

# JUAN ARMY



ANG OPISYAL NA LATHALAIN NG ARMY TRANSFORMATION ROADMAP [ATR]

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## ACHIEVING SOLIDARITY THROUGH CONVERGING STRATEGIES: BEST PRACTICES RESULTING TO BREAKTHROUGH RESULTS



6 | NCO Model of the year



6 | Army helps people's organizations receive livelihood support



8 | Morale and Welfare of the Philippine Army

## 2ID's AGP Journey towards Institutionalization



Philippine Government Service



ISLANDS OF GOOD GOVERNANCE



2018

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# EDITOR'S NOTE

Ang pagbabago ay patuloy na nasasaksihan ng bawat isa, gustuhin man natin o hindi ang resulta nito. Dahil ang pagbabago ay hindi maiiwasan, pinili ng Hukbong Katihan ng Pilipinas na harapin ang pagbabago at gamiting instrumento upang hubugin ang hinaharap. Sa paglipas ng mga taon, ang pagbabago na pinalaganap ay patuloy na nagbubunga ng mga natatanging gawi na tunay nating maipagmamalaki. Ang isyung ito ng Juan Army ay naglalayon na bigyang pugay ang ating mga magigiting na sundalo sa kanilang tapang at dedikasyon na paglingkuran ang ating bansa.

Noong 2017, nakamit ng 2nd Infantry Battalion ang pinakamataas na antas sa PGS at ang kanilang daan patungo dito ay sumasalamain sa mga stratehiya na nagbunga ng mga katangi-tanging gawa at resulta. Pinagtuunan ng pansin ng 2IB ang pagpapanatili ng kalidad at husay ng mga kagamitan ng Hukbo upang mapataas ang kanilang kumpyansa at abilidad na humarap sa mga banta. Sa inisyatibo ng 2ID ay kapit-bisig ang dibisyon at ang lokal na komunidad sa mabisang pagpuksa sa terorismo. Maliban sa pagganap sa kanilang tungkulin, binibigyang halaga din ng 2ID ang kabutihan at kalusugan ng bawat indibidwal sa kanilang pangkat. Katulad nito, ang 53rd Engineer Brigade ay naglalayon na pangalagaan ang bawat sundalo sa pamamagitan ng NCO Model Family of the Year Award. Ang parangal na ito ay naglalayon na pagtibayin ang pagnanais ng bawat sundalo na maglingkod sa bayan. Dahil sa paggamit ng Personal Scorecard bilang bahagi ng batayan para sa parangal, nasiguro na may tamang balanse ng propesyonal at personal na buhay ng mga sundalo. Ang pagnanais na panatilihin ang mga sundalo sa serbisyo ay ang natatanging gawi na nagtulak sa kanila upang makamit ang kasalukuyang antas sa Army Governance Pathway.

Ang Hukbong Katihan ng Pilipinas, kinakatawan ng kaniyang mga pangkat, ay nagbibigay ng tapat at natanging serbisyo sa bayan. Ayon sa mandato ng EO 70, nilalayo ng mga pangkat tulad ng 2ID at 81st Infantry Battalion na makipagtulungan sa ibang ahensya ng gobyerno upang makamit ang lubusang kapayapaan. Dahil dito, nilayo ng 81st Infantry Battalion na makipagtulungan sa DOLE Region 1 para sa pamimigay ng tulong pangkabuhayan sa lugar. Isang patunay na ang bawat miyembro ng Hukbo ay nag-alay ng mahusay na serbisyo para sa mga mamamayan.

Bilang pagpupugay sa walang sawang paglilingkod ng bawat sundalo, sinisikap ng Hukbong Katihan na pangalagaan at bigyang halaga ang bawat isa. Upang gabayan ang bawat sundalo na makapaghanda sa kinabukasan, nakikipagtulungan ang Hukbo sa Banko de Oro upang palaganapin ang kaalamang pinansyal. Sa paglalayong magbigay ng natatanging serbisyong medikal, nakikipagtulungan din ang Hukbo sa Philippine Heart Center at Saint Luke's Medical Center para sa mga usaping pangkalusugan. Ang mga pakikipagtulungan na ito ay isang natatanging gawi na sumisimbolo sa pasasalamat sa serbisyong tapat at tunay ng bawat sundalo.

Kahit na ang ruok ng pagbabago ay ating abot-kamay, patuloy na ninanais ng Hukbong Katihan ng Pilipinas na baguhin at paunlarin ang sarili. Ang pagbabago ay hindi nagtatapos sa pag-abot ng Institutionalized Status, sa halip, ito ay isang oportunidad na baguhin at hamunin ang mga limitasyon. Dahil dito, ang Hukbo at ang kaniyang mga pangkat ay nananatiling tapat sa kanyang kagustuhan na pagbutihin at paunlarin ang mga gawi at magbago ayon sa mga banta na dala ng panahon.

**RUTH B. CUPANG** [SCB-AGSMO]  
EDITOR-IN-CHIEF

Ang **JUANARMY** ang opisyal na lathalain ng Army Transformation Roadmap (ATR) na nililimbag kada semestre ng Headquarters, Philippine Army at pinangangasiwaan ng Army Governance and Strategy Management Office (AGSMO). Upang matugunan ang mga layunin ng ATR na pagtibayin ang ugnayan ng mga sundalo sa publiko; ipabatid ang imahe ng Philippine Army na nagpapakita ng karangalan, katapatan, at katungkulan; at maging isang propesyonal na Army na suportado ng tao, ang **JUANARMY** ay nagsisilbing instrumento sa paglimbag ng mga istorya, imahe, at komentaryong naglalarawan ng isang nagbabagong Philippine Army. Ngunit hindi lamang ninanais ng lathalaing ito ang ipalaganap ang ATR. Sabay sa mga repormang naihahatid ng ATR sa organisasyon, layunin din ng **JUANARMY** na tumulong sa adbokasiya ng gobyernong ipanday ang tunay na pagbabago sa pamamahala.



Magandang araw! Si Sergeant Pagbabago po ulit ito, ang inyong makakasama rito sa **JUANARMY**. Meron ba kayong mga istoryang nais ibahagi na may kinalaman sa positibong pagbabago ng Philippine Army? Pati na rin mga komento, saloobin, at suhestiyon sa lathalaing ito? Ipadala lamang po sa aming Facebook account, [facebook.com/atr2028](https://facebook.com/atr2028). Maraming salamat!



# 2ID's AGP Journey

## Towards Institutionalization

By: 2nd Infantry Division

Guided by the vision of becoming a world-class Army that is a source of national pride by 2028, the 2ND Infantry (Jungle Fighter) Division pursued the four-stage Army Governance Pathway (AGP) in line with the Army Transformation Roadmap (ATR) and successfully attained the AGP Institutionalized Status in 2017.

### 2nd Infantry Division Ladder of Transformation



The journey started upon the activation of the 2nd Governance and Strategy Management Office (2GSMO) in 2014 that was tasked to oversee and manage the implementation of the ATR. The Jungle Fighter Division recognized that there is a need to genuinely transform to become a better army in order to meet the people's expectations and improve public perception. It needed to transform to accomplish its mission effectively.

### 2ID MISSION:

2ID conducts "development support operations" sustain the peace, ensure security and help maintain public order in order to foster the foundation for inclusive economic and human development of the people in Region 4A & 4B (except Palawan) by end of CY 2022

### Change Agenda

In 2014, the Division came up with a Change Agenda detailing the command's current status of systems and processes and the state it would want to achieve. This manifested the Jungle

Fighter's willingness to embrace good governance and performance excellence.

CHANGE AGENDA	
FROM	TO
Poor and costly Maintenance of Equipment	Highly maintained equipment
Long duration of repair of equipment	Expedient repair of equipment
Failure to find and fix the enemy	Success in finding and fixing the enemy
Low performing Informants	Active and effective informants
Random conduct of BTA	Massive and focused BTA
Irregular convening of POC	Regular convening of POC
Passive collaboration and coordination with stakeholders	Active collaboration and coordination with stakeholders

Setting the direction was crucial in attaining any goal. The command developed a strategy where all its units and offices aligned their activities, objectives, communication, performance targets, performance measures and strategic programs. In the execution of the strategy, emerging Best Practices were identified that led to the significant accomplishment of Breakthrough Results.

## BEST PRACTICES & BREAKTHROUGH RESULTS

### I. ON READINESS

One of the command's highest priority is to support an operational ready force that is mission capable. Operational readiness is highly dependent on the quality and timeliness of maintenance, which includes inspecting, servicing, repairing, overhauling, rebuilding, modifying, and calibrating equipment.

One of the problems encountered by the unit in terms of maintenance readiness is the unavailability of the repair parts in the commercial market and the limitation in army funds to keep mobility assets in a serviceable condition. Additionally, delay of the issuance of spare parts makes the downtime of these vehicles longer. Aside

from these, the division also have issues affecting the readiness condition of the command such as the extended duration of repair of ICT equipment. Lastly, the limited knowledge of personnel on the maintenance of issued equipment contributes to the degradation of issued equipment. To counter these problems, preventive and predictive maintenance was implemented. The specific strategies are listed in the table below:

Problems with Mobility Assets	Problems with ICT Equipment	Problems with firepower
<ul style="list-style-type: none"> <li>Scheduled Service Day per vehicle</li> <li>Immediate request of spare parts</li> <li>PAR per driver</li> <li>Immediate processing of request for repair at depot</li> <li>Designation of competent mechanic</li> </ul>	<ul style="list-style-type: none"> <li>Investigation on the reported un-serviceable and defective Harris Radios</li> <li>Securing of Property Acknowledgement Receipt (PAR) individually per equipment</li> <li>Organizing of Signal Mobile Maintenance and Repair Team (SMMART)</li> <li>Repacking of battery for Harris HH Radios</li> </ul>	<ul style="list-style-type: none"> <li>Emphasis on cleaning of individual firearms prior and after combat operation</li> <li>Securing of Property Acknowledgement Receipt (PAR) individually per equipment</li> </ul>

As a result, the division has the capacity to effectively support its stakeholders in the area of Disaster Relief and Rescue Operations, Civic Activities and other community response related activities. More importantly, the troops have gained more confidence and morale since they are better equipped in responding to changing situations during combat and disaster response.

CONTINUE TO PAGE 6.....



## Breakthrough Result on Maintenance Readiness

All targets set by the command from 2015 to 2018 were accomplished with more than 100% success rate.

Maintenance Readiness Rating			
YEAR	TARGET	ACTUAL	SUCCESS RATE
2015	85.7%	95.33%	111%
2016	87%	89.33%	103%
2017	94%	94%	100%
2018	95%	95%	100%



## II. ON ENEMY PERSONALITIES NEUTRALIZED

In confronting the five-decade long insurgency problem in the area of operations, addressing the root causes and diminishing the power factors of the CPP-NPA Terrorist (CNT) is essential. Therefore, on the perspective of Intelligence, the number of enemies neutralized through surrender and decisive armed engagements were used as one of performance measures that will determine mission accomplishment.

In terms of the neutralization of enemy personalities, the primary challenge for the division is the ability of the enemy forces to replenish itself through new recruits. To counter this, the following best practices were implemented:

- Strict implementation of COPLANS
- Aggressive recruitment of informants
- Effective conduct of Bayanihan Team Activities
- Conduct of Youth Leadership Summits in partnership with Local Government Units
- Establishment of Industrial Security and Safety Alliance (ISSA)
- Intelligence fusion between AFP intelligence units and PNP units; Intelligence sharing with security companies

These initiatives led to breakthrough results affecting the operating units, the enemy and the external stakeholder. These practices will result to positive enemy engagements for the operating units and the diminution of enemy morale. For external stakeholders, the Local Government Units and Business Companies in the AOR have more confidence with the Jungle Fighters and have fully supported the military operations in the area. The conduct of inclusive community activities also protected the local community from the recruitment schemes and exploitation of the NPA and CNTs.

## Breakthrough Result on enemy personalities neutralized

All targets set by the command from 2015 to 2018 were accomplished with more than 100% success rate.

Enemy Personalities Neutralized			
YEAR	TARGET	ACTUAL	SUCCESS RATE
2015	33	53	160%
2016	36	41	114%
2017	18	40	222%
2018	25	176	704%



## III. ON NUMBER OF PROVINCES NORMALIZED

Normalization is the process of stabilizing the peace and security situation in an area where the civil authorities have total control of the state of affairs rendering insurgency irrelevant.

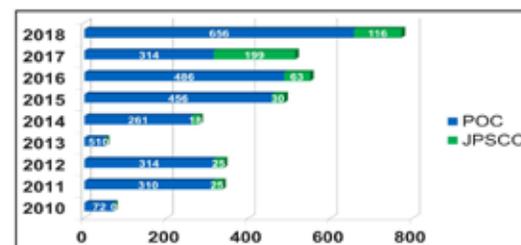
The normalization of the provinces is a high-impact breakthrough result because it emphasizes the importance of one of the strategic approaches in IPSP "Bayanihan"---the "Whole-of-Nation-Approach". It acknowledges that the contribution of different government agencies, civil society organizations and local communities are vital in ensuring peace and security.

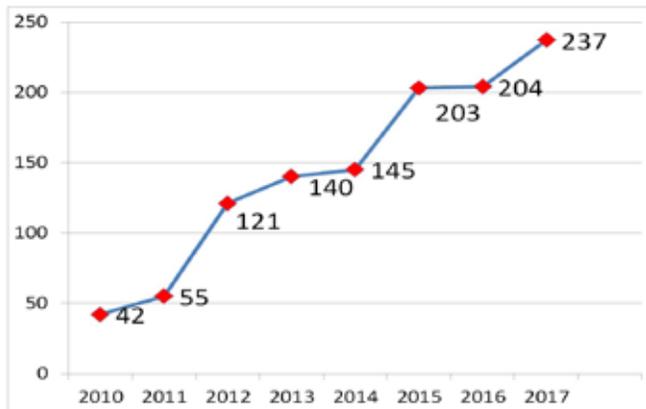
In order to declare a province as a Conflict Manageable and Ready for Further Development (CMRFD) or normalized, all barangays under CPP-NPA-NDF (CNN) affectation must be cleared from their influence. Bayanihan Team Activities (BTA) is the tool and the first step used by the line units in clearing the CNN affected and influenced barangays. Through BTA, exploited primary issues in the countryside were being resolved through multi-stakeholder convergence.

In the normalization of provinces, the division encountered difficulty in clearing NPA affected barangays due to the aloof and uncooperative barangays, specially those situated near Guerilla Bases. Furthermore, the Local Chief Executives were initially apprehensive in declaring their provinces as CMFRD. To answer these concerns the division implemented regular conduct of RPOC/PPOC/MPOC and JPSCC, intensive triad efforts, and Memorandum of Partnerships (MOP) with the LGUs, LGAs, and NGOs.

These efforts resulted to the declaration of nine (9) provinces in the region as CMFRD and contributed in sustaining the gains of the normalize provinces in the region. These best practices significantly improved the security situation in the Southern Tagalog and ushered economic increases for most provinces for CY 2016. Notably, the CALABARZON area retained its status as the second most progressive region in the country (ref: 2016 Report of the Philippine Statistics Authority).

Regular conduct of RPOC/ PPOC/ MPOC & JPSCC





### Nr of BTA Barangays Validated

For CY 2017, no barangays were validated because this was the transition period from Bayanihan Team Activity (BTA) to Community Support Program (CSP).

Province	2014	2015	2016	2017	2018
Quezon	14	12	64	None	16
Rizal			20		5
Oriental Mindoro	2	5	19		6
Occidental Mindoro		6	30		6
Batangas					15
<b>Total</b>	<b>16</b>	<b>23</b>	<b>133</b>		<b>48</b>



### Breakthrough Result on number of Provinces normalized

All nine (9) Provinces in 2ID AOR are Normalized. The normalization of these provinces underwent a process satisfying the requirement in AFP\_PNP Joint Letter Directive No. 3 series 2008 in declaring a province as "CMRFD."



LTGEN VISAYA (COMSOLCOM), MGEN GAN and Gov Rebecca A Ynares signing the Memorandum of Understanding (MOU) in connection with the declaration of Rizal Province as "Conflict Manageable and Ready for Further Development" on 06 July 2015.

Province	Date Declared as CMRFD
Marikina	31 July 2008
Romblon	15 August 2008
Batangas	
Laguna	29 November 2013
Cavite	
Rizal	06 July 2015
Oriental Mindoro	09 October 2015
Quezon	08 Sep 2016
Occidental Mindoro	11 October 2016

### Other Best Practices of the command that contributed to the success of the Jungle Fighters

#### a. Anti-smoking Campaign



The 2nd Infantry (Jungle Fighter) Division is a recipient of the DOH RED ORCHID AWARD in 2018. The Department of Health recognized the active Anti-smoking campaign and implementation of the Jungle Fighters in Camp Capinpin, Tanay, Rizal. The Red Orchid Award is the highest score given by DOH in their search for 100% Tobacco-Free provinces, municipalities, cities, government offices and establishments.



#### b. Body Mass Index

To promote a healthy lifestyle among the troops, the Command conducts a monthly monitoring of each personnel's weight by

measuring their Body Mass Index (BMI).

#### c. Rotation of Personnel

Duty assignments available in this Command vary widely with regard to required skills, knowledge and abilities, job demands, benefits and desirability, as well as the potential for advancement and achievement of related personal career objectives. Considering these and related factors, it is the policy of this Command to provide a fair and impartial system for the transfer and rotation of personnel that will, to the degree possible, advance personal career goals and interests consistent with the efficient and effective use of manpower and delivery of services.

This policy was formulated when the four of the battalions under 2ID were deployed in Mindanao. This policy was recognized by OG1, PA and other PAMUs who have units in Mindanao are encouraged to adopt the said policy.

## PLANS MOVING FORWARD

The 2nd Infantry (Jungle Fighter) Division is determined to realize its vision by persistently advocating good governance and sustain the gains of the command's transformation efforts.

All line units of the command will continue to pursue the four-stage Army Governance Pathway, not only to improve the organization, but also the individual soldier's personal lives.

Moreover, it will remain a priority of the command to maintain or upgrade the level of Normalization of all provinces under its area of operations.

As the Philippine Army transitions into the next base camp of becoming "A modern and respected Army in Asia by 2022," the command will continue to work with its Breakthrough Goals and Performance Measures aligned with the Strategic Objectives stated in the 2ID ATR Scorecard series of 2017.

Strategic Objective	Performance Measure	Breakthrough Goal
<b>SO1:</b> Provide responsive and adequate logistics and financial support	Maintenance Readiness	Increased Maintenance Readiness
<b>SO9:</b> Excel in ground operations	Number of enemy Personalities Neutralized	Increased number of enemy neutralized
<b>SO10:</b> Sustain Internal Stability in the AOR	Number of Provinces Normalized	Normalized Provinces are sustained or upgraded



# Search for NCO

## Model Family of the Year

By: 53rd Engineering Brigade

As the 53rd Engineer Brigade, PA journeys towards genuine transformation, several reforms were deemed necessary to achieve such purpose. In the year 2015 and 2016, the brigade observed an influx of skilled personnel who applied for voluntary attrition particularly those who just reached the term of twenty (20) years in the military service. Due such situation, the brigade formulated and facilitated the NCO Model Family of the Year to strengthen the commitment to serve and stay longer in the service and enhance the state of morale of every individual soldier.

Since the implementation of this practice brought a positive impact on the unit, its adaptation was sustained and identified as one of the best practices of the unit. Moreover, this best practice emerged out of the Brigade Transformation Roadmap since it was implemented and significantly contributed in the attainment of the Brigade's Breakthrough Results in Percentage of Personnel who applied for voluntary attrition.

The Personal Governance Scorecard is the individual's contribution to the Army's Transformation Roadmap. It encourages professionalism and promotes individual development as well as strengthens other facets that will enable the soldiers to balance their personal priorities with their professional contributions.

On this foundation emerged a Best Practice from the 53rd Engineer Brigade's implementation of its Transformation Program: The Command Annual Search for NCO Model Family. It was notable that the criteria for the Command Search for NCO Model Family of the Year CY 2014 had focused more on assets (financial capability) and family status of the candidate NCO relying on the premise that once individual soldiers are financially stable, it will encourage them to work well and thereby boosting their morale and willingness to stay in the service. Individual Personal Scorecard was not yet functional during this time as shown in the Table A.

NCO MODEL FAMILY OF THE YEAR CY 2014-15 CRITERIA

CRITERIA	POINTS
<b>1. Family Assets</b>	<b>30 pts</b>
House (Copy of SALN 2014-2015)	10
Lot (Property Title)	10
Savings (Photo copy of bankbook)	10
<b>2. Children's Welfare</b>	<b>30 pts</b>
Education Security (for Children still studying)	15
Responsible Citizen (for graduates)	15
<b>3. Family Reputation</b>	<b>40 pts</b>
<b>TOTAL</b>	<b>100 pts</b>

Table A shows the criteria for NCO Model Family of the Year CY 2014-2015.

Since 2014, four (4) NCOs were formally awarded during the Brigade's Founding Anniversary

every August of each year. The selection and deliberation board is headed by the Command Sgt Major as the Chairman with six (6) most Senior NCOs as members who scrutinizes the candidates for their respective bids.

The awardee receives cash incentives, one-day free hotel accommodation with his family, movie entertainment package, free dinner at a selected restaurant, and free transportation to various historical sites and tourist destinations in the province of Cebu or Bohol. All of these rewards are donated by partner organizations who supports and believes in the Army Engineers Transformation.

NCO MODEL FAMILY OF THE YEAR CY 2016 CRITERIA

CRITERIA	POINTS
<b>1. Functionality of Personal Scorecard</b>	<b>30 pts</b>
<b>2. Family Assets</b>	<b>30 pts</b>
House (Copy of SALN 2014-2015)	10
Lot (Property Title)	10
Savings (Photo copy of bankbook)	10
<b>3. Children's Welfare</b>	<b>30 pts</b>
Education Security (for Children still studying)	15
Responsible Citizen (for graduates)	15
<b>4. Family Reputation</b>	<b>10 pts</b>
<b>TOTAL</b>	<b>100 pts</b>

Table B shows the criteria for NCO Model Family of the Year CY 2016.

When the brigade was applying for AGP "Proficient" Status during 2016, the integration of Personal Scorecard as shown in Table B in the criteria for NCO Model Family of the Year was viewed necessary to ensure that the Personal Scorecard are monitored and observed by the Brigade personnel. It also encourages every individual soldier to become not only professionally developed while maintaining good personal work-life balance.

# Army helps people's organizations receive livelihood support

By: Freddie G. Lazaro



STA. CRUZ, Ilocos Sur, May 24 (PIA) - - The army's 81st Infantry Battalion had aided some people's organization (POs) to get financial support from the labor department for a sustainable livelihood development in the grassroot communities in the Ilocos provinces.

Lieutenant Colonel Charles DZ Castillo, commander of the army's 81st Infantry Battalion, said his unit facilitated the giving of a total worth of P2,832,000.00 livelihood aid from the Department of Labor and Employment (DOLE) Region 1 to various POs in the upland towns of Galimuyod, Salcedo, and

**CY 2017 CRITERIA (with Functional Scorecard)**

CRITERIA	POINTS
Functionality of Personal Governance Scorecard	60 pts
1. Professional Contribution	20
2. Economic and Financial (Family Assets)	30
House (Copy of SALN 2014-2015)	10
Lot (Property Title)	10
Savings (Photo copy of bankbook)	10
3. Physical	10
PFT Result (70-79%=3; 80-84%=5; 85-89%=6; 90-94%=8; 95-100%= 10 )	10
3. Children's Welfare	15 pts
1. Education Security (graduate of any baccalaureate degree=10; graduate of 3-yr vocational course= 8; graduate of 1-2 year vocational course= 5)	10
2. Education Security (for children still studying)	5
4. Social / Family Reputation	15 pts
5. Community Service	10 pts
<b>TOTAL</b>	<b>100 pts</b>

Table C shows the criteria for NCO Model Family of the Year CY 2017.

In 2017, as the brigade progressed towards its application for the “Proficient” status in the Army Governance Pathway, the inclusion of the Personal Scorecard to the criteria for NCO Family Model of the Year was enhanced thus, the inclusion of the “Professional Contribution” in addition to economic/ financial status and PFT results as shown in Table C. The professional contribution comprises the individual contribution of the personnel to the accomplishment of the unit mission while the Physical Fitness Test Result as it helps improve morale in the unit, help build character and improve soldiers’ perception of being prepared for the mission.

With the inclusion of the Individual Scorecard, it encourages professionalism, dedication to duty as well as the love of family and country. The NCO Family Model of the Year award had created a mindset that strengthens the personnel’s commitment to service and even eliminates their individualistic tendency and creates a new paradigm shift of maximizing their God-

given talent/skills that are beneficial to the Brigade and to the AFP as well.

The decrease in the percentage of skilled personnel who applied for voluntary attrition denotes the ability of the unit to retain the best and the brightest in the service that defines a competent personnel who has attained at least 85% GPA in any of their career courses taken throughout their military service, very satisfactory rating in their OPAR/EPDM, and has no legal impediments.

The percentage of skilled personnel who applied for voluntary attrition hit the Strategic Objective number two (2) in Support Process perspective of the 53rd Engineer Brigade Performance Scorecard - Recruit Quality and Develop the Character and Competence of Engineer Soldier.

The annual search for Non-Commissioned Officer Family Model of the Year played an important role in reducing the percentage of skilled personnel who applied for voluntary attrition as manifested in the following data.

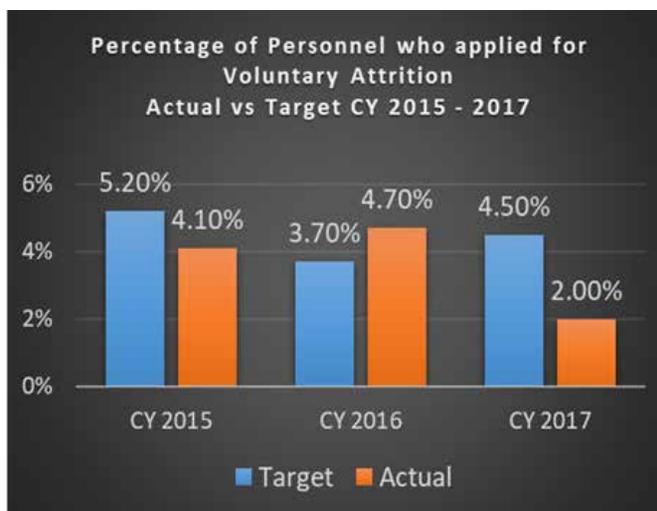


Chart A shows the Target versus the Actual Data in Percentage of Personnel Who Applied for Voluntary Attrition.

As can be seen in the data from calendar year 2015 to 2017, there is an influx of voluntary attrition in calendar year 2016. The data signifies genuine results in the measure as it greatly involves personal factors and the subjectivity of every personnel implicates the decision to voluntarily separate from the organization. The influx of skilled personnel who voluntarily retire on 2016 that reached to 4.7% had made the Brigade ATR Technical Working Group to decide during the 1st quarter strategy review of calendar year 2017 to increase the target to 4.5% based on the historical data. On calendar year 2017, there is a significant reduction in the percentage of skilled personnel who applied for voluntary attrition with 2% actual accomplishment against the 4.5% target.

The NCO Family Model of the Year promotes effective time management and financial stability through the administration of Personal Scorecard wherein the personnel are encouraged to balance their profession/career and family perspective. Relatively, since the brigade had retained the skilled personnel in the service, the effective Man-Hours which is another Performance Measure in the Brigade Scorecard, had also increased.

With its positive impact not only to the Army Engineers but also to the 53rd Engineer Brigade as a whole, this command will sustain the implementation of the NCO Model Family of the Year in order to motivate and encourage skilled personnel to stay longer in the military service.

Gregorio Del Pilar, all in Ilocos Sur.

“DOLE Region 1 turned-over the financial assistance in a simple ceremony during the celebration of the 10th Founding Anniversary of our unit in our headquarters in Barangay Bugbuga, Sta Cruz, Ilocos Sur on May 18,” said Castillo.

Castillo said that his unit through the Community Support Program (CSP) team closely coordinated with DOLE Region 1 for the provision of the livelihood assistance for the people in the community.

“We always embody the values of generosity, kindness, and genuine service to the people as we continue to collaborate with other government agencies as well as non-government organizations in order to help the people; if we cannot help them, we will find other organizations that can help them based on their needs,” Castillo said.

Castillo said the initiative of his unit is in-line

with the provisions of the Executive Order Number 70 dated December 04, 2018 issued by President Rodrigo Roa Duterte mandating the convergence of all government agencies to render the necessary support to the Task Force to End Local Communist Armed Conflict.

For his part, DOLE Region 1 Director Nathaniel V Lacambra said the military alone cannot solve the insurgency problem in the country. Thus, he said their agency is doing its share to end the local communist armed conflict.

Lacambra said the assistance received by the different POs will help alleviate the living condition of their members.

Meanwhile, Major Gen. Lenard T. Agustin, commander of the army’s 7th Infantry Division, said the soldiers are not only protecting the people but also, they are friends, who are ready to deliver basic services together with partner organizations and other

stakeholders.

“I fervently hope that through our continued cooperation and support; and with God’s assured guidance, we will be able to finally convince our enemy to abandon their struggle and finally return to the folds of the law,” said Agustin.

The financial assistance from DOLE Region 1 was given to the following POs: P2 million worth of farm machineries to Legaspi Mogao Farmers Association and Dumapat Bidbiday Farmers Organizations, both in Galimuyod town; P100,000.00 worth of one unit Corn Seller to Kinmarin Forest Tree Association, and P340,000.00 worth of agricultural machineries to Bulala Farmers Organization, both in Salcedo town; and P98,000 worth of mushroom production equipment each to Matue Mushroom Production Association, Bussot Mushroom Production Association, Alfonso Mushroom Production Association, and Concepcion Mushroom Production Association, all in Gregorio del Pilar town. (JNPD/FGL,PIA1)



# A Glimpse of the Philippine Army

## Modernization Projects

By: Michelle Marasigan

In keeping up with the changing operational environment, the Philippine Army (PA) continuously upgrades its capabilities through the implementation of modernization projects under Republic Act (RA) 7898, also known as the “AFP Modernization Act” and its amended version, RA 10349 - “Establishing the Revised AFP Modernization Program and for other Purposes”.

The Office of the Assistant Chief of Staff for Logistics, G4 of the PA is the office primary responsible in facilitating and monitoring the implementation of the said projects. A total of 114 PA modernization projects has been programmed and 63 of which were already completed. For this year, one (1) of the completed projects is the acquisition of 44 units 60mm Mortar which was delivered last 03 March 2019 with a contract price of PhP106,900,000.00.

Other projects that are in the procurement pipeline and expected to be completed in the coming years include the following:

RA 7898	Projects
	<ul style="list-style-type: none"> <li>• PA-PN (M) Force Protection Equipment (Body Armor)</li> </ul>

RA 10349	Projects
1 <sup>st</sup> Horizon List, 1 <sup>st</sup> List	<ul style="list-style-type: none"> <li>• Rocket Light Launcher</li> <li>• Tactical Engagement Simulation System</li> </ul>
1 <sup>st</sup> Horizon List, 2 <sup>nd</sup> List	<ul style="list-style-type: none"> <li>• Force Protection Equipment (Body Armor)</li> <li>• Force Protection Equipment (Ballistic Helmet)</li> <li>• Designated Marksman Rifle</li> <li>• CBRN Equipment</li> <li>• Long Range Sniper Weapon System</li> <li>• Firepower Upgrade APC M11</li> <li>• Forward Support Equipment (Forklift)</li> </ul>

RA 10349	Projects
2 <sup>nd</sup> Horizon, 1 <sup>st</sup> List	<ul style="list-style-type: none"> <li>• 40mm Revolver Grenade Launcher</li> <li>• 7.62mm Sniper Weapon System</li> <li>• Tank Gunnery Simulator</li> <li>• All-Terrain Vehicle</li> <li>• M113 Upgrade to Armored Mortar Carrier</li> <li>• M113 APC Fire Power Upgrade</li> <li>• Combat Engineer Equipment</li> <li>• PA C4ISTAR</li> <li>• Light Tank</li> <li>• Wheeled APC</li> <li>• 155 Howitzer (SP) System</li> <li>• Truck, Cargo, Heavy</li> <li>• Truck, 1 1/4 T Troop Cargo</li> <li>• Truck, 2 1/2 T Cargo/Troop Carrier</li> <li>• Light Support Boat</li> <li>• Assault Boat</li> <li>• Scout Boat</li> <li>• Light Tactical Vehicle</li> <li>• Integrated Logistics Warehouse</li> <li>• CMO Support System (MCSS, AVT, DMS)</li> <li>• MMAW</li> <li>• MANPADS</li> <li>• Mortar 60mm</li> <li>• Mortar 81mm</li> <li>• Truck, Wrecker, Medium</li> <li>• Truck, Heavy ET (Low Bed)</li> <li>• Truck, Lorry (Water)</li> <li>• Mobile Kitchen</li> </ul>

# IMCOM as the newest unit of the Philippine Army

By: IMCOM



The Philippine Army activates another unit of the Philippine Army this 2019, this is the Installation Management Command (Provisional), Philippine Army [IMCOM (P), PA]. LTGEN MACAIROG S ALBERTO AFP, Commanding General Philippine Army presided the activation of IMCOM (P), PA and assumption of MGEN TYNE T BANAS AFP as the first commander of IMCOM (P) PA.

The Department of National Defense’s (DND’s) Defense Planning Guidance (DPG) mandates the Philippine Army to pursue its Base Systems and Support Development (BSSD) and establish an Army

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These are the modernization projects that the PA is undertaking in order to enhance its capability in securing the land and responding to the evolving elements that continuously threaten our peace and sovereignty. With the upcoming realization of these projects, the PA will be on track in becoming a world-class Army that is a source of national pride.



**Light Support Boat**



**Unmanned Aerial System**



**M113 Upgrade to Armored Mortar Carrier**



**40mm Revolver Grenade Launcher**



**Ground Base RDF System**



**Armored Vehicle Launch Bridge**



**Radio Frequency Analyzer**



**Man-Portable Air Defense System**

Installation Management System to systematize the establishment, management and maintenance of PA Installations. The Armed Forces of the Philippine Installation Management Command (IMCOM) to effectively pursue its BSSD programs and implement its Installation Management Systems.

The Philippine Army requested for the activation of the Installation Management Command wherein the proposal has undergone a series of AFPOPB deliberation and revisions, and was subsequently recommended to the Office of the Deputy Chief of Staff, J3, AFP for endorsement. The revised proposal has the following salient points:

- a. IMCOM shall have its Mission to manage, develop and administer 48 military installations and 87 military reservations of the Philippine Army in support of its mission;
- b. IMCOM shall be composed of a Headquarters and Headquarters Service Battalion (HHSBn), three (3) Installation Management Groups (IMGs), Security

and Escort Battalion (SEB), Military Police Battalion (MPB) and fifteen (15) Installation Management and Battalions (IMBs);

c. IMCOM's TO entails 175 Officers, 1,789 Enlisted Personnel; and 175 Civilian Employees;

d. The TO grade of IMCOM is set to Major General (O-8) and shall be sourced out from the lacking O-8 rank of the Philippine Army. Relatedly, the rank of Commander IMCOM shall only be conferred upon the regularization of the unit;

e. The organizational development of IMCOM shall be conducted in six (6) phases which shall start on the 3rd Quarter of CY 2019 and shall be completed by the 4th Quarter of CY 2022;

f. The Headquarter of IMCOM shall require an additional 50 Officers, 154 Enlisted Personnel (EP), and 38 Civilian Employees (CE) over and above the 175 Officers, 1,789 EP and 175 CE that will be generated

from the absorbed PA units. They shall be gradually recruited based on the CY 2019 TS;

g. The SEB, MPB, Special Service Center (SSC) and Post Engineer Detachment (PED) of Headquarters and Headquarters Support Group, PA and the two (2) IMBs of Army Support Command (ASCOM) shall be assigned to IMCOM;

h. The resources of the activation of IMCOM such as the Capital Outlay and MOOE will be provided by PA while it is still a provisional unit; and,

i. All PA hospitals shall be placed organic to IMCOM.

IMCOM (P), PA will be primarily responsible in the organization and management of the Army's real estate assets by systemizing the establishment, maintenance, and management of the installations, assets and properties of the command using similar systems employed by the Philippine Navy and Philippine Air Force.

# Army PFT Uniforms

has a brand new look

By: ASCOM

The Army Athletic Uniform Alpha (AAUA) is the prescribed uniform of the Philippine Army military personnel for use during athletic period for purposes of running and other rigorous athletic activities.

Athletic shirts are designed to manage excessive perspiration produced by the body during strenuous activities. These shirts easily absorb sweat and dissipates it through the fabric so that it evaporates quickly leaving the shirt dry. This property known as the moisture management is one of the key performance criteria in today's sports apparel industry, a characteristic that was not optimized in the 2015 approved AAUA. Consequently, the improvement of the said athletic uniform was undertaken by the Research and Development Center (RDC) of the Army Support Command, Philippine Army to address this concern and to come up with better material and updated style and design that is comparable with the latest trends in the market today.

During the data gathering of RDC which includes survey coming from various Army field units, it came to the attention of this Center's researcher that there were even more issues on the 2015

several wash-and-wear cycle, was one of the concerns of our soldiers, as well as the presence of built-in brief liner that soldiers tend to get rid of due to the discomfort of the users while wearing it. These primary issues supported by other minor ones had encouraged the researchers of RDC that there is really a need to conduct study to improve the quality of AAUA to keep at par with the commercial athletic brands like Nike and Under Armour, or at least provide comfort and edgy sportswear designs to the users.



Army Athletic Uniform, Alpha, 2015



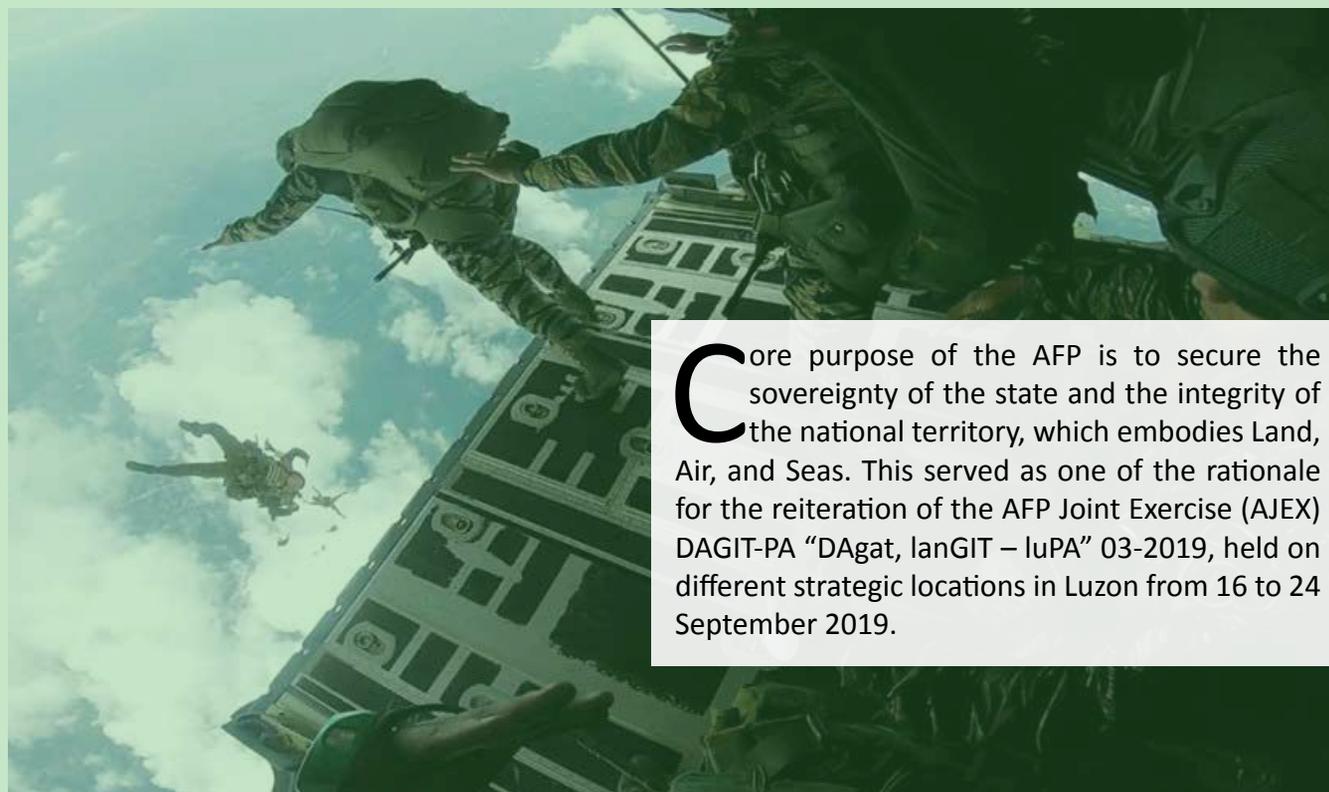
Philippine Army Athletic Uniform

The Philippine Army has funded the research led by RDC that aims to improve the quality of the AAUA by sourcing for the optimal basic material, enhancing the quality of the army print thru latest printing technology and designing for a more comfortable athletic shorts. Based on the result of the study, RDC proposed a new basic material, the application of sublimation printing technology for the prints and a shorts design that replaces the brief liner with a built-in inner compression shorts similar to cycling pants. The research output was submitted to the Office of Army Quartermaster

## SFR(A), PA

## Air Operations Capability Enhancement

By: SFR(A), PA



Core purpose of the AFP is to secure the sovereignty of the state and the integrity of the national territory, which embodies Land, Air, and Seas. This served as one of the rationale for the reiteration of the AFP Joint Exercise (AJEX) DAGIT-PA "DAGat, lanGIT – luPA" 03-2019, held on different strategic locations in Luzon from 16 to 24 September 2019.

(OAQM) for evaluation and endorsement to LTGEN MACAIROG S ALBERTO AFP, the Commanding General of the Philippine Army (CG, PA).

LTGEN ALBERTO, being a Military Officer that values health and promotes athleticism amongst soldiers of the Philippine Army, had personally

OAQM has undertaken the evaluation of the report of RDC while conducting its own study on the improvement of athletic uniform based on the guidance of CG, PA. Middle of 2019, the OAQM had formulated the Technical Specifications for the New Army Athletic Uniform that can be considered

The T-Shirt of the new Philippine Army Athletic Uniform is two tone gray made of 85% polyester fabric and 15% spandex while the shorts is black made of 100% Nylon fabric. The "ARMY" marking on both the front left breast part of the shirt and the front left thigh part of the shorts as well as the Philippine Army Logo at the back of the shirt below the collaret is made of grey reflective material printed using heat transfer.

Based on feedbacks of recipient soldiers that have personally used the item, the new athletic uniform is a significant improvement over the old one. The positive result of the evaluation had made OAQM pursue the approval of the technical specifications for the new Philippine Army Athletic Uniform which was subsequently approved on 27 May 2019



taken notice of the issues on the old AAU. This has led the highest ranking Officer of the Philippine Army to personally direct OAQM to pursue the improvement of the athletic uniform for the soldiers to boost their morale and welfare.

at par in terms of quality with high-end commercial brands. Samples of this have been in limited distribution to selected Army military personnel for evaluation.



The SOCOM AFP and Major Service Special Operations Forces (MS SOF) units participated in the Joint Interoperability Event (JIOE) 3, which emphasized in Airfield Seizure and Military Operations in Urban Terrain. This activity included the conduct of simulated exercise for SOF in support to the Army Conventional Forces (CF) which took place at Fort Magsaysay Military Reservation, Nueva Ecija.

As one of SOF of the AFP, the Special Forces Regiment (Airborne) delegated the newly installed 33rd Special Forces Company, to participate in JIOE 3. Two MFF teams of the 33rd SFC led by 1LT MARK CHRISTIAN B STA ANA took part in a simulation by means of air infiltration to conduct special reconnaissance, which paved way to the insertion of other participating SOF into the area of specific target.



The Conduct of AJEX carried out its objectives in developing camaraderie and rapport among the SOF, and developed JSO activities in support of the Conventional Forces. Apart of which it successfully applied Joint SOF capabilities in conducting Airfield Seizure, and C2 competencies of SOCOM AFP units (JSOF/JSOG). Lastly, assessed the competence of SOF small unit tactics. This enhances not only the specific competency of each SOF unit, but the whole AFP as well.

# Philippine Army

## Warrior Fitness Test

By: Office of the Assistant Chief of Staff for Education and Training, Philippine Army

The Physical Fitness Test (PFT) and Health Monitoring Program are under the Armed Forces of the Philippines Physical Fitness Program designed to improve the physical well-being and health of military personnel to compliment the soldier's mental and educational development. Over the years, the Philippine Army has been utilizing the PFT as system to monitor the health status of individual soldiers and a common standard in evaluating the physical readiness of personnel as required by training and education, policies, selection and attrition. However, the current system of the PFT lacks the necessary features that are required from every soldier



in order to effectively perform different physically demanding tasks such as real combat scenarios, HADR and trainings among others.

The identified gaps in the current AFP Physical Fitness Program brought the new concept of the Philippine Army Warrior Fitness Test (PAWFT). The concept aims to enhance the troops' physical strength and develop proper mindset to boost their individual and collective skills and core competencies that are needed in the conduct of different operations. Although, the concept and implementing directive of the PACFT were approved on 27 August 2019 by the Commanding General, PA it is deemed necessary to conduct additional tests and evaluations to integrate the enhancement desired by senior officers during the recent Command Conference.

Physical readiness through a responsive fitness program is an essential requirement that every soldier must meet and be proficient with across the spectrum of military operations. Being physically fit, allows individual soldier to perform his mission, functions, and duties and responsibilities efficiently and effectively. More importantly, it prepares him mentally on the demanding tasks, which involve risks and dangers, that lies ahead.

The Philippine Army Warrior Fitness Test (PAWFT) is comprised of seven events performed sequentially that target different muscle groups for a methodical development. These events are: Leg Tuck, Modified Push-ups, 100-meter Sprint and Drop, Casualty Drag and Carry, Ammunition Can Carry and One (1) Mile Run. These events are also intended to engrain in the mind of soldiers the broad approach to real combat and combat training scenarios.

The Leg Tuck aims to develop the upper body, abdominal and hip strength of soldiers to be able to negotiate man-made obstacles, steep climbs and constricted landscapes such as holes in buildings. The Modified push-ups test develops shoulder muscular strength to lift different military supplies or munitions in the course of operations. The 100 meters Sprint and Drop tests soldiers speed, agility and spontaneous reaction to close in or assault an objective while under fire. The Casualty Drag and Carry tests primarily the speed, agility, power, endurance, and strength to extract a wounded comrade towards a safer area in an engagement while avoiding long exposure to enemy observation and fires.

The Ammunition Can Carry is designed to improve agility, muscular strength and core in performing scenarios like carrying ammunitions and other materiel to and from a fighting positions or to and from a vehicle from while under enemy fires. The Up and Over Squat tests the muscular strength, endurance, balance, flexibility and body coordination to be able to lift heavy loads without

# New Equipment from AFP Commissary Exchange Service

By: Office of the Assistant Chief of Staff for Logistics, Philippine Army

## ARMY SOLDIER 2022



For years, the Philippine Army (PA) has evolved in terms of providing Mission Essential Equipment (MEE) to PA personnel. We have been adopting to the needs of our soldiers especially those who are operating in the field. In the recent years, various equipment were acquired and delivered to upgrade the capability of our organization and to ensure that PA is capable of carrying its mission which is to defend the people and the land.

Along with modernizing our capability, our main priority is also to provide the primary needs of our soldiers that will complement with the modern equipment we have acquired. Our soldiers must be equipped and dressed like a modern soldier that the Filipino people will look upon. However, in making it possible there are challenges encountered along the way. It has been the clamour of our soldiers that they will be provided with the goods and services they deserve at the right time. However, perennial problem of the organization in the procurement of Individual Clothing and Individual Equipment (ICIE) has caused the untimely delivery of the ICIE to the PA personnel. The lengthy process of public bidding often could not

incurring unnecessary injuries while performing the tasks. While the One-Mile Run is intended to improve speed and endurance while moving towards an objective or predetermined rally point.

The PAWFT aims to provide the following: (1) a physical fitness test that shall assess soldiers' ability to perform physically demanding tasks in the operational environment; (2) enhancement of soldiers' physical strength, stamina, agility and body coordination to endure the rigors of combat and combat training environment that will contribute in the accomplishment of units' mission.

Currently, tests and evaluations are being administered to participants of selected units to gather required data which shall set the standard in the administration and implementation of the PAWFT. The test and evaluation will also determine the safety measures and conditions that are inevitable in the implementation of PAWFT.

As the Philippine Army negotiates the ladder of transformation of becoming a world-class Army by 2028, the introduction of the new PAWFT shall underscore the importance of physical and mental state of Army personnel that will contribute to the enhancement of every unit's readiness to achieve its goals contributory to Army's vision in the future.



catch up with the immediate requirement for the issuances. The PA, composing the largest personnel, is in most need of responsive system of ICIE delivery. Thus, the PA policy on the purchase of ICIE through AFPCES is conceptualized as an alternative means of delivering the standard ICIE to the personnel nationwide.

The policy which was approved last May 28, 2019 by LIEUTENANT GENERAL MACAIROG S ALBERTO AFP, the Commanding General of the Philippine Army, will address the perennial problem of PA in terms of delay in the issuance of ICIE and other concerns involving these items. One of the salient points upon implementation of this policy is that the AFPCES will become the point of sale of authorized AFP uniforms

of our personnel to which the AFP does not have now. By this, the PA personnel will be able to choose their preferred ICIE items from several suppliers that have secured RDC certification for quality control. Also, the concerns of the personnel in terms of tariff sizes will be eliminated since sample sizes will be displayed at each booth inside AFPCES. This will give assurance that the ICIE they receive will fit to their size. In case that a personnel shall receive defective items, this policy also made sure that it will cover our end-user's item with warranty for any damages.



And lastly, the problem in the delay of issuance of ICIE will also be addressed by this policy. Since AFPCES will be the point of sale of authorized AFP uniforms, PA personnel can now purchase their ICIE at any AFPCES stores nationwide. Like purchasing any other goods, our soldiers can immediately claim their ICIE since the very intent of this policy is that we can readily provide ICIE to our soldiers. In order to maintain the quality of ICIE items sold at AFPCES, a board will be created to check the quality standards of items if it follows the technical specifications prescribed by PA. The board will also perform random inspection on suppliers and will encourage feedbacks from the end-users. Also, dis-accreditation will be meted by suppliers who will not follow the standards set by the PA or intentionally sell sub-standard items using the RDC certification for a different item.

To end, the policy authored by the Office of the Assistant Chief of Staff for Logistics, G4 is only an alternative means in providing readily available ICIE items to PA personnel. However, it will not replace the Public Bidding as a mode of acquisition for ICIE items.



# “The Well-Being Boost our Unsung Heroes deserve”

-Ruth B. Cupang SCB-AGSMO

“People sleep peacefully in their beds at night only because rough men stand ready to do violence on their behalf” -- Richard Grenier, New York Times Writer, 1993.

Soldiers have the highest obligation and privilege of citizenships as they bear arms for their country. They are the firm guard to their nation’s threats. They vowed to protect the people and their country at all cost--putting their lives in peril while leaving their families behind.

A lone citizen can barely do such sacrifice yet our soldiers trudge in every battle, gallantly raising their flag to victory, as they fought to defend their fellow men. Their valiant sacrifices are beyond measure making them the most laudable candidate to be given the utmost welfare by their handling organizations.

It’s a good thing that our own Philippine Army (PA) is going the extra mile to give what our soldiers deserve most—paramount well-being and a reputable morale.

It’s known that the organization began cementing a reputation of prioritizing the welfare of their soldiers while boosting morale and a well-rounded performance excellence as part of its continuous transformation towards a world-class army. The Philippine Army’s current Commanding General, LTGEN MACAIROG S ALBERTO AFP, vowed during his assumption speech that he will spearhead the boosting of morale and welfare of the Philippine Army’s troops by providing amplified care for wounded soldiers, enhancing support for family programs, and giving improved care for surviving family members. He highlighted to institute programs in support to such.

The profound support stemmed from the organization’s belief that the well-being of the soldiers comes first as it directly affects its institutional strength in executing its effective functions to serve and protect.

Throughout the years, the Philippine Army exerted thorough efforts to develop such programs, and as part of the Commanding General’s commitment to give support

to our country fighters, the organization sought beneficial partnership with three giant institutions in the country namely BDO-BSP, Philippine Heart Center, and St. Luke’s Medical Center.



Financial literacy has been known to highly impact effective financial planning that leads to excellent saving management to all its consumers who mastered the craft. Therefore, in the 19th of February 2019, the Philippine Army leaps its soldier’s financial management knowledge by formalizing a joint initiative with Bangko Sentral ng Pilipinas (BSP) and Banco de Oro (BDO) to launch a financial literacy program which aims to educate soldiers on how to best manage their finances, ensure better savings management



and secured retirement options. From then on, continuous seminar has been conducted all throughout different units and divisions within the PA, and it resulted to vast number of

positive feedback from all army personnel attendees.

The PA didn’t stop there, since health of soldiers is paramount in performing their duties, they initiated a world-class medical and cardio vascular support services intended to promote good health and fitness among soldiers as well as their family members. In last 9th of May 2019, the PA and Philippine Heart center entered into a mutual partnership that focuses on soldier’s family wellness programs. This indeed covered support not only for our soldiers but for their loved ones as well.

The 7th of August 2019 marked another health partnership initiated with St Luke’s Medical Center to extend affordable eye care and other medical services to the army.



These medical initiatives ensure health protection for our brave heroes so that they may efficiently perform their duties while leaning on the secured assurance that the PA organization values and gives the best care that they deserve most.

With all these partnerships, Philippine Army still continue to venture other opportunities that are beneficial and inspiring to our troops as they provide exemplary contributions for the Army Transformation Roadmap that will surely aid the organization in attaining its vision to become a world-class army by 2028.

