

Maneuver Center Bulletin



ONE FORCE, ONE FIGHT

March 2014

Greetings from MG H. R. McMaster

"If military history has demonstrated anything, it strongly affirmed the utility of the Combined Arms Team with a strong emphasis on the word, team, a team which embraces a balanced force of artillery, mechanized infantry, tanks, air defense, engineers, and supporting arms and branches; and a team which draws its effectiveness from balancing the capabilities of these systems and from the synergism of their combined efforts."

General Donn Starry, Armor Magazine, 1978

Our fourth issue of the MCoE bulletin focuses on combined arms training initiatives at the US Army Maneuver Center of Excellence.

In our pursuit to improve the combat effectiveness of the maneuver force, the "art" of combined arms drives everything that we do at the Maneuver Center of Excellence. In the classrooms and the training areas of Fort Benning — the shared home of Armor and Infantry — the MCoE trains and educates the Soldiers and Leaders of our maneuver forces to fight and win in complex environments defined by capable, adaptive, and brutal enemies. Time and again, history shows that armies well-grounded in the core competency of combined arms fighting best demonstrate the ability to understand complex environments, develop the situation through action, and fight to seize, retain, and exploit the initiative. Thus, to defeat the enemies we face today and will face in the future, the Army's maneuver force must continue to hone the core competency of combined arms warfare.

The notion of combined arms is not new. Combined arms revolves around the basic idea that different "arms"— the combat capabilities of different branches — maximize the combat effectiveness of each other when used in concert. In other words, the complementary capabilities of different branches provide a much greater effect when they operate together than any one branch or arm could achieve by itself. When trained together, this produces an integrated system — a cohesive team — that is able to maximize its capabilities and minimize its vulnerabilities simultaneously. The qualitative advantage of the combined arms team originates from an effective balance of complementary capabilities and from the synergy of interrelated efforts.

Combined arms, air-ground capabilities are critical to success in battle against determined and adaptive enemies. Combined arms teams employ combinations of infantry, scouts, mobile protected firepower, mobility and counter-mobility assets, aviation, and joint and

interagency capabilities to throw enemy organizations off balance with powerful blows from unexpected directions, follow up rapidly to prevent recovery, and continue operations to translate tactical success into strategic gains.

At Fort Benning, we are increasing our emphasis on combined arms and expanding combined arms training and education. Just a few examples include coordination with the Fires, Aviation, and Maneuver Support Centers of Excellence to standardize exercises in the Maneuver Captains Career Course; integrated Infantry and Armor maneuver and live fire exercises; air-ground operations in Ranger School, Basic Officer Leaders Courses, the Army Reconnaissance and Surveillance Course, the Army Reconnaissance Course, and Ranger School. Such training and educational opportunities are critical to develop maneuver leaders' understanding of combined arms capabilities and essential joint capabilities. Doctrinal revisions and refinements to our programs of instruction also underscore the importance of the combined arms team.

Developing Infantry, Armor, and Cavalry competencies will remain the foundation for growing our combined arms proficiency. All Infantry, Armor, and Cavalry leaders, however, must be combined arms warriors to ensure that we remain prepared to fight and win today and tomorrow.

CSM Carabello and I are proud of the work that the MCoE is doing to improve the combined arms capabilities of the maneuver force. And we are grateful for your advice and assistance. We ask that you give us feedback on the bulletin and on these critical combined arms training initiatives. Please contact that authors and points of contact with your criticism and suggestions. And especially let us know how we can assist your efforts to develop cohesive and confident combined arms teams.

*MG H.R. McMaster
Commanding General,
Maneuver Center of Excellence*

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Expanding Combined Arms Training and Expertise

The Maneuver Center of Excellence is improving combined arms training and expanding collaboration across the Armor and Infantry Schools, as well as other Centers of Excellences. The purpose is to ensure our Soldiers and Leaders understand how to fight as a team.

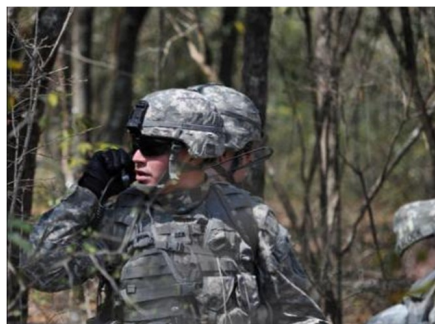
The 316th Cavalry Brigade is consolidating all master gunner training regardless of platform within the 1st Battalion, 29th Infantry Regiment. The Abrams, Bradley, and Stryker Master Gunners will train adjacent to one another, and integrate common portions of the courses. The goal is to bring together the unique strengths each of these courses and adopt best practices while giving master gunners skills required to develop and implement combined arms gunnery and live fire training.

The emphasis across all leader courses is on branch fundamentals as well as combined arms, air-ground operations. The Basic Officer Leaders Courses (IBOLC and ABOLC) and the Army Reconnaissance Course have successfully integrated OH-58Ds, AH-64s, and UH-60s into their training exercises through a dedicated effort with the Aviation Center of Excellence, the Marine Corps, and the Army National Guard. Additionally, Armor School courses have conducted integrated training with students and cadre from the: Officer Candidate School, Infantry Basic Officer Leaders Course, Maneuver Captains Career Course, NCO Academy, Mechanized Leader's Course and the 11th Engineer Battalion. The result is an increase in our Soldier's and Leader's levels of proficiency as members of the Combined Arms Team.

The MCCC now conducts exercises routinely with other Centers of Excellence, especially the Aviation Center of Excellence and the Fires Center of Excellence. Using common scenarios, orders, mission command systems, and simulations will permit collaboration

with our fellow CoEs to expand further and ensure that our captains are capable of integrating the various capabilities of our combat arms branches into cohesive and effective combined arms teams.

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Employing a Common Decisive Action Training Environment (DATE) in MCCC

The last twelve years of war have provided an opportunity for leaders at all levels to learn and develop under demanding conditions. Combat can never be fully replicated in a training environment, but by using CTC rotations, Regionally Aligned Forces, and realistic training scenarios in the institutional and operational Army we can continue to develop and refine the skills necessary for success across the full range of military operations. At the MCoE, we must challenge and engage our leaders to become accustomed to the complex operating environments they will see throughout their careers and empower them to be able to defeat enemy organizations and shape environments, influence key actors, and consolidate gains to accomplish the mission. In short, we have to conduct operations in a way that achieves sustainable outcomes in complex political, social environments. In other words, Army forces must be prepared to assist friends, reassure and protect populations, and identify, isolate, and defeat enemies.

To achieve these goals and improve our Captains' ability to employ the principles of mission command to integrate and synchronize effective combined arms operations at the BCT, BN/SQDN, and Company/Troop-levels, the Directorate of Training, working in close collaboration with the other Centers of Excellence and the Combined Arms Center's School of Advanced Leadership and Tactics (SALT), re-wrote the scenarios and higher-level orders that drive much of our leader development education and our combined arms training. Significantly, the collective effort increased the levels of complexity and the degree of realism within the scenarios and higher-level orders that all our PME courses employ.

Significantly, the updated Division Operations Orders, "Road to War" scenarios, intelligence products, and operational graphics drove a multi-branch staff exercise that the Captains of the MCCC participated in with their counterparts at the Fires Center of Excellence, the Aviation Center of Excellence, the Maneuver Support Center of Excellence, and the Combined Arms Support Command (CASCOM). By the end of the multi-branch staff exercise, the MCoE Directorate of Training produced Brigade level offense and defense OPORDs along with a DIV Reconnaissance and Security plan to execute at the Squadron level.

Over the next year, MCCC students will use these updated scenarios and orders to create a battalion Operations Orders throughout a total of four battalion phase modules. The students will also execute a reconnaissance and security plan as an Armored Brigade Combat Team (ABCT) Cavalry Troop and a combined arms attack as Stryker Brigade Combat Team Infantry Battalion. Students will also execute an ABCT defense integrating air-ground operations and finally as an Infantry Brigade Combat Team Infantry Battalion

conducting stability operations focusing on lines of effort.

DOT will continue to refine the OPORDs as more students use the products. Full implementation of the new BN phase began in January 2014, and the next COE multi-branch staff exercise will occur on 17 March 2014.

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IBOLC Combined Arms Live Fire Exercise Scenario Development

The Infantry Basic Officer Leader Course (IBOLC) continues to incorporate innovative approaches to ensure that its graduates understand the complexities involved with integrating combined arms operations and training. IBOLC has recently incorporated a Combined Arms Support by Fire (SBF) Live Fire Exercise (LFX)—augmented with indirect mortar fire. Adding to previous training events that included separate Call for Fire (CFF) LFXs and SBF LFXs, IBOLC recently incorporated the two events to provide students with a practical application of the simultaneous employment of direct and indirect fires.

While IBOLC Lieutenants will continue hang mortar rounds, call for fire, observe Fire Direction Center operations, and employ a weapons squad during the CFF and SBF LFXs, the new LFX concept facilitates the integration of mobile protected firepower and attack aviation on a maneuver range. Bradley or Stryker vehicles will maneuver to a dismount point where weapons squads will dismount and occupy a SBF position on high ground overlooking the objective. The Weapons Squad Leader will control direct fires across the breadth and depth of the target while the Platoon Leader continues to control the BFVs or Strykers as they maneuver to a battle position. The student Forward Observer will call for fire in accordance with the Platoon Leader's fires plan. The Platoon Leader will simultaneously control the direct and indirect fires of both the dismounted weapons squad and the mobile protected firepower platforms simultaneously through tactical FM communications. When available, lieutenants will employ M1 Abrams and close combat attack (CCA) or close air support (CAS) so that all lieutenants can observe the capabilities of these various systems while gaining a practical understanding of Direct Fire Control, Indirect Fires integration, and Air-Ground Integration.



Over time, IBOLC training will ultimately employ even more advanced combined arms LFXs that will integrate mobile protected firepower platforms, close combat attack platforms, platoon organic machine guns, and mortars. As a result, IBOLC will be able to demonstrate to our Infantry lieutenants doctrinally correct, combined arms attack with Tanks, BFVs, and dismounted infantry. This is a tremendous improvement that will provide students a deeper appreciation of the complementary effects that integrated combinations of infantry and mobile protected firepower can provide a commander when operating together in the assault. In the end, IBOLC's redesigned live-fire training exercises will increase Infantry lieutenants' confidence and competence in combined arms operations.

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ABOLC Competitive Maneuver Exercises

Like their Infantry counterparts, the Armor Basic Officer Leader Course (ABOLC) also continues to train Armor lieutenants to integrate the various elements of the combined arms team to seize, retain, and exploit the initiative. Recently, ABOLC has implemented a competitive maneuver exercise (CME) to observe student ability and to provide feedback on application of platoon-level fundamental tactical skills. The event is remarkable in that it fully integrates problem-solving and critical thinking than the previous Gauntlet exercise and incorporates the principles of ASLTE while also reinforcing combined arms reconnaissance, security, offensive, and defensive operations..

The CME splits ABOLC students into two opposing forces. Each team consists of a scout platoon and a tank platoon. Each team has a different start point, but the same objective, the seizure of a designated key terrain. A neutral militia resides on the objective and will support the first team to reach it. The militia will resist the second team to arrive. This forces the teams to evaluate the posture of the militia when they make contact. Each team is capable of conducting their own reconnaissance and security operations, offensive or defensive operations, and maneuver using appropriate combinations of mounted and dismounted techniques. The students determine how, where, when, and why. The exercise lasts for seven days and involves multiple iterations. Students must communicate and coordinate within their team to set the conditions for mission execution due to the lack of a formal order – the scout and tank platoon must collectively develop measures such as graphic and direct control measures to support their ability to successfully execute the mission. Students must also balance risk – speed versus security, mission versus compromise. Moving too fast risks security and compromise. Moving too stealthily risks speed and mission accomplishment. Additionally, there is a hostile threat that can deny freedom of movement to either team, test security at tactical assembly areas, or disrupt in other areas as necessary.

Recently, ABOLC integrated infantry into the exercise through coordination with IBOLC. Dependent upon IBOLC's schedule, ABOLC will continue this relationship in order to better incorporate combined arms training into the exercise.

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The Department of Reconnaissance and Security

To meet the challenges of future armed conflict, our BCTs must conduct effective combined arms, air-ground operations to engage and support partners and key actors, establish security conditions to defeat enemy organizations, shape environments, and consolidate gains. Moreover, to accomplish these missions, BCTs must be able to conduct effective reconnaissance and security operations to identify and gain positions of relative advantage and present determined and adaptive enemies with tactical dilemmas to seize, retain, and exploit the initiative. In short, effective reconnaissance and security operations—the ability to fight for information as well as conduct stealthy reconnaissance—are critical to providing while tactical and operational commanders with the time, space, tactical depth, and information to set the terms of battle, visualize and understand the situation, and assess and lead their units to accomplish the mission.



Yet, recent observations from combat training centers, analysis, Warfighting conferences, and task review boards indicate serious deficiencies in the Army's ability to conduct reconnaissance and security operations. To address these shortcomings, the 3rd Squadron, 16th Cavalry Regiment and the 316th Cavalry Brigade have developed the Department of Reconnaissance and Security (DoRS).

DoRS conducts the Army Reconnaissance Course (ARC), the Reconnaissance and Security Leader Course (RSLC), the Cavalry Leaders Course, and a new elective at the Command and General Staff College to develop cavalry and reconnaissance leaders with nested institutional R&S training throughout the leader's career; providing increasingly more capable, agile and adaptive leaders to the Army. Moreover, DoRS develops future leaders to command, lead and train cavalry organizations to enable our combined arms formations to defeat any threat and accomplish their mission in current and future conflict.

Units can schedule courses through ATTRS and officers and NCOs assigned to Cavalry Organizations from Scout Platoons to Cavalry Squadrons should align this critical functional training with their PME either at the Maneuver Center of Excellence or the Command and General Staff College. In addition, the DoRS has recently emphasized the following eight combined arms initiatives:

1. DoRS developed and offers an elective during MPCC that is designed to foster discussion at the battalion commander-level about reconnaissance and security requirements to support brigade-level operations. For junior Field Grade Officers (Majors) the DoRS in coordination with CGSC staff, developed an R&S elective that focuses on Squadron and above operations that will be offered for the first time during the March 2014 CGSC elective period.
2. Engineer Recon Teams (ERTs). ARC has integrated ERTs into training events to familiarize students with the doctrinal employment and capabilities of these teams in operating environments.
3. Physical Rigor. ARC / RSLC have a high level of physical rigor already built into the POI. The radio ruck and events like RSLC's FTXs and ARC's Bushmaster push students to their physical limits. The introduction of the ARC PT test requirement will further reinforce the high standards that are required of leaders in combat operations.
4. Target Identification. RSLC incorporating vehicle ID into its POI instruction will further prepare students for DATE missions by increasing their ability to distinguish friendly and enemy weapons systems on the battlefield.
5. Air Ground Operations: The use of Marine rotary wing air support as well as Army attack aviation prepares students to be able to use enablers that will become necessary during DATE operations.
6. SUAS. The use of SUAS and OSRVT systems in RSLC and ARC allows students to prepare for planning, cueing and reconnaissance handover during combat operations or DATE rotations.
7. Award of ASIs for courses. Incorporation of approved ASIs in future MTOE ensures properly trained personnel are placed in critical R&S positions.
8. Multiple Platform Instruction. The use of all types of cavalry platforms (Bradley, Stryker, and HMMWV) during ARC allows students to better understand the capabilities and limitations of systems when conducting Recon and Security Operations.

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Recommended Readings

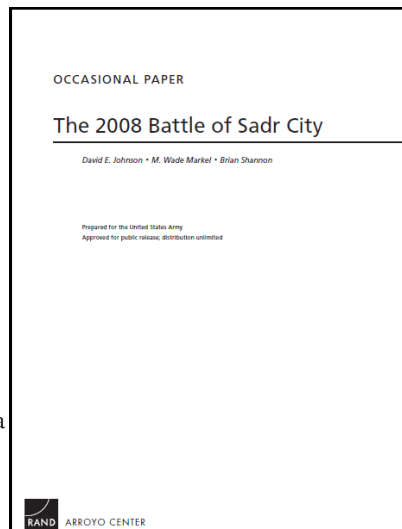
The 2008 Battle of Sadr City

The 2008 Battle of Sadr City, which took place in Baghdad nearly 15 months after the beginning of the U.S. "surge" in Iraq, has received relatively little scholarly attention. However, the coalition's defeat of Jaish al-Mahdi after six weeks of high-intensity fighting offers important lessons for the U.S. Army as it prepares for future operations.

Using after-action reports, briefings, other primary sources, and interviews with combatants and officials involved in the fighting and its aftermath, the authors describe the battle, analyze its outcome, and derive implications for the conduct of land operations. Their analysis identifies the following factors as critical to the coalition victory: supporting ground maneuver elements with integrated intelligence, surveillance, and reconnaissance capabilities and strike assets; the key roles played by heavy forces, snipers, and special operations forces; decentralized decision-making; capable indigenous security forces; and rapid transitions from phase to phase.

The authors conclude that the Battle of Sadr City presents a new model for dealing with insurgent control of urban areas: treating an urban area as a wide-area security mission. Unlike previous urban operations against insurgents, in which cities were essentially be-

sieged and then stormed, the objective in this battle was not to take and clear Sadr City but to create conditions that would make it both impossible for the insurgents to operate effectively and possible to restore security to the broader population.



Articles

"Combined Arms" by Gen. Donn Starry

"Toward Combined Arms Warfare: A Survey of 20th-Century Tactics, Doctrine, and Organization" by Capt. Jonathan M. House

"Combined Arms in Battle Since 1939" edited by Roger J. Spiller

All three articles and more can be found at the Maneuver Leader's Self Study Program's Combined Arms Operations topic at <http://www.benning.army.mil/mssp/Combined%20Arms%20Operations/>

One Force, One Fight

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Upcoming Events Calendar

- 2-6 MAR: ARCENT Regional Combined Arms Symposium
- 6 MAR: WHINSEC Dominican Republic Independence Day Celebration
- 9-14 MAR: Executive Leader Development Program visit
- 15 MAR: Chesty Puller Half Marathon
- 21 MAR: Vietnam Wall Dedication
- 27 MAR: Armor Gallery Grand Opening
- 5 APR: Survivor Outreach Services Hall Rededication
- 5 APR: Gary Sinise and the LT Dan Band Concert
- 7-10 APR: Conference of American Armies
- 10 APR: Former Chief of Infantry/CSM Reunion
- 11-14 APR: Best Ranger Competition
- 25 APR: ANZAC Day Memorial Ceremony
- 11-16 MAY: Sullivan Cup

Armor School



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| CSM | (706) 545-8169 | CSM Michael Clemens |
| DCMDT | (706) 545-3815 | COL John Hermeling |
| USAARMS Homepage | http://www.benning.army.mil/armor/ | |
| Armor Magazine | https://www.benning.army.mil/armor/armormagazine/ | |
| Armor School Facebook | https://www.facebook.com/USAARMS | |

Infantry School



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| DCMDT | (706) 645-2479 | COL William J. Butler |
| USAIS Homepage | http://www.benning.army.mil/infantry/infantry.htm | |
| Infantry Magazine | https://www.benning.army.mil/magazine/content/2012.htm | |
| The Bugler | http://www.infantryassn.com/pages/bugler.html | |

Directorate of Training and Doctrine



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| Deputy Director | (706) 545-5475 | LTC Justin Mufalli |
| SGM | (706) 545-8280 | SGM Damien Perdon |

Upcoming Bulletins

- JUNE—DIRECTORATE OF TRAINING AND DOCTRINE
- SEPTEMBER—CAPABILITIES DEVELOPMENT AND INTEGRATION DIRECTORATE
- DECEMBER—LEADER DEVELOPMENT INITIATIVES

Capabilities Development and Integration Directorate



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| Director | (706) 545-7005 | Mr. Donald Sando |
| Deputy Director | (706) 545-1506 | COL Daniel Barnett |
| SGM | (912) 767-7121 | SGM Scott Broxton |

Henry Caro Noncommissioned Officer Academy



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