment in support of Operation Iraqi Freedom 07–09, the brigade special staff played an integral role in day-to-day operations. The brigade relied heavily on a regular special staff meeting known as the “health of the command” to monitor the health, safety, and morale of its Soldiers.

Special Staff Organization

Brigade special staffs perform a diverse group of important functions. In the 3d Sustainment Brigade, the special staff includes the unit ministry team (UMT), surgeon cell, safety office, public affairs office, equal opportunity (EO) office, retention office, and brigade judge advocate (BJA) office. While deployed, the brigade was unique among its sister sustainment brigades in that, in addition to its normal sustainment operations, it was also responsible for the contingency operating base (COB) mayor, base defense, and force protection functions. Because of these additional duties, the brigade was assigned a combat health team, dental services assets, veterinary services assets, a preventive medicine team, and an inspector general (IG). These specialties, along with the existing special staff of professional officers and noncommissioned officers, formed the nucleus of the eyes and ears of the brigade command.

An additional member of this professional cadre was the brigade sexual assault response coordinator (SARC). Although not officially a member of the special staff, the brigade SARC played a vital role in ensuring that all Soldiers in the brigade were trained and aware of the proper response to sexual assault incidents. So in that capacity, the SARC fell under the jurisdiction of the special staff umbrella.

The command immediately realized that this large group of individuals needed a single, authoritative head to ensure they were synchronized with the operations of the brigade and the primary staff. With that goal, the day-to-day oversight of the special staff was provided by the brigade's deputy commanding officer (DCO).

Health of the Command Meetings

The specialized skills and unique capabilities of the diverse special staff were apparent in the bimonthly

health of the command meetings. These forums, developed by the brigade commander, were used to bring all of the special staff together to discuss key issues that were usually sensitive in nature and had a significant impact on the lives, morale, and welfare of Soldiers, civilians, and contractors in the brigade and on the COB. The meetings afforded the brigade commander, DCO, and command sergeant major the opportunity to discuss concerns and issues and formulate courses of action collectively with all of the special staff.

The health of the command council reviewed trends and cases—always discussed under the condition of anonymity—that were of common interest to many of the members and that affected Soldiers within the brigade. Many of the cases discussed during the health of the command meetings crossed professional boundaries. For example, the legal team brought to the command's attention that some Soldiers were huffing canned air to get high. The command's investigation revealed that many of the Soldiers involved either had pre-existing issues or suffered from some form of depression. The health of the command council discussed this problem and decided to refer Soldiers for mental health treatment or to the chaplain.

During the deployment, the brigade was tasked by Multi-National Corps-Iraq and the 316th Expeditionary Sustainment Command (ESC) to form a suicide prevention response team. Many members of the special staff were involved in developing standing operating procedures, training guidance, and unit responsibilities to address the major issues that result in suicide or attempted suicide. Special staff personnel also scheduled monthly and quarterly meetings with key leaders and drafted a policy letter on suicide prevention for the brigade commander's signature. Thanks to efforts from the brigade surgeon, the combat stress team, the chaplain, the BJA, and the DCO, the brigade met all of its suicide prevention requirements.

Special Staff Functions

Special staff personnel came together to discuss and work through challenges most of the time without additional guidance. They functioned as a team to ensure that Soldiers in the command succeeded in day-to-day operations and worked through personal or professional

issues. Special staff members assisted Soldiers with issues at home and generally lifted their spirits with kind words or prayers. Each of the sections brought their own unique strengths and capabilities to the table.

UMT. The UMT's focus was ministering to the Soldiers' spiritual needs, which the command recognized as essential to maintaining strong morale over lengthy deployments. The brigade UMT's contributions to the health of the command meetings were to educate brigade leaders on Soldier counseling trends, provide an analysis of religious services and attendance, and discuss special events sponsored by the brigade chaplain staff or one of the subordinate UMTs. The brigade UMT also discussed the most significant emotional health areas that affect Soldiers during the deployment, such as stress, grief, workplace morale, and family and marital concerns.

Brigade surgeon cell. The surgeon cell provided an analysis of the brigade's medical threats for the commander. Surgeon cell personnel outlined the medical issues that most often affected Soldiers. These medical issues were quite diverse and included battle injuries, combat operational stress, sports injuries, and infections. After presenting objective data, the surgeon cell provided recommendations on the best ways to mitigate these threats.

Brigade safety office. The safety office contributed to the health of the command meetings by providing awareness of safety-related issues and concerns that could potentially threaten the overall readiness of personnel and equipment. The trends documented by the safety office and the data presented by the surgeon cell tended to overlap. The safety office applied management principles like trend analysis to identify new techniques and methods to prevent accidents and promoted the advancement of safety awareness through educational programs.

Brigade EO adviser. The EO adviser brought to the table issues raised by command climate surveys, EO reports, and other analysis tools. The EO adviser used anonymous data to present underlying issues to the other sections.

Public affairs office. The public affairs office produced publications and marketed stories as a means for the command and key staff members to distribute general information that could affect all personnel on the base, thus ensuring a healthy command climate. The public affairs office also ensured that accurate information was being released to the public.

BJA. The BJA contributed to the health of the command meetings by reporting misconduct that occurred within the brigade. The BJA provided insight into legal trends and analyses associated with Soldier misconduct and legal issues.

IG. The IG is a special staff position normally located at the senior Army command level and higher.

The 3d Sustainment Brigade therefore was not authorized an IG as part of the special staff. However, the brigade was very fortunate to be augmented with an assistant IG from the 316th ESC. The 316th ESC's assistant IG was assigned the task of supporting COB Qayyarah-West and 3d Sustainment Brigade Soldiers located at other forward operating bases and COBs throughout Multi-National Division-North. Although the IG team was rather small to cover such a huge area, it succeeded in supporting the commander through the four main functions of an IG: inspections, assistance, investigations, and teaching and training.

Combat stress control team. Although not an organic part of the 3d Sustainment Brigade, the 85th Medical Detachment's combat stress control team (CSCT) played a vital role in maintaining the fighting force and significantly contributed to the overall health of the command. Integrating into the 3d Sustainment Brigade as a part of the special staff allowed the CSCT to serve as effective consultants. Coordinating with other members of the special staff promoted a multidisciplinary approach to behavioral health issues.

The special staff's coordination with the CSCT increased command visibility on behavioral health issues within the brigade. It also allowed for a more proactive approach in dealing with behavioral health problems and lessened their negative impact on overall unit morale and cohesion. The CSCT's close relationship with the 3d Sustainment Brigade directly assisted Soldiers and units by increasing awareness of behavioral health issues and promoting individual services and unit-level education.

The efforts of the special staff, teamed with other units and elements of the brigade staff, made the 3d Sustainment Brigade successful in meeting its mission to sustain coalition forces, civilians, and contractors on the battlefield in Multi-National Division-North. The special staff's mission to provide the commander a forum to discuss and develop solutions for troubled areas in the command was extremely successful. The unique skills and expertise of each member of the special staff and the health of the command council truly lived up to the brigade motto, "Heart of the Rock."
ALOG

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