



Deployment Quarterly Newsletter

VOLUME I, ISSUE 2 / JAN—MAR 2023



Director's Corner

On behalf of the Deployment Process Modernization Office (DPMO), greetings! The purpose of this newsletter is to continue to inform the force of current initiatives within DPMO and provide recommendations and best practices on how to streamline your deployment operations. Please see the latest in tips and practices in this edition

Chief of Staff of the Army Emergency Deployment Readiness Exercise (EDRE)

DPMO supported a FORSCOM EDRE at two installations from 10-27 Jan 23. Our focus included: Assessing Deployment Discipline at Echelon; Assessing Movement Data Quality; and Assessing Adherence to Deployment Policy and Procedures, Understanding and Enforcement at Installations. Final results of the EDRE Lessons Learned (L2) will be published by FORSCOM later this year.

Much like the Deployment Excellence Award, EDRE assessments look closely at the selected unit's adherence to deployment readiness standards as well as short notice strategic deployment execution. Units selected for this exercise can expect to depart home station for movement to a port (air or sea) and must execute accordingly. At the same time the FORSCOM team is looking at the installation as a whole for deployment support and execution in accordance with their Installation Deployment Support Plan (IDSP).

The end result for DPMO is to gather critical facts concerning unit deployment so we can package what we find for best practices as well as research DOTMLPF root causes for any shortfalls we observe. You can find these observations and trends as we collate them on the deployers toolbox located online at:

https://army.deps.mil/Army/CMSD/CASCOM/DPMO/_layouts/15/start.aspx/

Chief of Staff of the Army DEA

We are excited for the finishing up of the FY 2022 Deployment Excellence Award (DEA) Program competition year. We have 10 units competing this year; 3 from the "Active Duty Large" category, 5 from the "Active Duty Small" category, 1 from the "Deploying Small NGB" category and 1 from the "Deploying Large Reserve category. We also have 1 installation competing (AFSBn Ft Bragg). We have 5 board members representing CASCOM, FORSCOM, USARPAC, and 2 from TRADOC (T, School, DPMO). The board met for 2 weeks ending on the 17th of February.

The DEA program was established to recognize Active Component (AC), Reserve Component (RC), and Army National Guard (ARNG) units and installations for outstanding deployment accomplishments and to capture innovative deployment initiatives that may improve the Army's deployment process. The DEA program is open to all installations, AC, RC, and ARNG units with a Modified Table of Organization and Equipment (MTO&E), Table of Organization and Equipment (TOE), or Table of Distribution and Allowance (TDA) that completed a deployment or redeployment within the competition year. The competition year for the Installation and Self-Nomination

categories is 01 Oct 22 to 30 Sep 23. The competition year for the Operational Deployment category is 1 Oct 22 to 30 Jun 23. If units are interested in competing go to <https://transportation.army.mil/dea/> and complete the "Intent to Nominate" to get started.

In addition to the above initiatives please visit helpful steps to getting your OEL and UDL straight as well as how to leverage doctrine to get after a more effective deployment. As always our focus is on deployment readiness and execution. If there is anything you would like to know and have included in a future newsletter, don't hesitate to reach out to us!

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DPMO publishes the Newsletter four times a year. DPMO is an Army G3/4 chartered organization that serves as the Army deployment proponent. The Newsletter is a vehicle to disseminate recent developments in Army deployment concepts, procedures, and issues.
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Deployment Readiness is Operational Readiness

By: Mr. Tim Quillin Director, DPMO

The operational employment of combat capability is the starting point of deployment readiness. In fact, operational employment of forces begins with treating deployment as the initial phase of any operation. Meeting the demand of rapid Large Scale Combat Operation (LSCO) requires operational and supporting commanders to coordinate deployment requirements using the four principles of deployment: precision, synchronization, knowledge and speed. Rapid deployment requires knowledge of the deployment process, individual, unit and agency responsibilities within the process, and a

must be trained and proficient on their roles and responsibilities within the process. Ensuring your Mobility Warrant Officers (MWO), Unit Movement Officers (UMO), hazardous cargo certifiers, container control officers (CCO), Transportation Coordinator's Automated Information for Movement Systems II (TCAIMS II) operators and air load planners are trained and proficient with their duties is critical. TCAIMS II operators and the UMO must ensure your deployment data is accurate and your equipment is properly identified against the property book and prepared for movement.

movement. The deployment process is a series of independent actions, processes and activities that must work in unison to successfully deploy rapidly and close the force. The best way for division and brigade commanders to synchronize deployment activities is to develop and **enforce a robust Commander's Deployment Discipline Program (CDDP)**. The CDDP combines deployment requirements under a single program to enable commanders at all levels to improve deployment readiness, synchronize activities and develop command and control and reporting procedures.

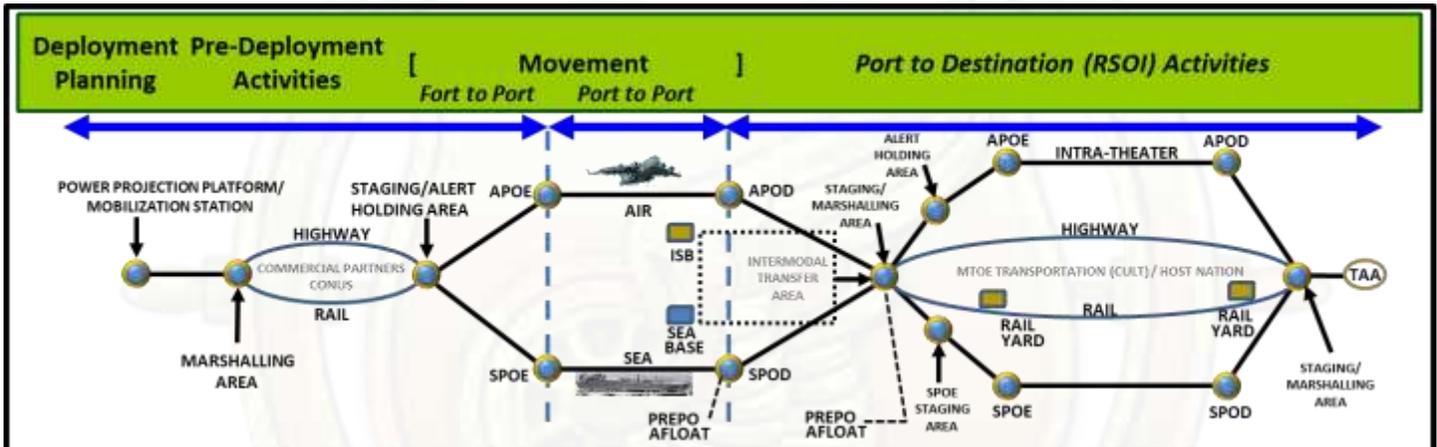


Figure 1: A graphical representation of the the Deployment Process

clear understanding and appreciation of how successful deployment effects the operational employment of your unit. In this article I will give examples of how you can immediately improve your operational and deployment readiness using the principles of deployment.

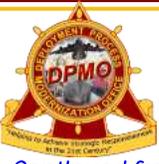
Precision. Precision applies to the level of training and discipline a unit has to execute required functions within the deployment process. To avoid delays and movement errors, the deployment process requires trained personnel and units to ensure deploying personnel and equipment are prepared. Key individuals and units within the deployment process must successfully execute deployment requirements to standard within very precise time limits. To meet deployment time requirements to standard, a unit

Before movement begins, Commander's must validate the Organizational Equipment List (OEL) during the deployment planning phase and the Unit Deployment List (UDL) during the pre-deployment activities phase. Finally, critical to the deployment, precision includes ensuring your deployment teams, such as rail load and air load teams, are properly trained and certified with at least six months retainability on station. Precision directly impacts the deployment speed and safety as units execute under the pressure of rapid deployment. The payoff of well-trained key deployment personnel, units and teams is the synchronization of movement activities.

Synchronization. Deployment execution is the synchronization of functions and activities to meet critical timelines for

Synchronization of deployment activities relies heavily on command and control of key deployment enablers to ensure proper resources are available and at the critical point of the process. A robust CDDP will help the leadership and staff to understand the timing and location of critical points within the deployment process and support the knowledge needed of when key decisions must be made. The CDDP also includes the requirement to plan and execute Deployment Readiness Exercises (DREs) involving the **installation's agencies which enable deployment operations**. In order to conduct complex DREs, units and agencies must have a complete knowledge and understanding of the Installation Deployment Support Plan (IDSP).

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Deployment Readiness is Operational Readiness

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By: Mr. Tim Quillin, Director, DPMO

Knowledge. Success in operations demands timely and effective decisions based on applying judgment to available information and knowledge. One of the more critical pieces in deployment planning is the knowledge of how the Joint Force Commander (JFC) intends to employ their unit. The Commander must envision the employment of their forces and backward plan in order to properly sequence fighting capability in theater and synchronize deployment activities from the fort. The decision window is very narrow and sets in motion the tone of the entire deployment and the employment of the force. Changes have significant impacts to the success of the deployment and may cause significant delays in meeting critical deployment timelines. Deploying Commanders must understand how the connection between deployment decisions impact the speed

Speed. The speed of deployment relies on the knowledge and understanding of **unit's deployment roles and responsibilities. Staff's must have a full understanding** of deployment operations and the execution of each deployment node. The operations officer must control the planning and synchronization of deployment activities to ensure proper sequencing of force capability and execution of operations in an operational area.

The MWO should focus on the technical aspects of the deployment; ensuring the data is correct and validated by the commander, HAZMAT is properly identified and certified, and equipment is properly configured. All too often many MWO become the deployment operations officer and that is simply not their role. In addition, CDRs and Staff must assess operational mission requirements during Reception, Staging, Onward Move-

tail end of deployment as combat power is assembled and built in the operational area. The focus of speed is the delivery of combat capability rather than entire units to the JFC. This is accomplished through the understanding, execution, and integration of the deployment principles.

Conclusion. Deploying units need to understand the relationships between deployment readiness and operational readiness. The principles of deployment ensure key individuals, units and agencies are fully trained to execute deployment operations to standard as effectively and efficiently as possible. A robust CDDP that is routinely executed and evaluated maintains deployment discipline, supports deployment training and ensures understanding of the deployment process, the IDSP and synchronized operation of key deployment nodes. Knowing the relationship between deployment and employment allows the commander to make critical time sensitive decisions supporting the delivery and timing of combat capability arrival in theater. Proper understanding of deployment roles and responsibilities at echelon increases the speed of deployment and reduces friction through integrated synchronization. Finally, understanding the relationship of the deployment principles will increase deployment readiness and will go a long way to ensuring operational readiness upon arrival in theater.

References:

- ADP 6-0 Mission Command
- FM 3-0 Operations (2022) Chapter 5 Operations During Crisis. Para 5-31 Deployment.
- ADP 3-35 Army Deployment and Redeployment (Final Draft)

For more information on the deployment process, its implications and best practices, contact DPMO at :

usarmy.lee.cascom.mbx.dpmo-ds@army.mil

Or

usarmy.lee.cascom.mbx.dpmo-da@army.mil



Fig 2: The 18th Fires BDE CDR and CSM (far right) inspecting rail load operations during a FORSCOM EDRE At Fort Bragg, NC. Source: Mr. Alex Greenwich, DPMO

of deployment and the successful employment of their unit.

ment and Integration (RSOI) to ensure decisions and actions taken during deployment activities (i.e. how we are loaded on strategic lift) enable speed at the



Enhancing Deployment Readiness: Managing Organization Equipment Lists (OEL) and Unit Deployment Lists (UDL)

By: Deployment Information Systems Team

The Army is adapting strategies of Multi-Domain Operations to compete, penetrate, dis-integrate and exploit our adversaries in the future. Central to this strategy is the Army's ability to deploy forces rapidly to combat enemy threats. To deploy forces efficiently the Army must create accurate unit deployment lists (UDLs) from their organization equipment list (OEL) and maximize transportation lift assets during movement to an operational area. Commanders must be involved through the entire process of OEL review and UDL creation to ensure operational employment of combat capability is synchronized. Mission success depends on Commanders ensuring the correct equipment is identified on the OEL and UDL. Below are the steps required to update and manage a unit's OEL and create a UDL. (Please note: the following steps are in accordance with TC-AIMS II v8.0.16).

Add and manage equipment to your unit's organization equipment list (OEL) tool.

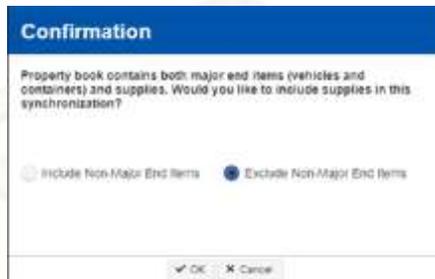
If there are no assets in the unit's OEL when the user logs into TC-AIMS II, the Property Book Synchronization feature should be initiated to receive and process Global Combat Support System – Army (GCSS-A) property book data via the Army Enterprise Systems Integration Program Hub.

The Property Book Synchronization enables the User to ensure assets within the TC-AIMS II system are consistent with those reflected in the GCSS-A property book. After items from the Property Book are brought into TC-AIMS II, the user must ensure that Shipment Unit Numbers (SUN) are generated, and Deployment Echelon and Type Data Code fields are filled; these are requirements.

Add equipment using the Property Book Synchronization tool:

1. Log into TC-AIMS II @
2. On the menu bar, click Assets -> Manage Units.
3. Click the Property Book Synchronize icon . A Property Book Synchronize confirmation prompt appears.

4. The system defaults to Include Non-Major End Items which will import vehicles, containers, and supplies from the property book and places major end items inside the Equipment list and supplies inside the Supply list. Selecting Exclude Non-Major End Items



will import only major end items such as vehicles and containers from the property book and place inside the Equipment list.

- 5 Click OK, the Property Book synchronization process runs/completes.
6. The Property Book synchronization results return the following information: Major End Items Added (In Equipment) and Equipment not Processed.

Note: The Download Errors button allows the user to navigate to download a file with the list of items that could not be processed and the reasons. The file also contains the extra assets, if any, in the unit OEL.

7. Click OK. Page refreshes to display the



Fig 1 (right) : Property Book Imported records

Property Book Imported Records with serial number and bumper number (if available) derived from the unit's property book file.

Auto Populate - It is strongly recommended the Auto Populate feature is executed after every Property Book Synchroniza-

tion. The Auto Populate feature will update blank fields automatically for any record in the OEL that is a part of the Joint Data Library (JDL). This feature is in the OEL - Search Equipment -> Actions button -> Auto Populate.



Figure 2: Auto Population Function

Add equipment manually and manage OEL:

1. Log into [TC-AIMS II @ https://tcaimsii.army.mil](https://tcaimsii.army.mil)
2. On the menu bar, click Assets -> Search Asset -> Equipment.
3. Click Add.
4. In the General tab, add equipment by Item ID, Model Number, or NSN. The following are other fields required at a minimum:

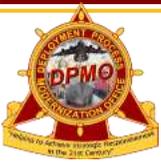
- Deploy Echelon
 - Type Data Code
 - Cont Owner Cd (Container Owner Code) – only required for containers
 - Container # field – only required for containers
5. Click on the Inventory tab and update the following required fields as necessary:
 - Unit of Issue
 - Qty per Cargo



Figure 3: Inventory Tab

6. Click on the Other Characteristics tab and update the following required fields as necessary:

- Pack Type
- TEC (Type Equipment Code)
- WCC (Water Commodity Code)
- Pref Mode/Port
- Click Save



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Figure 4: Other Characteristics Tab

How to use the Data Validator tool:

Data Validator – The Data Validator tool automatically reviews the OEL and compares the data to the validated Joint Equipment Characteristics Database. This is the final check prior to creating the UDL. (**Note:** The Data Validator can be started for multiple UICs available in the user's profile.)

1. On the menu bar, click Assets -> Data Validator.
2. Verify Correct Invalid Values with JDL values checkbox is initiated.



3. Verify system displays Total Records, the total of Invalid Records, the total of JDL-Values Auto Corrected, and Validation Completed Timestamp.



Or



Fig 5: Data Validation Results

Command Review of the OEL

Commanders at all levels have an inherent responsibility to review and verify a unit's OEL. Follow the below steps from the home screen to retrieve an OEL:

1. On the menu bar, click Assets and select Reports.
2. Click the Unit Search button under the Asset Management tab.
3. In the Available UICs pane, select one or all of your assigned UICs and click the directional arrow.

4. Click the OK button.
5. Click Sect Asset Type dropdown list and select Unit Equipment.
6. Place a checkmark in the box to the right of OEL Unit Equipment.
7. Click the Sort By dropdown and select SUN.
8. Output format defaults to PDF. Click the Retrieve button.
9. Click the Open button and review OEL report to validate.



Figure 6: Reports OEL List

Key areas for Commander's, Unit Movement Officers, or TC-AMIS II operators to evaluate when reviewing the OEL.

1. Compare the LIN (major end items) quantity to your property book and the unit's current MTOE authorization.
2. Review the OEL for completeness and accountability:
 - Update OEL when significant changes occur to your property book.
 - Update your unit movement data quarterly at a minimum.

3. Ensure your unit Property Book remains up to date and accurate - TC-AMIS II uses GCSS- Army to pull in and create a unit's OEL.

4. Coordinate with brigade movement coordinator staff to receive command specific OEL data requirements.

5. Update, sign and submit OEL to FORSCOM annually or when there are changes to the unit's property book

Create a Plan and Add equipment to your unit's deployment list (UDL) Creating the UDL identifies the equipment an organization is requesting for transportation lift

to an operational area. A UDL must be reviewed by UMOs as well as the Commander to ensure equipment is properly identified for requested movement. Prior to creating the UDL, a time phased force deployment data (TPFDD) file must be associated with the deploying unit which contains the ports of embarkation/ debarkation, means of transportation lift (air, ground, sea) and required delivery date.

Create a Plan

1. On the menu bar, click Plans.
2. Click Manage Plan.
3. Click the Action Drop Down.
4. Click New Plan.
5. In the Plan Name field enter Plan Name and tab out the field (press the Tab key).
6. In the Type Data Code field enter TN and tab out the field (press the Tab key).
7. Leave the OPLAN ID field blank.
8. Click Next.
9. Click the COMPASS radio button.
10. Click COMPASS Import.
11. Click Browse.
12. Navigate to the location of the TPFDD (.PEJ file), click the filename, then click Open.
13. Click Import.
14. TPFDD has now been associated with your unit.

Create a UDL

1. On the menu bar, click Plans.
2. Click Manage Plan.
3. Click to highlight the Plan Name provided by your ITO/LRC.
4. Click the Open Plan button.
5. Click Assign Equipment sub-process tab.
6. In the Source – OEL panel, click the Secondary Load button (top left) from OFF to ON.
 - This step is required when associating secondary loads
7. From the Source OEL panel, identify appropriate equipment to assign to the UDL or if selecting all equipment, click the Actions dropdown menu, select Assign All and follow any prompts from the system.



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By: Deployment Information Systems Team

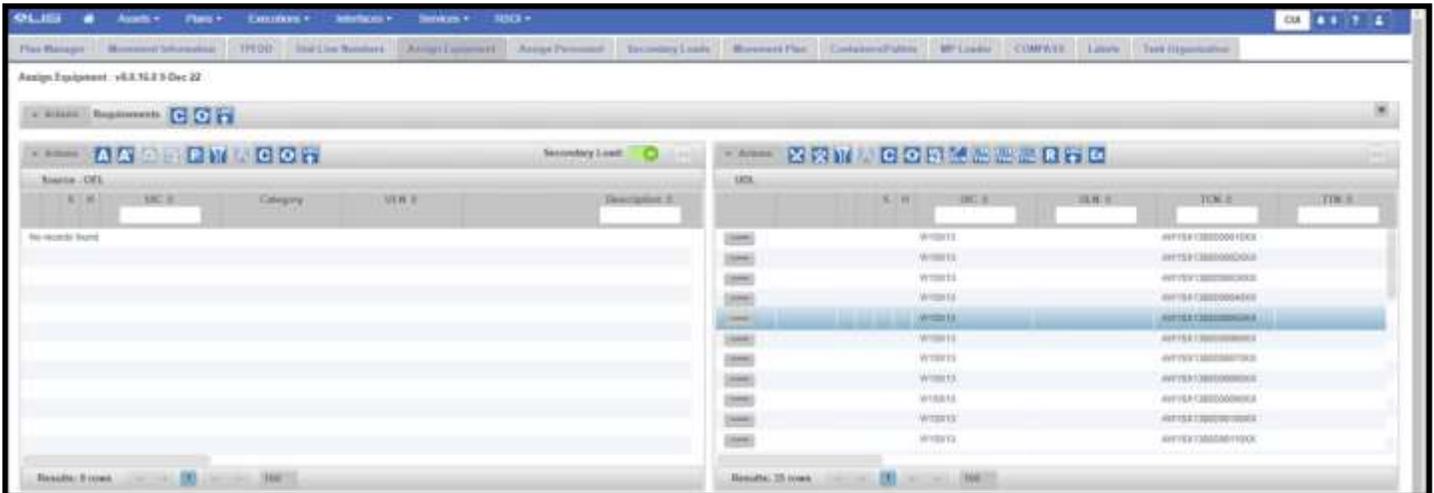


Figure 8. UDL Assignment Screen

8. In the UDL panel, click Actions.
9. Click Add UDL Equipment
10. In the UDL panel, scroll to the right to locate the PLN column.
11. Verify all Plan Only records required for the deployment are assigned to the UDL with a TCN.

Command Review of the UDL

Below are key areas for Commander's, Unit Movement Officers, or TC-AIMS II operators to evaluate when reviewing the UDL.

1. Compare the LIN (major end items) quantity to combatant commander's/JOPES Requirement.
2. Ensure the UDL supports the combatant commander's/JOPES Requirements prior to the plan (TC-AIMS II) being locked.
3. Verify that updated UDLs support and reflect accurate equipment.

For any more information or to suggest an enhancement to TC-AIMS II, please contact DPMO at usar-my.lee.cascom.mbx.dpmo-disb@army.mil.

Top Five Tips! OEL/UDL Management:

Commanders, along with the Unit Mobility Officer (UMO), Mobility Warrant Officer (MWO) and Property Book Officer (PBO) will review property book monthly to validate Organizational Equipment List (OEL), ensuring all unit equipment information is correctly and accurately annotated (i.e., dimension, weights, LIN number, serial number).

Commanders, through their UMO and in coordination with the MWO review and make changes to the UDL to ensure precise equipment information (dimensions, weight, and quantities) is correct. Precision eases loading requirements and improves departure, speed, and employment of combat capability.

UMOs and MWOs must constantly check LIN/INDEX (major end items) measurements in order to achieve Combatant Commander's/JOPES requirements prior to the plan being locked in TC-AIMS II. Errors including, but not limited to, transportation control number duplications, the use of invalid or deleted LIN/Indexes, missing required codes (Mode to Port, Type of Equipment, Type Cargo Code, etc.) inaccurate dimensional characteristics result in a rejection of the UDL by COMPASS before being transferred into JOPES.

Commanders, through their MWO, UMO, and TC-AIMS II operator, ensure TC-AIMS II standalone computers are updated with the latest software version and able to function if there is a web-based TC-AIMS II outage. For software update assistance, MWOs, UMO, and/or TC-AIMS II operators can contact TC-AIMS II field service representatives for Central Region, Mr. Fred Klinger and Mr. Jose Reyesgonzales, email address: fredrick.w.klinger.civ@army.mil and jose.reyesgonzales.civ@army.mil. For the Easter Region the POC are Mr. Marvin Hatcher and Mr. Steven Harper email address: marvin.l.hatcher.civ@army.mil and steven.l.harper.civ@army.mil.

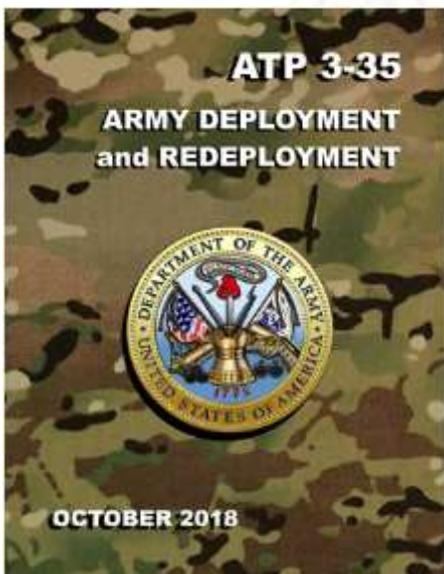
Commanders, through their UMO must work closely with MWO to coordinate deployment training for their units with the Installation Transportation Office (ITO). In accordance to the Command Deployment Discipline Program (CDDP) deployment training include rail training, air load training, container packaging training, etc. The CDDP guidelines can be found on the CASCOM/DPMO deployer toolbox website, <https://cascom.army.mil/asrp/tng-deploy.html> and AR 525-93 (Army Deployment and Redeployment, Chapter 4).



Deployment Standards: Mitigating Deployment Challenges

For this edition of the newsletter, the Deployment Standards Team answers the question: “If I am a unit prepping for deployment, with or without orders, what are some tips from regulation and doctrine that will help mitigate challenges in the process and increase readiness?”

Review ATP 3-35 Chapter 1: Deployment Overview for a summary of the deployment process phases to understand the flow of events and activities from fort to foxhole and Appendix O: Deployment Programs that discusses how a unit can prepare and train for deployment using the programs established by HQDA DCSG -3 and G-4.



As a routine task, refresh your knowledge of available deployment support infrastructure at your current station or designated mobilization station. Personnel, organizations, equipment, and facilities change, so introduce yourself to key personnel and update your contact rosters.

You can build operational agility by training additional personnel beyond deployment regulatory requirements (HAZMAT, UMO, TC-AIMS II, Container Control Officer, etc.). If training additional personnel is not feasible, ensuring key personnel are familiar with low-density but critical tasks within those skills is a good alternative.

If drawing APS is a possibility, review ATP 3-35.1 Change 1, Chapter 2 to get an understanding of how deploying units coordinate through the supporting ASCC/ASC to forecast and ensure authorized stockage of class IX repair parts for APS at the Theater SSA.



Image: Unpacking APS materials

If you are a brigade or higher-level planner, ensure you review DA EXORD HODA-220607-PFXJ, *Theater Authorized Stockage Lists Within Theater Supply Support Activities*, dated 29 JUN 22 in its entirety. This DA EXORD directs the replacement of AWRS class IX with general issue theater authorized stockage lists (TASL) within theater supply support activities (TSSA), making TASL/TSSA a component of setting the theater for rapid execution of large-scale combat operations (LSCO). Implementation is ongoing but not yet complete and understanding the changes can help develop the right questions to ask during planning.

DPMO Deployment Standards Branch

Keep your eyes open for major revisions of Army Regulation 525-93, *Army Deployment and Redeployment*, a new DA Pamphlet 525-93, *Army Deployment and Redeployment Processes and Procedures*, and ATP 3-35, *Army Deployment and Redeployment*, due out later this year.

If you have questions or would like to submit a question for the Deployment Standards Team to answer in future editions, contact us at usarmy.lee.cascom.mbx.dpmo-ds@army.mil.

Top Five Tips! Managing Chaos for PLT LDRs:

1. Leverage your PLT SGT for leadership presence and expertise.
2. Be familiar with your deployment nodes.
3. Be prepared to deploy yourself and the platoon.
4. Keep the Commander Informed!
5. Understand your responsibilities within CDDP.



Operating Field: We need to Hear from You!

Deployment Process Modernization Office



What We Ask of You



- Provide Toolbox Feedback (and blog comments)
- Promote CDDP understanding in your units
- Consider DEA Competition
- Help with draft doctrine vetting/review
- Contribute deployment AAR products
- Publish deployment related articles for the CoT's newsletter
- Submit automated systems issues and successes
- Contact us:

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In Next Quarter's Publication:

- *From the Director– the latest in evolving Deployment Process efforts*
- *The Senior Transportation Operations Course 5 W's*
- *More Tips for Deployment Operations!*
- *Summarizing the Top Deployment Issues*