

1ST THEATER SUSTAINMENT COMMAND NCO INITIATIVES GUIDE



PREPARING MULTIFUNCTIONAL TEAMS

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Part 1: Introduction

The 1st Theater Sustainment Command (1 TSC) Noncommissioned Officer (NCO) Leadership guide is a focal point for all NCO leadership requirements, guides, tools, and resources. The design of the NCO Leadership programs ensures that Soldiers across the 1 TSC meet their full potential and receive training to prepare face any challenge on today's modern battlefield. The programs align with the Army NCO Strategy, Sergeant Major of the Army (SMA) and Army Senior Leader's Initiatives, and Commanders' Lines of Efforts (LoE) at all echelons.



Part 2: Vision



The 1 TSC NCO Leadership Guide will help leaders develop and prepare Soldiers to maximize their potential and prepare them for future challenges. All Soldiers will understand how to be part of a cohesive team that is highly trained, disciplined, and fit.



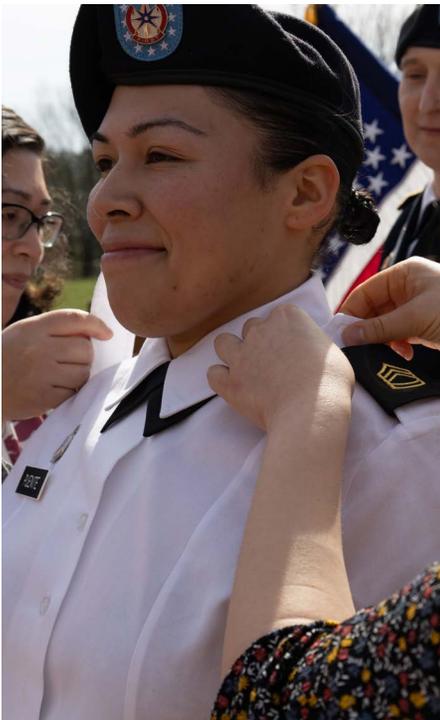
Part 3: Purpose

Multiple regulations and resources across the Army are available to leaders to prepare and develop subordinates. This guide consolidates many resources into one easy-to-use location while clearly defining expectations. With the end state of ensuring leaders have the tools and empowerment to incorporate all Soldiers into their squads, simultaneously assisting these Soldiers in identifying their strengths and weakness while reaching their full potential. The 1 TSC Command Team has established a Leadership resource page on the 1 TSC SharePoint ([CAC ENABLED LINK](#)).



Part 4: Counseling

Counseling is a critical task that all leaders with subordinates must conduct. ADP 6-22 establishes that “counseling is the process used by leaders to guide subordinates to improve performance and develop their potential.” To ensure that leaders have ready access to counseling tools and resources, the organization has established the ‘1 TSC Counseling Standard Operating Procedure (SOP)’ on the 1 TSC SharePoint main page under the ‘Leadership’ tab and sub-tab ‘Counseling’ (**CAC ENABLED LINK**). Within this SOP are the requirements of all leaders on counseling; additionally, there are many resources, including a counseling checklist and a standardized counseling packet.



Part 5: Coaching



The 1 TSC LIFE Coaching Program is a long-term sustainable initiative that bridges the gap between counseling and mentorship. It produces competent Soldiers that can successfully plan and follow their desired career paths. The program assigns Soldiers a coach that utilizes their life and career experience to guide Soldiers while exposing them to key coaching principles that empower the maximization of their potential while encouraging self-development. The program aligns with ADP 6-22, coaching par 6-54. Coaching relies primarily on teaching and guiding to bring out and enhance existing capabilities. Coaching is a development technique for a skill, task, or specific behavior. The coach helps them understand their current level of performance and guides them to reach the next level of development. Coaches should possess considerable knowledge in the area in which they coach others. Resources and the SOP are on the 1 TSC SharePoint main page under the 'Leadership' tab and sub-tab 'Coaching,' (**CAC ENABLED LINK**).



Part 6: LeadHERship



The Female Mentoring and Morale Program (FMMP) and LeadHERship are inclusive 1st TSC programs that aim to empower females throughout the organization and bring light to all Soldiers regarding issues and challenges females may face in the military.

FMMP

The 1st TSC FMMP chapter was officially launched on 31 August 2023. The 1st TSC FMMP Chapter is an all-inclusive, Army approved and funded program in support of the “People First” strategy that provides personal and professional development to male and female service members and civilians with a focus on empowering Department of the Army women in and out of uniform.

The 1st TSC collaborates with other chapters of the FMMP, members can participate and benefit from virtual events hosted by other chapters. The 1st TSC FMMP board will host at the very minimum one internal event monthly to ensure they are providing opportunities for everyone wanting to participate.



Part 6: LeadHERship



LeadHERship

The LeadHERship program was established in Camp Arifjan, Kuwait and supports Soldiers and civilians from different organizations. LeadHERship is a female empowerment and resiliency group that provides a platform for women serving in the military, Soldiers and Civilians, to discuss any pressing issues and provide guidance and support for the full potential of others. LeadHERship also aims to facilitate women in achieving their goals, both personal and professional, through active involvement, learning, and teamwork. The program welcomes all members regardless of race/ethnicity, religion, rank, age, sex, and sexual orientation. This program brings Soldiers together at all ranks and experiences to discuss female-specific problems and how leaders have overcome these adversities. The program encourages participation from all Soldiers to strengthen everyone's knowledge of female-specific issues. This is accomplished through seminars and Leadership Professional Development (LPD) sessions, resources, and future scheduled events.

Additional information and opportunities to volunteer can be found using this

CAC ENABLED LINK.



Part 7: Conclusion

The Army defines leadership as the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. The 1 TSC NCO leadership initiatives and programs aim to provide leaders with the guidance and tools necessary to complete this process. The organization is constantly growing and improving; any Soldier may submit recommendations, improvements, lessons learned, and external resources to their NCOIC.



Appendix A:

Appendix A: 1 TSC Commanders Mission, Vision, & LOEs

OUR MISSION

The 1st Theater Sustainment Command provides centralized *sustainment Command and Control* and executes *predictive and precise operational-level sustainment* to the Army, Joint Force, and Unified Action Partners to enable multi-domain operations in support of the Combatant Command (USCENTCOM) and the Theater Army/Combined Forces Land Component Command.

OUR LINES OF EFFORT

- Sustain the Joint Force
- Set the Theater -Sustainment
- Maintain Materiel Readiness in Theater
- Security Cooperation
- Innovation and Transformation

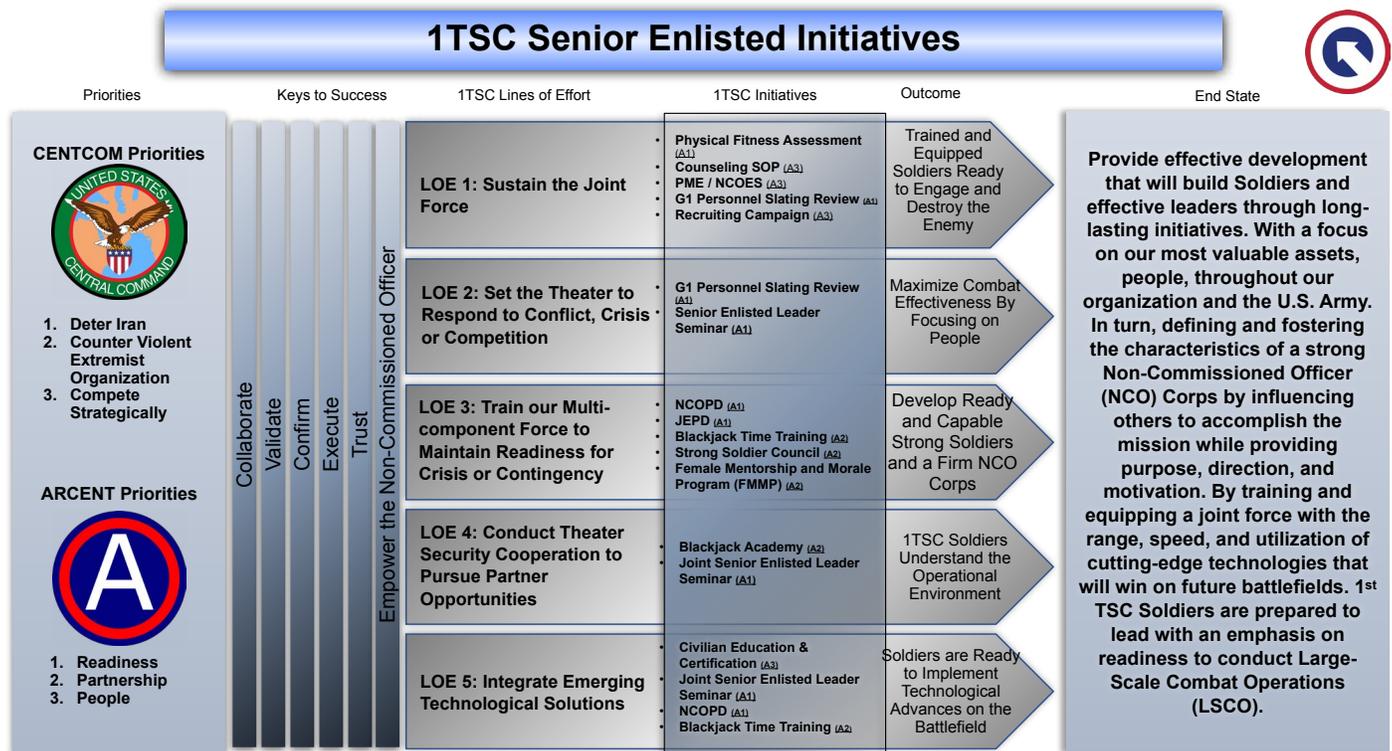
OUR VISION

The 1st Theater Sustainment Command is postured to meet all ASCC/CFLCC missions and activities. We remain an organization of engaged leaders and resilient teams that are adaptive, innovative and resourceful to ensure freedom of action, operational endurance, and operational reach across the entire USCENTCOM AOR.



Appendix B:

Appendix B: 1 TSC Senior Leader Initiatives

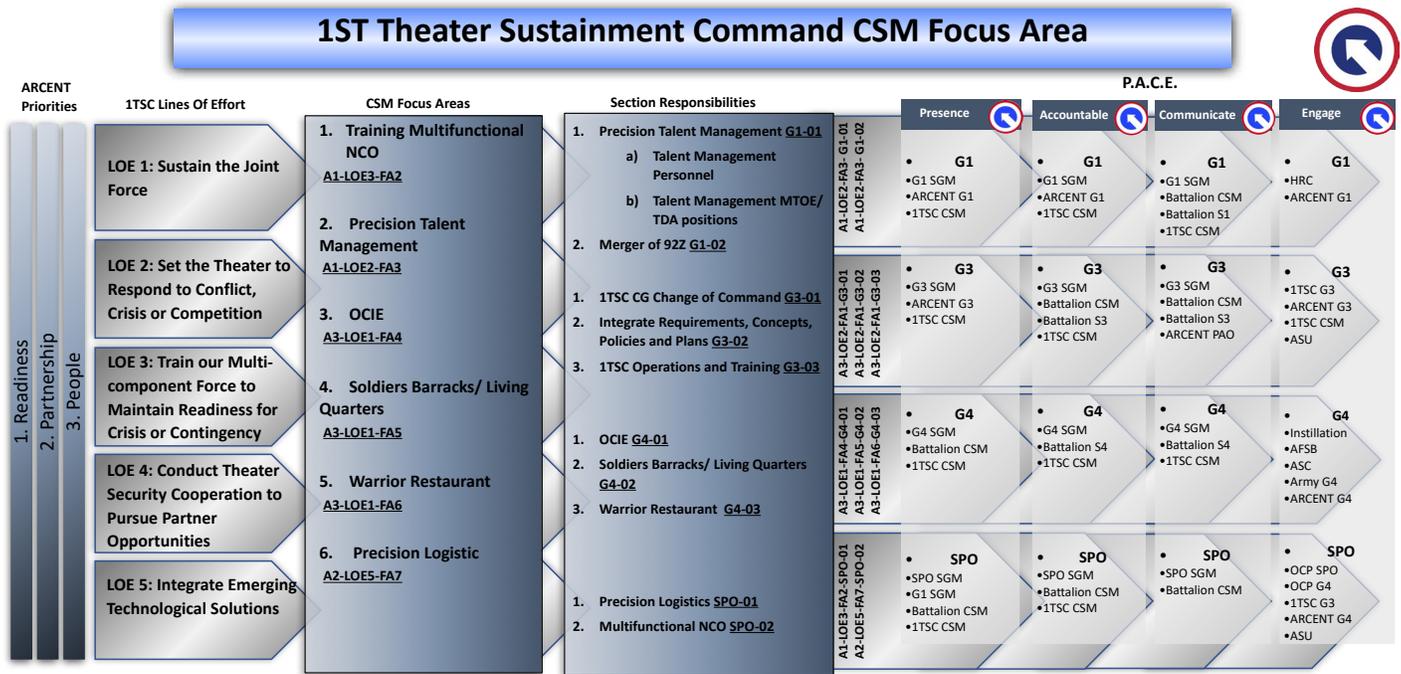


POC: CSM Richardson



Appendix C:

Appendix C: 1 TSC CSM Focus Area



- P.A.C.E PLAN Legend**
- **Presence**- Leaders that need to be present during each working groups, boards, and battle rhythms.
 - **Accountable**- Leaders or sections that are responsible for the problem sets and assigned as the (Office of Primary Responsibility (OPR).
 - **Communicate**- Communicate "results driven" actions from our focus areas to meet the commander intent and priorities.
 - **Engage**- The level of leadership needed to produce the desired outcome, results or end-state.

POC: CSM Richardson



Appendix D:

Appendix D: Sergeant Major Responsibilities

G-1

G1 Sergeant Major for 1st Theater Sustainment Command (TSC) geographically dispersed to 11 countries throughout the Central Command (CENTCOM) Area of Responsibility (AOR) in support of three named operations; principal advisor to the ACoS G1 and 1st TSC CSM; oversees the planning, resourcing, and coordination of Human Resources (HR) support for over 4,400 Soldiers and Civilians within five brigades and one battalion; provides regulatory and policy guidance on all HR matters pertaining to officer and enlisted personnel, strength management, personnel readiness management, semi and centralized promotions, centralized list and key billet boards, awards and decorations, and evaluations; responsible for oversight of HR training for all HR Soldiers and Civilians.

G-3

Principal SEL to the ACoS, G3, 1st Theater Sustainment Command (1 TSC); provides mission command and operational level sustainment to over 10,000 Army, Joint, Interagency, and Multinational Forces in the CENTCOM AOR with an annual budget of \$330M; maintains situational awareness and supports decision making for the CDR for Inherent Resolve, Spartan Shield, and Task Force Sinai Multinational Observer Mission through a 24-hour operations center; synchronizes planning between operational and tactical level staff and strategic partners to include parallel planning with USARCEN, CJTF and Fort Knox; leads, trains, and develops 46 Soldiers and civilians throughout the G3 directorate.

G-4

The senior advisor to the Assistant Chief of Staff G4 for the 1st Theater Sustainment Command (TSC): providing sustainment support to over 10,000 personnel conducting sustainment operations in over 20 countries throughout the USCENTCOM AOR; G4 on all Enlisted matters; advises the G4 on internal sustainment and coordinates the integration of supply, maintenance, and facility/construction services for the command; monitors the logistics posture and establishes support priorities for subordinate units; provides planning and policy guidance for all elements within USARCEN; responsible for the welfare; training, leadership, and development of 10 personnel on the G4 Staff.



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Appendix D: Sergeant Major Responsibilities

G-6

Serves as the G6 Sergeant Major for the 1st Theater Sustainment Command comprised of an Expeditionary Sustainment Command (ESC) and five brigades including a Multi-national Task Force in Sinai, with over 9,800 Soldiers, Civilians, contractors and Family members assigned; responsible for all matters concerning signal operations, network management and information security; responsible for integrating signal activities of multiple, geographically separate command posts spanning the Army Central Command's area of operation; responsible for the professional development, health and welfare of 38 Soldiers and their Families; supervises the accountability of equipment valued over \$30 million.

PAO

The Public Affairs SGM is responsible for coordinating and synchronizing themes and messages through effective planning while ensuring unity of effort throughout an information environment. The SGM must be closely and continuously involved in the operations, staff coordination, and communication processes. The SGM understands and coordinates the flow of information to Soldiers, the Army community, and the public, and works closely with IO to ensure synchronization of themes and messages and support to other information-related capabilities. The SGM also oversees the coordination of administrative and logistics support of civilian journalists under unit administrative control and conducts liaison with media representatives to provide accreditation, mess, billet, transport, and escort as authorized and appropriate.

SPO

SENIOR LOGISTICS OPERATIONS NCO: The principal staff NCO for coordinating and integrating logistics with the Distribution Management Center (DMC) Officer. Responsible for sustaining the force through its four internal sections: distribution plans and integration branch, transportation operations branch, materiel management branch and the sustainment functions of field services, maintenance, and OCS. Focuses on detailed planning for operational area opening, distribution, sustainment, and operational area closing operations. Responsible for coordinating sustainment support for all phases of operations across the AOR and integrating movement of units, supplies, and materiel into, within, and out of the AOR.



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Appendix D: Sergeant Major Responsibilities

SENIOR AIRCRAFT MAINTENANCE MGR:

Develops plans, policies, programs, and procedures involving supply activities; maintains liaison with supported and supporting units; and recommends allocation of resources to support mission requirements. Conducts maintenance management across the AOR. forecasts and establishes maintenance capability at the operational support echelon to meet mission requirements. serves as the fleet maintenance manager for Army forces, assisting the theater Army sustainment staff in monitoring and analyzing maintenance readiness for those forces in the AOR. Collects and analyzes maintenance data and reports and conducts trend analysis.

PETROLEUM DISTRIBUTION SGT:

Assists the theater Army sustainment staff in determining and validating requirements against the theater Army commander's priorities for Army forces. Uses the validated requirements to plan, monitor, analyze, and recommend resourcing for fuel support operations. Provides theater on-hand visibility of fuel assets and conducts forecasts to establish and monitor fuel stockage levels at the operational support echelon to meet mission requirements. Coordinates efforts with DLA Energy, other DMC staffs, and the U.S. Army Petroleum Center (in CONUS) to ensure the distribution plan is accurate and can be supported. Coordinates with theater petroleum center representatives, the joint petroleum office, sub-area petroleum office, and DLA Energy to plan, coordinate, and oversee all phases of bulk petroleum procurement and support for U.S. forces and other organizations. coordinates and monitors quality surveillance resources and testing results in the AOR.



Appendix D:

Appendix D: Sergeant Major Responsibilities

FINANCIAL OPERATIONS CENTER (FIOC):

The Finance Integration Operations Center (FIOC) Sergeant Major is the principal advisor to the TSC commander on all aspects of theater finance operations, which provides theater-level synchronization of all theater finance units. The FIOC develops the theater finance strategic plan for the TSC commander, provides technical oversight to finance units in theater, participates in the financial management force flow planning in coordination with United States Army Financial Management Command and performs central funding, banking, finance plans and operations, internal control, and finance system support. Technical oversight includes providing recommendations and advice to theater commanders regarding the employment, integration, direction, and control of financial management forces for the accomplishment of assigned missions.

THEATER PERSONNEL OPERATIONS CENTER (TPOC):

The Theater Personnel Operations Center (TPOC) Sergeant Major advises on sustaining large-scale combat operations through theater opening, theater distribution, and theater sustainment support to forces in the AOR by aligning with the Distribution Management Center to synchronize Human Resource (HR) support with the sustainment enterprise. The TPOC plans, integrates, and sustains HR and Soldier support systems for the theater and theater headquarters and other echelons as directed by the theater G-1/AG or as dictated by mission variables. It is responsible for planning, coordinating, and synchronizing theater opening HR operations with the senior sustainment headquarters and the theater Army. The TPOC supports the TSC in the execution of early entry reception operations. It establishes and ensures functionality of the theater personnel database and the Postal Directory Address Database and provides theater-wide assistance for HR systems issues. The TPOC is responsible for synchronizing replacement priorities with the sustainment community and supports effective support relationships at echelon. It integrates and provides guidance and technical support for HR units executing personnel accountability and postal functions throughout the theater as defined by the policies and procedures established by the theater G-1/AG. It monitors theater opening HR operations, execution of the theater gateway and military mail terminal missions.

