Preface: The Army Training Network, AR 350-1, ADP 7-0, ADRP 7-0, FM 7-0 and GTA 07-09-003 (The Army’s Methodology for Training) assist Army personnel in achieving the Army’s Number 1 Priority: Readiness. This graphic training aid (GTA) provides sustainment unit training and doctrine resources to assist in the training effort.

Resources are divided into individual and collective, logistics, personnel services, health services support, and sustainment estimate resources based on the website's designed purpose.

- Provides sustainment leaders with additional training tools to assist in reaching training proficiency.
- This document supersedes TC 4-0.01, Sustainment Training Strategy and Guide. Updated information previously located in TC 4-0.01 transferred to the SUOS Portal and managed by Proponent Leads.

For copies of this GTA, contact your local Training Support Center.
Individual Training

- Army Career Tracker: https://actnow.army.mil/
- Army Learning Management System: https://www.lms.army.mil/Saba/Web/ALMS
- Army Logistics University: http://www.alu.army.mil/
- Army Physical Fitness Test Calculator: http://apftcalculator.com/
- CASCOM Learning Beyond the Classroom YouTube Channel: https://www.youtube.com/user/SCoEMobile
- Civilian Human Resources Training Application System: https://www.atrs.army.mil/channels/chrtas/
- Credentialing Opportunities Online (COOL): https://www.cool.army.mil
- Defense Travel Management Office Travel Explorer (TraX) Defense Travel System (DTS) Training Site: http://www.defensetravel.dod.mil/Passport
- eOrdnance University: https://ordnance.ellc.learn.army.mil/
- Go Army Ed: https://www.goarmyed.com
- Joint Knowledge Online: https://jikodirect.jten.mil/Atlas2/page/login/Login.jsf
- The Lavern E. Weber Professional Education Center (PEC): http://www.pec.ng.mil/
- Sustainment Virtual Playbook: http://www.cascom.army.mil/g_staff/g3/SVPB/index.htm

Army Support Relationships

"Commanders establish support relationships when subordination of one unit to another is inappropriate. Commanders assign a support relationship when—
- The support is more effective if a commander with the requisite technical and tactical expertise controls the supporting unit rather than the supported commander.
- The echelon of the supporting unit is the same as or higher than that of the supported unit. For example, the supporting unit may be a brigade, and the supported unit may be a battalion. It would be inappropriate for the brigade to be subordinated to the battalion; hence, the echelon uses an Army support relationship.
- The supporting unit supports several units simultaneously. The requirement to set support priorities to allocate resources to supported units exists. Assigning support relationships is one aspect of mission command.

Army support relationships allow supporting commanders to employ their units' capabilities to achieve results required by supported commanders. “ – ADRP 5-0"
Army Command Relationships

"Command relationships define superior and subordinate relationships between unit commanders. By specifying a chain of command, command relationships unify effort and enable commanders to use subordinate forces with maximum flexibility." – ADRP 5-0

<table>
<thead>
<tr>
<th>If relationship is:</th>
<th>Then inherent responsibilities:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have command relationship with:</td>
<td>May be task-organized by:</td>
</tr>
<tr>
<td>Organic</td>
<td>All organic forces organized with the HQ</td>
</tr>
<tr>
<td>Assigned</td>
<td>Combatant command</td>
</tr>
<tr>
<td>Attached</td>
<td>Gaining unit</td>
</tr>
<tr>
<td>OPCON</td>
<td>Gaining unit</td>
</tr>
<tr>
<td>TACON</td>
<td>Gaining unit</td>
</tr>
</tbody>
</table>

Note: *1 In NATO, the gaining unit may not task-organize a multinational force. (See TACON.)

ADRP 5-0, The Operations Process

Table 2-1

Collective Training

- Command Post Exercise-Functional: [http://www.cascom.army.mil/g_staff/g3/SUOS/site-sustainment/pages/eb.html#CPX-loc](http://www.cascom.army.mil/g_staff/g3/SUOS/site-sustainment/pages/eb.html#CPX-loc)
- Joint Lessons Learned Information System: [https://www.jllis.mil/](https://www.jllis.mil/)
- Joint Training Information Management System: [https://jtims.jten.mil/jtims/welcome.do](https://jtims.jten.mil/jtims/welcome.do)
- MilGaming: [https://milgaming.army.mil/](https://milgaming.army.mil/)

Interactive Multimedia Instruction (IMI) & Mobile Apps

- Apps: Available for Android and iOS (Search for CASCOM, TRADOC, Soldier Support Institute, USAMC-LOGSA, and Center of Excellence) (Table below not all inclusive.)

<table>
<thead>
<tr>
<th>36B Advanced Individual Training (AIT)</th>
<th>70K Army Medical Logistics</th>
<th>AG Senior Leaders Course Field Guide</th>
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<tr>
<td>Army Physical Readiness Training</td>
<td>CAISI VSAT</td>
<td>CALL Publications</td>
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<td>Air Force Special Operations Training</td>
<td>Engagement Area Development</td>
<td>Human Resources Plans and Operations (HRPO) Course Companion</td>
</tr>
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<td>Individual Weapons Systems</td>
<td>JKO Mobile Learning</td>
<td>MilPay</td>
</tr>
<tr>
<td>Preventive Maintenance Monthly (P.S.</td>
<td>Range Card</td>
<td>Route Recon</td>
</tr>
<tr>
<td>Magazine)</td>
<td>TACOM Mobile App Listing</td>
<td>Vehicle Recovery</td>
</tr>
</tbody>
</table>

- CASCOM Training Technology Division Products (QM/TC/OD/Multifunctional): [http://www.cascom.army.mil/g_staff/g3/TTD_downloads.htm](http://www.cascom.army.mil/g_staff/g3/TTD_downloads.htm)
Training Centers

- Camp Shelby Joint Forces Training Center (CSJFTC): [http://ms.ng.mil/installations/shelby/Pages/default.aspx](http://ms.ng.mil/installations/shelby/Pages/default.aspx)

### Progressive Training

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crawl</td>
<td>Training is introduced, taught, demonstrated, and executed by the numbers. During the crawl phase, the basic skills that set the standard for advancement to other levels are mastered. Studying basic techniques and methods ensure the task or staff actions are correctly programmed into the Soldier's subconscious after a few repetitions.</td>
</tr>
<tr>
<td>Walk</td>
<td>Once a unit has developed a sufficient proficiency level in basic skills the walk phase begins. Leaders introduce Soldiers and staffs to more advanced techniques. During this phase, Soldiers practice the new techniques by the numbers but with autonomy and less leader guidance.</td>
</tr>
<tr>
<td>Run</td>
<td>In the run phase, Soldiers and units execute scenario driven training at combat speed with supervision and Observer, Coach, Trainers. As a Soldier's performance levels increase, conditions under which the tasks are performed become more demanding while standards remain constant.</td>
</tr>
</tbody>
</table>

Sustainment Common Operating Picture

“A single display of relevant information within a commander’s area of interest tailored to the user’s requirements and based on common data and information shared by more than one command.” – ADRP 6-0

Sustainment personnel should always be able to answer:

- Where sustainment assets are on the battlefield?
- Who is the priority of support?
- How do we support from current locations?
- How do we get support from current locations?
- When, to where, and in what sequence do we displace to ensure continuous operations?

**Essentials:**

- Key and essential movements in the first 24, 48, 72, and 96 hours
- Bulk fuel nodes and distribution plans
- Critical munitions status and distribution plans
- Internal and external combat power, commonly referred to as the combat slant
- Medical nodes, locations, capacity, and bed status

**Inputs:**

- Sustainment Graphics
- MSR / ASR Route Status
- Sustainment Assets by Location
- Sustainment CCIR
- Sustainment Battle Rhythm
- SIGACTs relating to Sustainment
- Operations (Current / Future)
- Sustainment Status Reports
- Sustainment Synchronization Matrix
- Combat Power
- Supply Commodity Status by Unit
- Sustainment Running Estimates
- LIS Tracker (includes GCSS-Army FTP Status)
- TCO Schedule (24-72 hours out)

Command and Support Relationships

Key to development of sustainment estimates and the sustainment common operating picture remains command and support relationships identified in the operations process via orders using doctrinal terminology. ADRP 5-0 Command and Support Relationship Tables are located on pages 18-19 of this document for reference.
Conducting Sustainment Estimates

Mission analysis for sustainment planners should be a focused mental effort to define the current operational environment in terms of what do I need (requirements), what do I have (capabilities), what I do not have (shortfalls) and how do I get what I need (request format and distribution method).

- Requirements
  - Consumption Rates (Offense versus Defense etc.)
  - Supported Units (Including Changes During the Operation)
  - Distribution Assessment (Travel Time/Distance, Preparation and Off-Load Requirements, Special Employment Considerations, Communications etc.)
  - Threats (Cyber, CBRNE, etc.)
  - Basic Load Replenishment

- Capabilities
  - Available Assets (Units, Personnel, Equipment, Facilities etc.)
  - Haul/Storage Capacity/Weight versus Cube
  - Soldier Management (Personnel Readiness, Accountability, Strength Management, etc.)

- Shortfall or Excess (Culmination Point)
  - Identify (Resource or Distribution Shortfall) and Mitigate Risk
  - Delivery Method (LRP/Supply Point/Air)

- Analysis
  - Is the mission supportable?
  - Does this mission extend operational reach?
  - Does this mission provide a tactical advantage?

Logistics-Specific Training Resources

Maintenance & Ammunition
- Ordnance Training Sites By State: http://www.goordnance.army.mil/UnitLocations.html
- Ammunition Community of Practice: https://acc.dau.mil/ammo
- Defense Ammunition Center Training Site: http://www.dactces.org/

Supply & Field Services
- Aerial Delivery & Field Services Department: http://www.quartermaster.army.mil/adfsd/adfsd_main.html
- Joint Culinary Center of Excellence: http://www.quartermaster.army.mil/jccoe/jccoe_main.html
- Joint Mortuary Affairs Center: http://www.quartermaster.army.mil/mac/mac_main.html
- Petroleum and Water Department: http://www.quartermaster.army.mil/pwd/pwd_main.html
- QMS Logistics Training Department: http://www.quartermaster.army.mil/ltd/ltd_main.html

Transportation & Distribution
- Transportation Training Sites by State: http://www.transportation.army.mil/traininglocations/map2.html
- Base Operations (BASEOPS) Network: http://www.baseops.net/
- Deployer’s Toolbox: https://www.us.army.mil/suite/page/689011
Logistics-Specific Training Resources

Operational Contract Support
- Contracting Officers Representative Training: https://acc.dau.mil/cor
- Defense Acquisition University: https://www.dau.mil/
- OCS Information Portal: https://www.us.army.mil-suite/page/659589
- OPLOG Planner: https://www.us.army.mil-suite/files/38798958
- Other Planning Tools: https://www.us.army.mil-suite/files/39242771
- Pipeline and Hazardous Materials Safety Administration (PHMSA): http://phmsa.dot.gov/hazmat
- Student Text 4-1, Theater Sustainment Battle Book: https://www.milsuite.mil/book/docs/DOC-200441
- Sustainment Center of Excellence Channel: https://www.youtube.com/user/SCoEMobile/videos
- Training Development Capability: https://tdc.army.mil/

General Engineering Support
- Army Geospatial Center: http://www.agc.army.mil/
- Engineer School Knowledge Network: https://www.us.army.mil-suite/grouppage/17137

Personnel Services-Specific Training Resources
- Soldier Support Institute: http://www.ssi.army.mil/
- Soldier Support Institute Learning Resource Center: https://ssiirc.army.mil/

Human Resources Support
- Adjutant General (AG) School: http://www.ags.army.mil/
- AG Tube: https://www.youtube.com/channel/UCzDR7Qehue6P6AEgmkNO3A
- HRC The Adjutant General Directorate: https://www.hrc.army.mil/content/The%20Adjutant%20General%20Directorate
- Inter-Service Postal Training Activity: http://www.ags.army.mil/ipta/index.html

Financial Management Operations
- FM Tube: https://www.youtube.com/channel/UCrFUPE99p9d4mDZ4-cW8Q
- GFEBS mSuite: https://www.milsuite.mil-book/groups/gfebs

References
- NATO E-Library: http://www.nato.int/cps/en/SID-C1F2033C-CA2D8434/natolive/publications.htm
- Official DoD Plain Language Website: http://www.dtic.mil/whs/directives/plainlanguage.html
- OPM Trainer: https://www.us.army.mil-suite/files/39242771
- Other Planning Tools: https://www.us.army.mil-suite/files/39242771
- Pipeline and Hazardous Materials Safety Administration (PHMSA): http://phmsa.dot.gov/hazmat
- Student Text 4-1, Theater Sustainment Battle Book: https://www.milsuite.mil-book/docs/DOC-200441
- Sustainment Center of Excellence Channel: https://www.youtube.com/user/SCoEMobile/videos
- Training Development Capability: https://tdc.army.mil/
Personnel Services-Specific Training Resources

Legal Support
- JAG School:  https://tjagcspublic.army.mil/school
- JAG University:  https://tjagcspublic.army.mil/courses

Religious Support
- Office of the Chief of Chaplains:  The official website of the Office of the Chief of Chaplains:  http://chapnet.chaplaincorps.net/
- Strong Bonds Program:  http://www.strongbonds.org/skins/strongbonds/home.aspx
- U.S. Army Chaplain Center and School:  http://www.usachcs.army.mil/

Music Support
- U.S. Army Band “Pershing’s Own” Site:  http://www.usarmyband.com/
- U.S. Army Field Band Site:  http://www.armyfieldband.com/

Health Service Support-Specific Training Resources

References

- Central Army Registry (CAR):  http://www.adtdl.army.mil/
- Center for Army Leadership Army Leader Development Resources:  https://usacac.army.mil/core-functions/leader-development
- Defense Ammunition Center:  https://www3.dac.army.mil/
- Defense Transportation Regulations (DTRs):  https://www.transcom.mil/dtr/dtrHome/
- DoD Forms:  http://www.dtic.mil/whs/directives/forms/index.htm
- DoD Issuances:  http://www.dtic.mil/whs/directives/
- Electronic Technical Manuals (ETMs) Online:  https://www.logsa.army.mil/etms/index.cfm
- Hybrid Threat Doctrine (TRADOC Intelligence Support Activity (TRISA)-Threats; Contemporary Operational Environment and Threat Integration Directorate (CTID)):  https://www.us.army.mil/suite/files/30837459
- Inspector General School References:  http://tigs-online.ignite.army.mil/tigu_online/references.htm
- LandWarNet eUniversity (LWNu):  https://lwn.army.mil/
- Central Army Registry (CAR):  http://www.adtdl.army.mil/
- Center for Army Leadership Army Leader Development Resources:  https://usacac.army.mil/core-functions/leader-development
- Defense Ammunition Center:  https://www3.dac.army.mil/
- Defense Transportation Regulations (DTRs):  https://www.transcom.mil/dtr/dtrHome/
- DoD Forms:  http://www.dtic.mil/whs/directives/forms/index.htm
- DoD Issuances:  http://www.dtic.mil/whs/directives/
- Electronic Technical Manuals (ETMs) Online:  https://www.logsa.army.mil/etms/index.cfm
- Hybrid Threat Doctrine (TRADOC Intelligence Support Activity (TRISA)-Threats; Contemporary Operational Environment and Threat Integration Directorate (CTID)):  https://www.us.army.mil/suite/files/30837459
- Inspector General School References:  http://tigs-online.ignite.army.mil/tigu_online/references.htm
- LandWarNet eUniversity (LWNu):  https://lwn.army.mil/
Leader Portal Resources

• AMEDD Lessons Learned: https://www.milsuite.mil/book/groups/amedd-lessons-learned
• Army Knowledge Management: https://www.milsuite.mil/book/groups/army-knowledge-management
• Army Music Intranet: https://abi.army.mil
• Army SHARP: https://www.milsuite.mil/book/community/spaces/sharp
• Aviation Community of Practice: https://www.milsuite.mil/book/community/spaces/apf/aviation_warfighters_forum_(avwff)
• Chemical, Biological, Radiological, Nuclear (CBRN) Warfighters Forum and Knowledge Network: https://www.us.army.mil/suite/grouppage/86750
• Civil Affairs and MISO Net: https://www.milsuite.mil/book/community/spaces/apf/civil_affairs_and_miso_net
• Engineer School Knowledge Network: https://www.us.army.mil/suite/page/637460
• Engineer Warfighter Forum: https://www.milsuite.mil/book/groups/engineer-warfighter-forum
• Fires Knowledge Network: https://www.us.army.mil/suite/page/130700
• Information Assurance milBook Site: https://www.milsuite.mil/book/groups/informationassurance
• Intelligence Knowledge Network: https://www.us.army.mil/suite/page/294455
• JAG Connect-Claims milBook: https://www.milsuite.mil/book/groups/jagconnect-army-claims

Army Sustainment Training Aids, Training Circulars, and Training Manuals

• Central Army Registry: http://www.adtdl.army.mil/

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<tr>
<th>PUB #</th>
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<tr>
<td>GTA 01-14-001</td>
<td>Battle Damage Assessment and Repair Smart Book</td>
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<td>GTA 03-08-002</td>
<td>Contaminated Casualty Care</td>
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<tr>
<td>GTA 07-08-003</td>
<td>Physical Readiness Training Quick Reference Card</td>
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<tr>
<td>GTA 07-09-003</td>
<td>Combined Arms Training Strategy</td>
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<tr>
<td>GTA 08-01-004</td>
<td>MEDEVAC Request Card</td>
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<tr>
<td>GTA 08-10-017</td>
<td>MC4 Training Strategy</td>
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<td>Send a Radio Message</td>
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<td>GTA 14-01-001</td>
<td>Field Ordering Officer (FOO) Smartcard</td>
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<td>GTA 21-02-010</td>
<td>Army Warrior Tasks and Battle Drills</td>
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<tr>
<td>GTA 21-08-001</td>
<td>Risk Management Quick Reference Booklet</td>
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<td>GTA 21-08-002</td>
<td>Combat Training Smart Card</td>
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<td>GTA 41-01-005</td>
<td>Religious Factors Analysis</td>
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<td>GTA 55-03-032</td>
<td>Army Watercraft</td>
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<td>GTA 70-01-001</td>
<td>The Deployed Contracting Officers Representative (COR) Smartcard</td>
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<td>GTA 90-01-016</td>
<td>Commander’s Emergency Response Program (CERP) Smartcard</td>
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<td>GTA 90-01-017</td>
<td>Defense Support of Civil Authorities (DSCA) Handbook: Tactical Level Commanders and Staff Toolkit</td>
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<td>GTA 90-01-020</td>
<td>DoD Support to Foreign Disaster Relief</td>
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<td>GTA 90-01-32</td>
<td>OCSS Planning and Management for Leaders</td>
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<td>TC 4-11.46</td>
<td>Sustainment Unit Gunnery and Live Fire Exercise Strategy</td>
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<td>TC 4-11.47</td>
<td>The Senior Gunner Program for Sustainment Units</td>
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<td>TC 4-83 Series</td>
<td>Command Post Exercise-Functional (CPX-F)</td>
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<tr>
<td>TM 38-700</td>
<td>Packaging Of Material: Preservation</td>
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<td>TM 38-701</td>
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<td>TM 4-14.21</td>
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<td>TM 4-15.21</td>
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<td>TM 4-33.31</td>
<td>Cold Weather Maintenance Operations</td>
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### Army Sustainment Publications

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<td>Army Expeditionary Intermodal Operations</td>
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<td>Explosive Ordnance Disposal (EOD) Group and Battalion Headquarters Operations</td>
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<td>Multi-service Tactics, Techniques, and Procedures for Explosive Ordnance Company, Platoon, and Team Operations</td>
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<td>ATP 4-33</td>
<td>Maintenance Operations</td>
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<td>ATP 4-35</td>
<td>Munitions Operations and Distribution Techniques</td>
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<td>Army Field Feeding and Class I Operations</td>
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<td>ATP 4-46.2</td>
<td>Mortuary Affairs Contaminated Remains Mitigation Site Operations (Pending Publication)</td>
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<td>ATP 4-48</td>
<td>Aerial Delivery</td>
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<td>Contracting Support to Unified Land Operations</td>
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### Leader Portal Resources

- Signal Knowledge Network: [https://sigkn.army.mil/portal/](https://sigkn.army.mil/portal/)
## Joint & Army Sustainment Publications


### PUB # | TITLE
---|---
JP 1-0 | Joint Personnel Support
JP 1-04 | Legal Support to Military Operations
JP 1-05 | Religious Affairs in Joint Operations
JP 1-06 | Financial Management Support in Joint Operations
JP 4-0 | Joint Logistics
JP 4-01 | The Defense Transportation System
JP 4-01.2 | Sealift Support to Joint Operations
JP 4-01.5 | Joint Terminal Operations
JP 4-01.6 | Joint Logistics Over-the-Shore
JP 4-02 | Joint Health Services
JP 4-03 | Joint Bulk Petroleum and Water Doctrine
JP 4-05 | Joint Mobilization Planning
JP 4-06 | Mortuary Affairs
JP 4-08 | Logistics in Support of Multinational Operations
JP 4-09 | Distribution Operations
JP 4-10 | Operational Contract Support
CJCSM 3511.01 | Joint Training Resources for the Armed Forces of the U.S.
CJCSI 3500.02B | Universal Joint Task List Policy and Guidance

### PUB # | TITLE
---|---
ATP 1-05.02 | Religious Support to Funerals and Memorial Ceremonies and Services
ATP 1-05.03 | Religious Support and External Advisement
ATP 1-05.04 | Religious Support and Internal Advisement
ATP 1-06.1 | Field Ordering Officer and Pay Agent Operations
ATP 1-06.2 | The Commanders' Emergency Response Program
ATP 1-06.3 | Banking Operations
ATP 1-06.4 | Internal Controls
ATP 1-19 | Army Music
ATP 3-34.40 | General Engineering
ATP 3-28.1 | Multi-service Tactics, Techniques and Procedures for Defense Support of Civil Authorities
ATP 3-35 | Army Deployment and Redeployment
ATP 3-35.1 | Army Prepositioned Operations
ATP 4-0.1 | Army Theater Distribution
ATP 4-0.6 | Techniques for Sustainment Information Systems Support
ATP 4-01.45 | Multi-service Tactics, Techniques and Procedures for Tactical Convoy Operations
ATP 4-02.1 | Army Medical Logistics
ATP 4-02.2 | Medical Evacuation
ATP 4-02.3 | Army Health System Support to Maneuver Forces
ATP 4-02.5 | Casualty Care
ATP 4-02.7 | Multi-service Tactics, Techniques, and Procedures For Health Service Support in a Chemical, Biological, Radiological, and Nuclear Environment
ATP 4-02.42 | Army Health System Support to Stability and Defense Support of Civil Authorities Tasks
ATP 4-02.43 | Army Health System Support to Army Special Operations Forces
ATP 4-02.46 | Army Health System Support to Detainee Operations
ATP 4-02.55 | Army Health System Support Planning
ATP 4-02.62 | Occupational and Environmental Health Site Assessment
ATP 4-02.83 | Multiservice Tactics, Techniques, and Procedures for Treatment of Nuclear And Radiological Casualties
ATP 4-02.84 | Multi-service Tactics, Techniques, and Procedures for Treatment of Biological Warfare Agent Casualties
ATP 4-02.85 | Multi-service Tactics, Techniques, and Procedures for Treatment Of Chemical Warfare Agent Casualties And Conventional Military Chemical Injuries
ATP 4-10 | Operational Contract Support MTTP
ATP 4-10.1 | Logistics Civil Augmentation Program Support to Unified Land Operations
ATP 4-11 | Army Motor Transport Operations
ATP 4-12 | Army Container Operations

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- Army Sustainment Doctrine: [http://www.cascom.army.mil/g_staff/g3/SUOS/site-sustainment/pages/Doctrine.htm](http://www.cascom.army.mil/g_staff/g3/SUOS/site-sustainment/pages/Doctrine.htm)