ABCT
WARFIGHTERS' FORUM (AWfF)
SENIOR MENTOR SYMPOSIUM
01-2014

29 APR 2014

AWfF SMS Timeline, 29 APR 14

1325-1330: Welcome & Introductory Remarks – MAJ Tino Colon, AWfF Integrator

1330-1335: Opening Remarks – MG Anthony Ierardi, Deputy Commanding General, III Corps and Fort Hood. **[5 mins]**

1335-1340: Opening Remarks – **SGM Edward Lewis, G3 SGM III Corps** on behalf of CSM Scott Schroeder, CSM, III Corps and Fort Hood. **[5 mins]**

1340-1355: Topic #1: "Trends of Armored Formations", COL Paul T. Calvert, COG, NTC. **[15 mins]**

1355-1410: Topic #2: "Training and Employing the Standard Scout Platoon in Decisive Action", LTC Jay Miseli, Commander, 1st Squadron, 7th U.S. Cavalry. **[15 mins]**

1410-1425: Topic #3: "Lessons Learned – OEF Theater Assistance Force", COL Bob Whittle, Commander, 2nd ABCT, 1st Cavalry Division. **[15 mins] - This brief classification is SECRET//REL USA, ISAF, NATO.**

1425-1440: Topic #4: "Department of Reconnaissance & Security Update", COL John C. Hermeling, Deputy Commandant, U.S. Army Armor School, MCoE, Fort Benning, GA. **[15 mins]**

1440-1450: Follow-on Discussions [10 mins]

1450-1455: Closing Remarks – SGM Edward Lewis **[5 mins]**
1455-1500: Closing Remarks – MG Anthony Ierardi **[5 mins]**

1500: Symposium Concludes

Rules of Engagement

- ❑ Please ensure you're logged in to DCO-S with Rank and Last Name (e.g. COL Smith). List your Organization (e.g. 2/4 ID) in parentheses after your name. Please do not use call signs. Once logged in, make comms check with NCS

- ❑ Briefing slides will be controlled by AWfF Team at Fort Hood. Briefers should say "next slide" as required

- ❑ All participants are encouraged to collaborate using the voice, chat, or *My Status* ICON capabilities of Adobe Connect

- ❑ Please hold comments & questions until end of presentations unless asked to comment. Use the Adobe Connect CHAT or *My Status* ICONs to ask questions

- ❑ Use standard military radio transmission procedures
    - One speaker at a time
    - Keep transmissions short and to the point
    - Break lengthy transmission into smaller sections to minimize latency problems

- ❑ To speak, cue microphone, speak, then mute the microphone to minimize background noise.

- ❑ Identify yourself when first speaking and announce end of transmission with "Over" or "Out" so others know your transmission is complete

- ❑ Contact AWfF Symposium Help Desk, 254-287-2849; DSN 737, if experiencing problems

Agenda

Welcome & Introductory Remarks – MAJ Tino Colon, AWfF Integrator

Opening Remarks – **MG Anthony Ierardi, Deputy Commanding General, III Corps and Fort Hood**

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Follow-on Discussions

Closing Remarks – **SGM Edward Lewis**
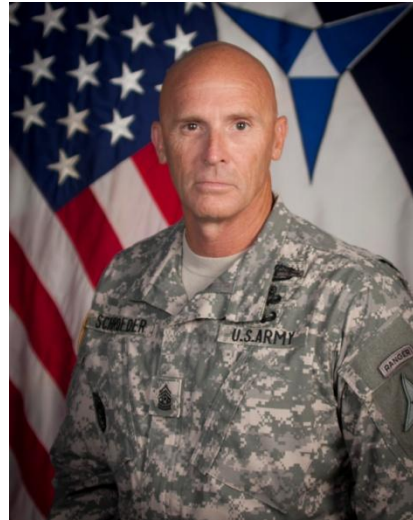**Closing Remarks** – **MG Anthony Ierardi**

OPENING REMARKS

**MG Anthony Ierardi
Deputy Commanding General
III Corps and Fort Hood**

OPENING REMARKS

CSM Scott Schroeder
Command Sergeant Major
III Corps and Fort Hood

AWfF Symposium

NTC
Operations Group
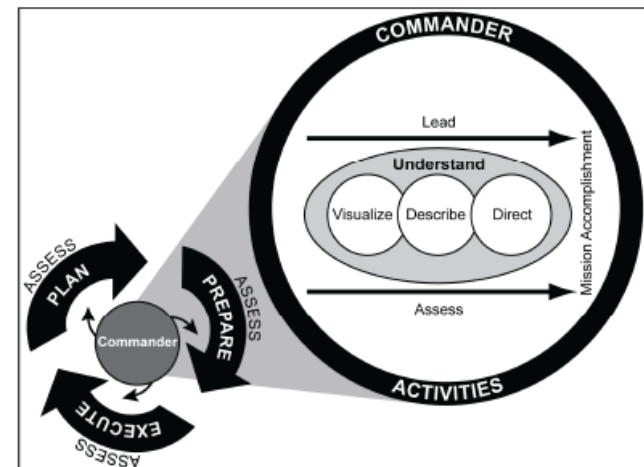
Key Observations/Trends
March 2014

COG, COL Paul Calvert
Sr. BCT Trainer, LTC Joe Clark
Sr. Armor Task Force Trainer, LTC Robert Horney
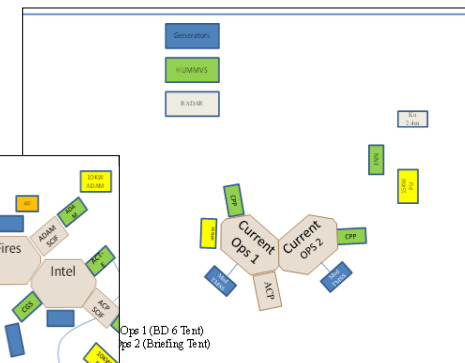
Operations Process & Mission Orders

Dominating Transitions

- **Commander's _Visualization_ Is Critical**
  - ➤ **Planning guidance**
  - ➤ **Establish conditions, triggers, and risk**
- **Produce Formal Orders Vs. CONOPs**
  - ➤ **MDMP helps identify transition/culmination points**
  - ➤ **Conditions define phases (friendly, enemy, terrain)**
- **Develop Branches, Sequels, & Change Of Mission**
  - ➤ **Task organize for transitions (limit where possible)**
  - ➤ **Consider combat power, enablers and key terrain**
- **Train Mission Command Systems**
  - ➤ **Transitioning mission command between nodes**
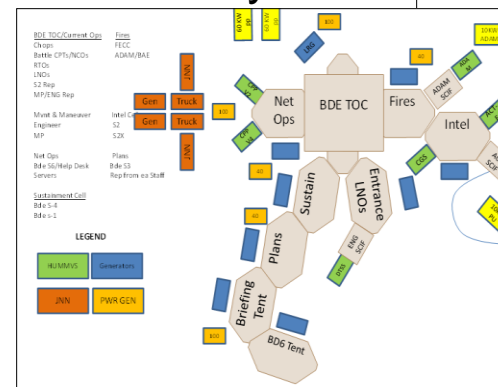 - ➤ **Re-establishing mobile mission command nodes**

TAC Layout

Main TOC Layout

DECISION SUPPORT MATRIX (FORCE ON FORCE)
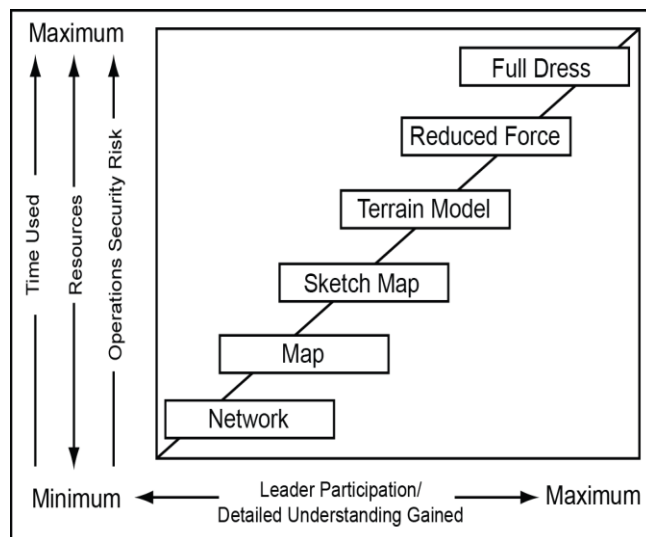
Armor Task Force Observations

- **Mission Command: MDMP**
  - ➤ **Battalion Staffs are challenged at conducting mission planning.**
- **Fires Employment**
  - ➤ **Commanders need to define how they will employ fires at the Task Force level.**
- **Sustainment**
  - ➤ **Enforcing PMCS at the lowest levels (operator/crew) has proven difficult to manage by CABs at NTC.**
- **Movement to Maneuver**
  - ➤ **The transition from movement to maneuver is a transition that needs to be managed at the TF level.**

Key inputs	Steps	Key outputs
• Higher headquarters' plan or order or a new mission anticipated by the commander	Step 1: Receipt of Mission	• Commander's initial guidance • Initial allocation of time
	Warning order	
• Higher headquarters' plan or order • Higher headquarters' knowledge and intelligence products • Knowledge products from other organizations • Design concept (if developed)	Step 2: Mission Analysis	• Problem statement • Mission statement • Initial commander's intent • Initial planning guidance • Initial CCIRs and EEFIs • Updated IPB and running estimates • Assumptions
	Warning order	

• Mission statement
• Initial commander's intent, planning guidance, CCIRs, and EEFIs
• Updated IPB and running estimates
• Assumptions
	Step 3: Course of Action (COA) Development	• COA statements and sketches
		  - Tentative task organization
		  - Broad concept of operations
		• Revised planning guidance
		• Updated assumptions

• Updated running estimates • Revised planning guidance • COA statements and sketches • Updated assumptions	Step 4: COA Analysis (War Game)	• Refined COAs • Potential decision points • War-game results • Initial assessment measures • Updated assumptions
• Updated running estimates • Refined COAs • Evaluation criteria • War-game results • Updated assumptions	Step 5: COA Comparison	• Evaluated COAs • Recommended COAs • Updated running estimates • Updated assumptions
• Updated running estimates • Evaluated COAs • Recommended COA • Updated assumptions	Step 6: COA Approval	• Commander-selected COA and any modifications • Refined commander's intent, CCIRs, and EEFIs • Updated assumptions
	Warning order	
• Commander-selected COA with any modifications • Refined commander's intent, CCIRs, and EEFIs • Updated assumptions	Step 7: Orders Production	• Approved operation plan or order

CCIR — commander's critical information requirement
COA — course of action
EEFI — essential element of friendly information
IPB — intelligence preparation of the battlefield

Point of Contact

- COL Paul Calvert, COG, paul.t.calvert.mil@mail.mil
- LTC Joe Clark, Sr. BCT Trainer, **joseph.d.clark16.mil@mail.mil**
- LTC Robert Horney, Sr. Armor Task Force Trainer, **robert.m.horney.mil@mail.mil**

Training and Employing the Standard Scout Platoon in Decisive Action
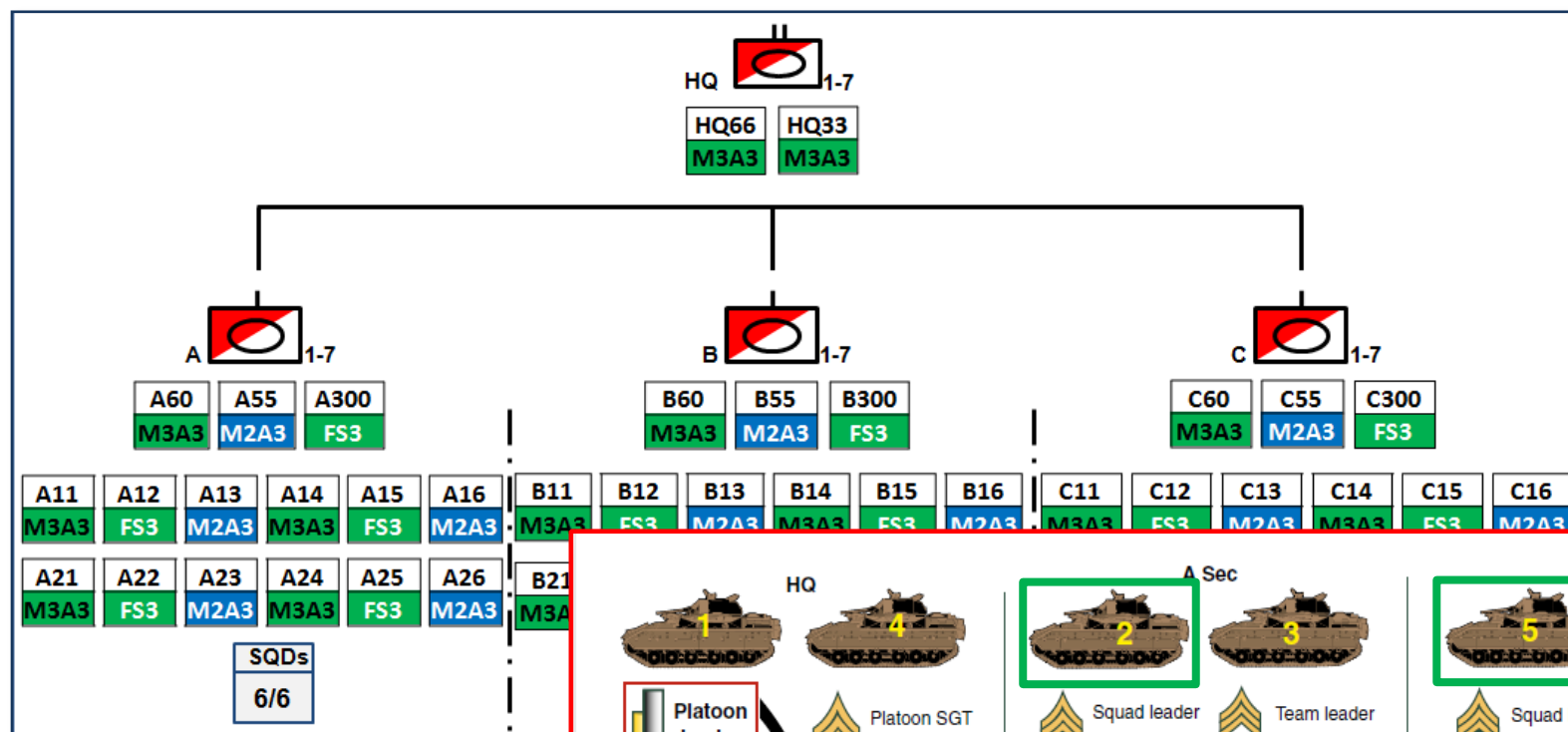
LTC Jay Miseli
1st Squadron, 7th U.S. Cavalry

How does 1-7 CAV train and employ the BFV SSP to conduct reconnaissance and security operations and produce situational understanding that allows BCT decisions and actions ahead of the threat?

1-7 CAV NTC SSP TASK ORG

FS3- 2X Per PLT

PED 5 "TRGR" – 5/PLT
18/18 SQDs Manned*
* 19D/11B Augmentation
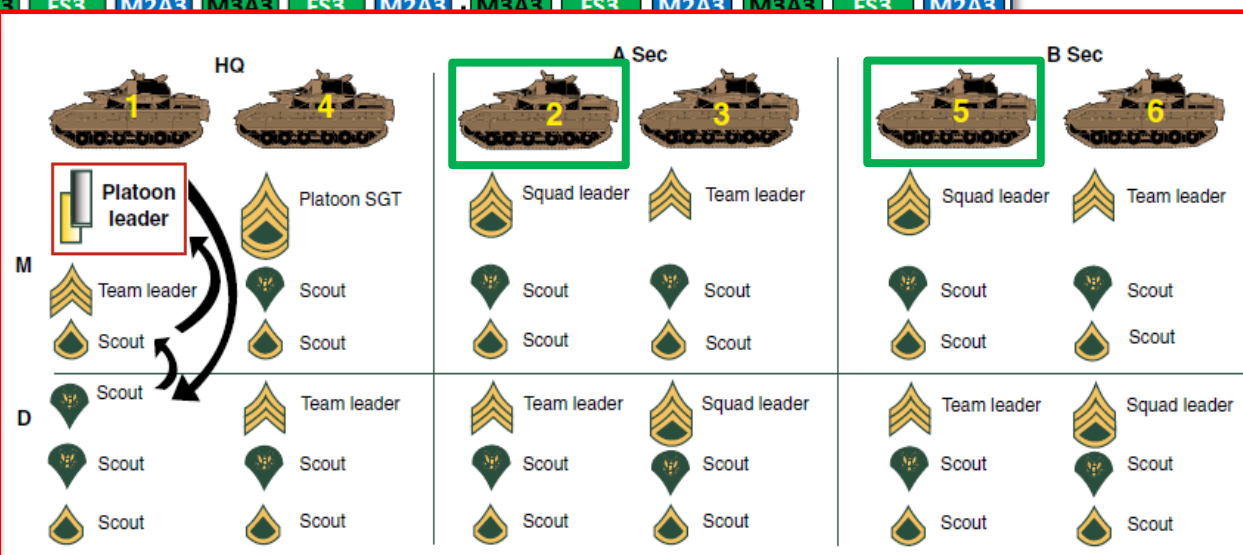
BFV SSP → Improved BCT SU

The increased operational reach of the BFV-equipped scout platoon improved our squadron's ability to provide the BCT with situational understanding.

- **Like capabilities in platoons (vehicles and squads) provided greater flexibility and tempo for the squadron**
- **FS3/PED 5 improved scouts' target acquisition and identification**
- **Leader ratio, mission command structure, and disciplined initiative increased effectiveness of scout squads over extended distances**
- **Neutralized enemy echelons at greater depth (in time and space)**

> Mounted and dismounted scouts increased the complexity of the problem set for COEFOR – more combat power applied from places he didn't consider, at a faster than expected tempo and with massed fires. Feasible due to improved survivability, lethality, and mobility of the BFV and number of well-led scout squads in depth and on flanks.

R&S in the DA Operational Framework

Risk-Reward (Cbt Information)

Fires

Recon LD

BHO w/ BNs

Transition

SQDN Ops

BDE Ops

	INFORMATION / INTELLIGENCE results in	
LESS		MORE
MORE MORE	UNCERTAINTY RISK TO FORCE	LESS LESS
	WHICH IN TURN LEADS THE COMMANDERS TO ADJUST HIS	
LARGER	Reconnaissance Effort	SMALLER
LARGER	Size of Reserve	SMALLER
MORE	Security Information	FEWER
SLOWER	Speed of Operation	FASTER
FEWER	Simultaneous Operations	MORE
LESS	Attack Precision	MORE

DIV OPORD

BDE WARNO 2
↓
SQDN OPORD
↓
-R&S Guidance

BDE OPORD

BDE WARNO1
↓
-PIR

SQDN WARNO1
↓
-Necessary MVT
-Recon Timeline
-Type of Recon

… DA operations pose a unique challenge for Cavalry organizations that few leadership schools can replicate. While at the National Training Center, my Troop never set in a tactical assembly area … We began [with] security operations to protect the BDE TAA and did not consolidate as a Troop until we received a change of mission eight days later.
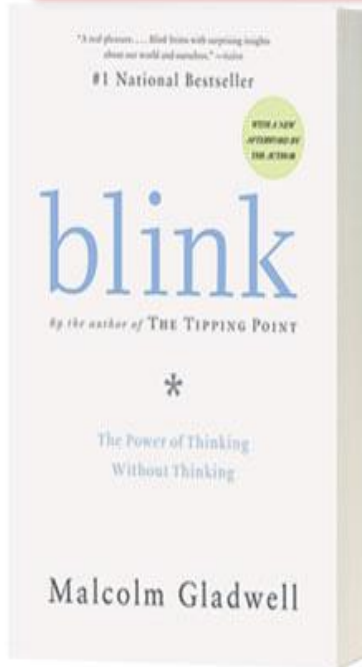
CPT Rob Bove

Operations Process

Developing Reconnaissance Leaders

"Leading troops in combat, regardless of the echelon of command, calls for cool and thoughtful leaders with a strong feeling of the great responsibility imposed upon them. They must be resolute and self-reliant in their decisions, energetic and insistent in execution, and unperturbed by the fluctuations of combat." FM 100-5, 1941 edition
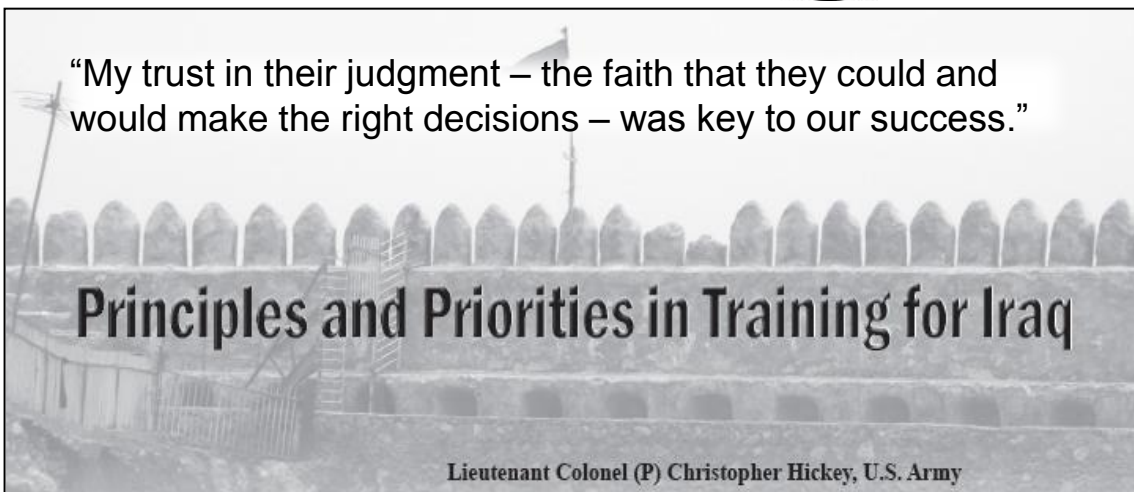
ADP 6-0
MISSION COMMAND
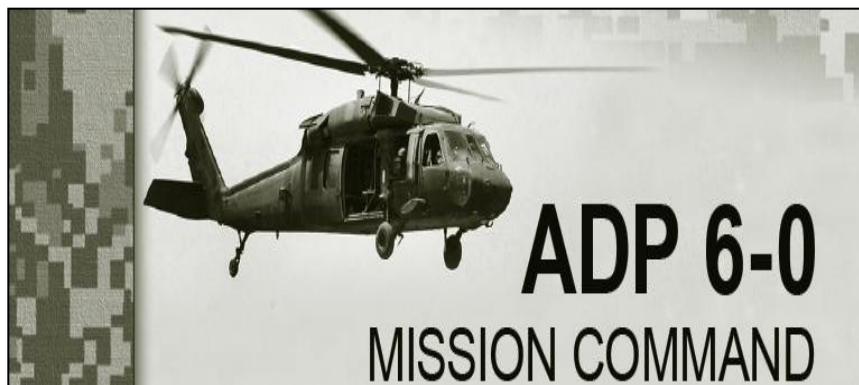
Improving the Leader Development Experience in Army Units

Colonel Douglas C. Crissman, U.S. Army

"My trust in their judgment – the faith that they could and would make the right decisions – was key to our success."

Principles and Priorities in Training for Iraq

Lieutenant Colonel (P) Christopher Hickey, U.S. Army

Leader Development in Training

R&S as a "way of life" – Operational Framework continued through each iteration

- **Vertical and horizontal nesting of echelons with every event**
- **Repetition with increasing complexity (vary Forms of Contact, METT-TC)**
- **Develop tactical judgment in recon leaders from section to squadron**

Improving the judgment of inexperienced leaders → Most important training outcome

TRAINING AT THE THRESHOLD OF FAILURE

WHERE DEVELOPMENT
AND GROWTH HAPPENS

DESTRUCTIVE IMPACT
Impossible, Can't Succeed,
Out of control, Unrealistic

IDEAL REALM
OF TRAINING

ORDER ← → CHAOS

SIMPLICITY

COMPLEXITY

THRESHOLD OF FAILURE

Negative Impact
Boring don't have time to think
You'll tell me what to do

Organizational Comfort with Chaos

TRAINING AT THE THRESHOLD OF FAILURE

WHERE DEVELOPMENT AND GROWTH HAPPENS
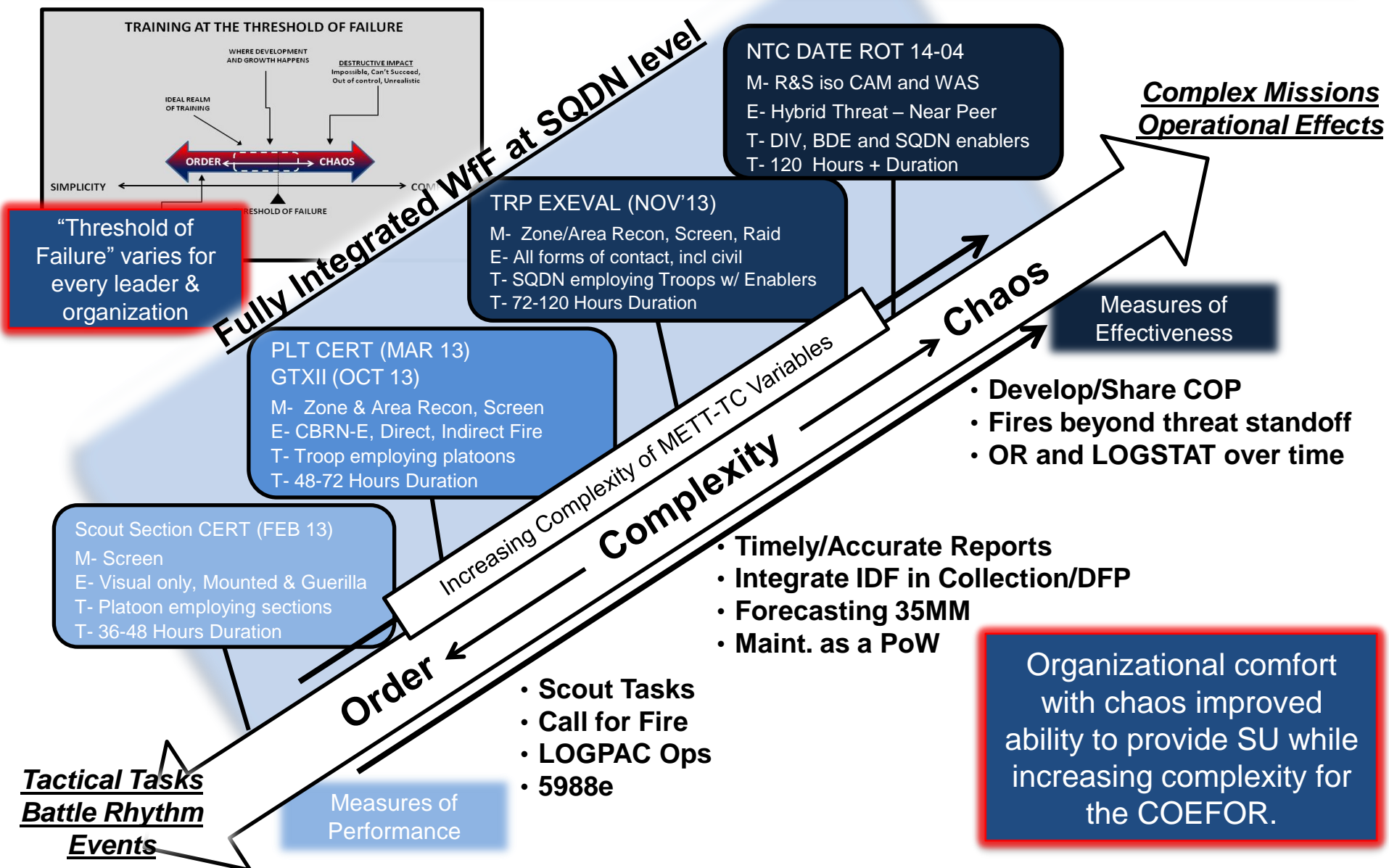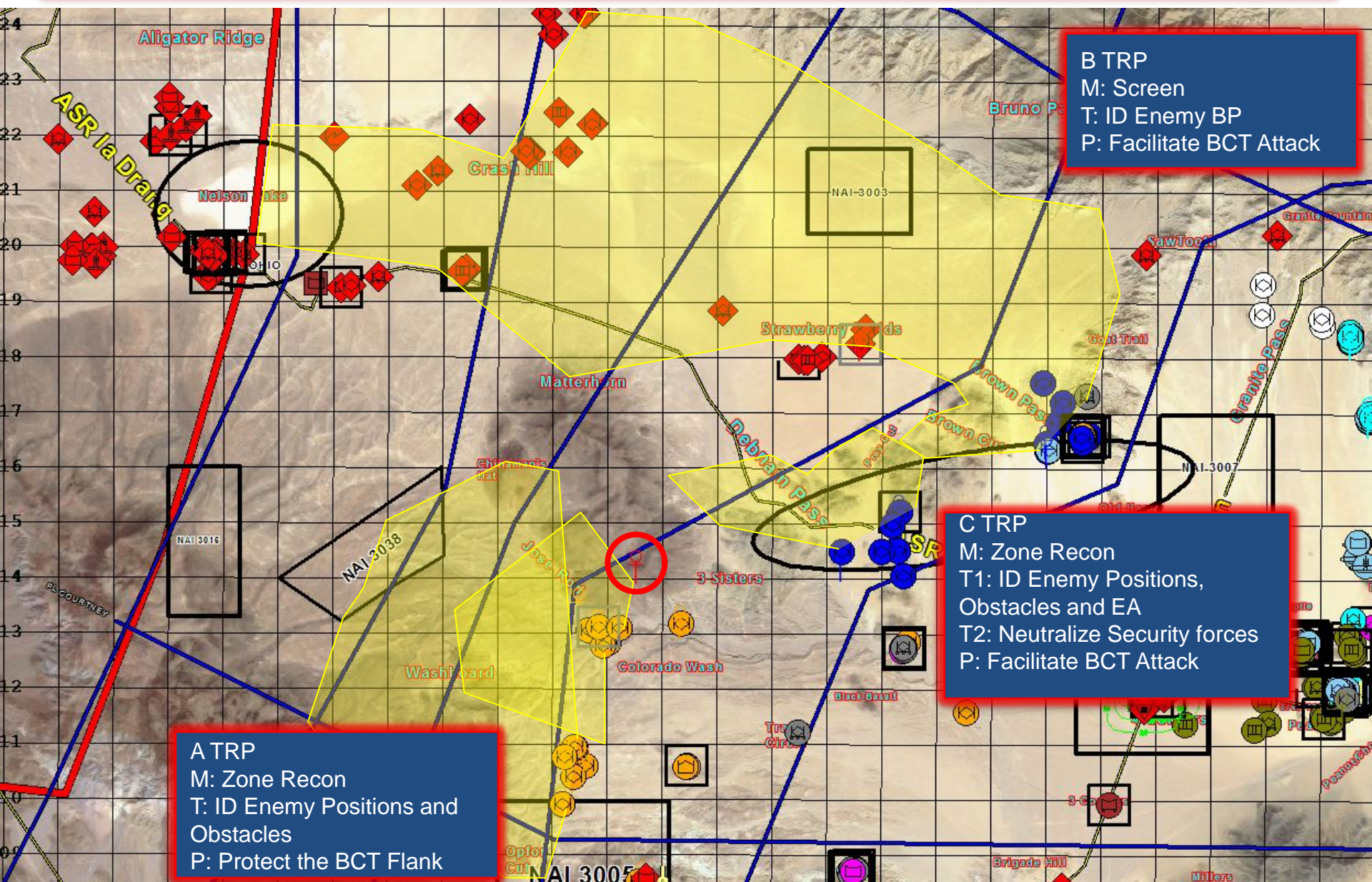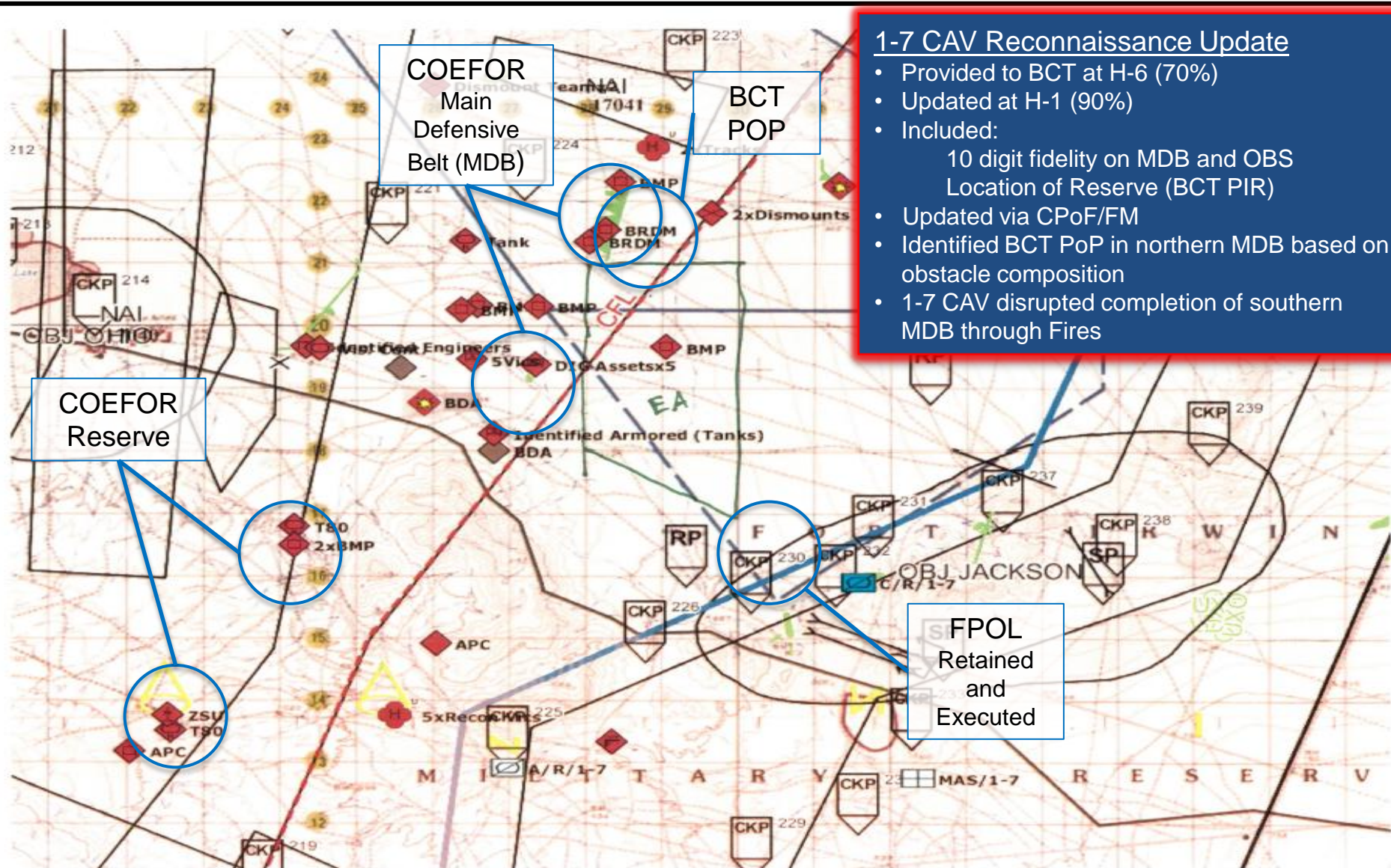
DESTRUCTIVE IMPACT
Impossible, Can't Succeed, Out of control, Unrealistic

IDEAL REALM OF TRAINING

ORDER ↔ CHAOS

SIMPLICITY ← → COM...

THRESHOLD OF FAILURE

"Threshold of Failure" varies for every leader & organization

Fully Integrated WfF at SQDN level

NTC DATE ROT 14-04
M- R&S iso CAM and WAS
E- Hybrid Threat – Near Peer
T- DIV, BDE and SQDN enablers
T- 120 Hours + Duration

Complex Missions Operational Effects

TRP EXEVAL (NOV'13)
M- Zone/Area Recon, Screen, Raid
E- All forms of contact, incl civil
T- SQDN employing Troops w/ Enablers
T- 72-120 Hours Duration

Chaos

Measures of Effectiveness

PLT CERT (MAR 13)
GTXII (OCT 13)
M- Zone & Area Recon, Screen
E- CBRN-E, Direct, Indirect Fire
T- Troop employing platoons
T- 48-72 Hours Duration

Increasing Complexity of METT-TC Variables

Complexity

• **Develop/Share COP**
• **Fires beyond threat standoff**
• **OR and LOGSTAT over time**

Scout Section CERT (FEB 13)
M- Screen
E- Visual only, Mounted & Guerilla
T- Platoon employing sections
T- 36-48 Hours Duration

• **Timely/Accurate Reports**
• **Integrate IDF in Collection/DFP**
• **Forecasting 35MM**
• **Maint. as a PoW**

Order

• **Scout Tasks**
• **Call for Fire**
• **LOGPAC Ops**
• **5988e**

Organizational comfort with chaos improved ability to provide SU while increasing complexity for the COEFOR.

Tactical Tasks Battle Rhythm Events

Measures of Performance

SU and Increased Complexity in BCT Attack

B TRP
M: Screen
T: ID Enemy BP
P: Facilitate BCT Attack

C TRP
M: Zone Recon
T1: ID Enemy Positions, Obstacles and EA
T2: Neutralize Security forces
P: Facilitate BCT Attack

A TRP
M: Zone Recon
T: ID Enemy Positions and Obstacles
P: Protect the BCT Flank

Results of Reconnaissance – BCT Attack

COEFOR
Main
Defensive
Belt (MDB)

BCT
POP

COEFOR
Reserve

FPOL
Retained
and
Executed

1-7 CAV Reconnaissance Update
- Provided to BCT at H-6 (70%)
- Updated at H-1 (90%)
- Included:
  - 10 digit fidelity on MDB and OBS
  - Location of Reserve (BCT PIR)
- Updated via CPoF/FM
- Identified BCT PoP in northern MDB based on obstacle composition
- 1-7 CAV disrupted completion of southern MDB through Fires
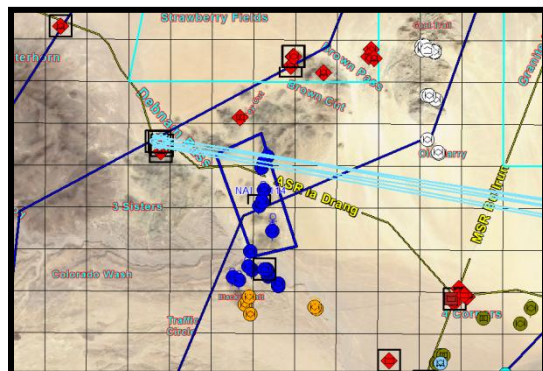
SSP Effectiveness in R&S

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LoS W/ FS3 from Mounted OP

Approximate Audible Contact Range
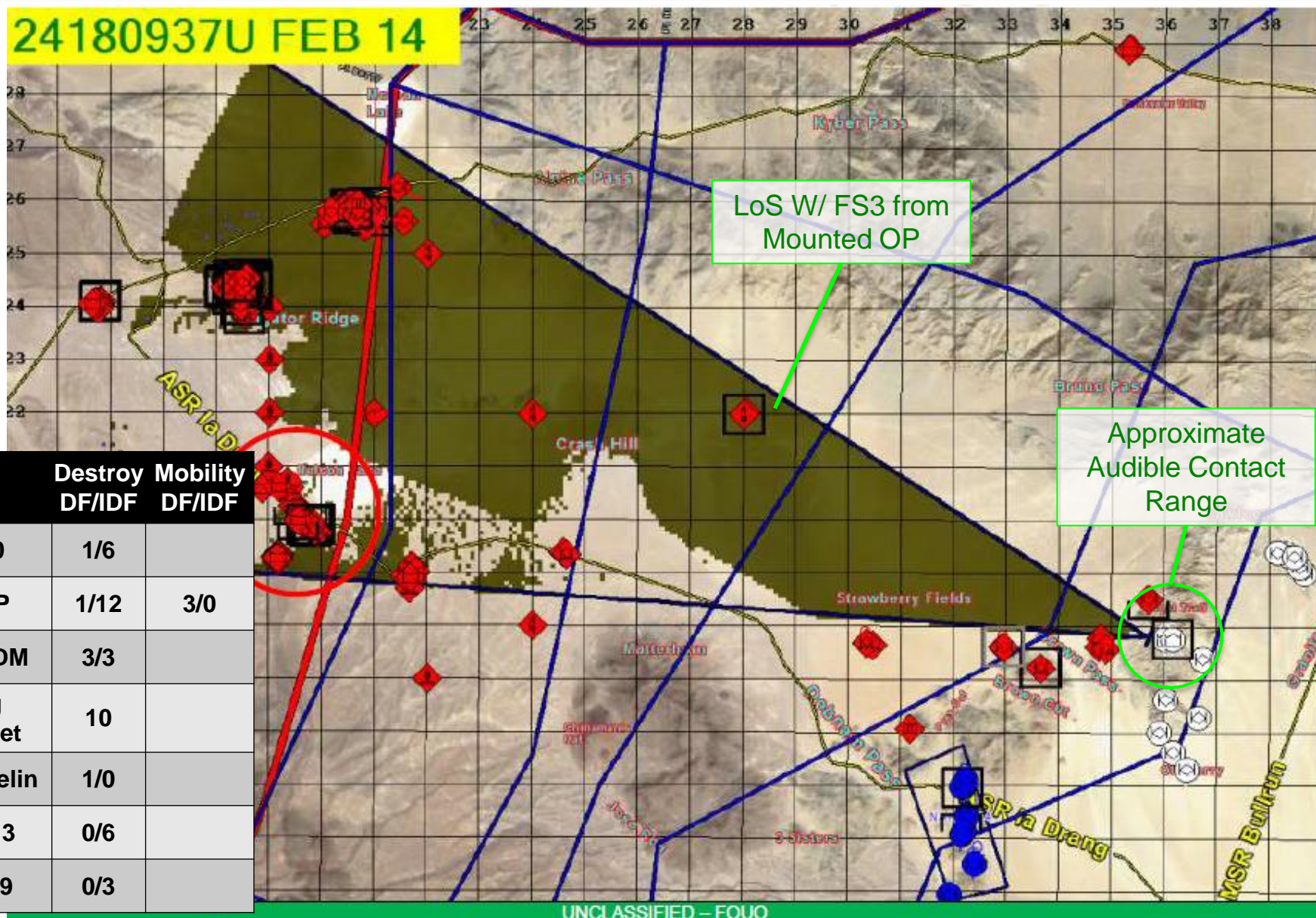
	Destroy DF/IDF	Mobility DF/IDF
T-80	1/6	
BMP	1/12	3/0
BRDM	3/3	
Eng Asset	10	
Javelin	1/0	
M113	0/6	
2S19	0/3	

Operational Depth to Shape the BCT Fight
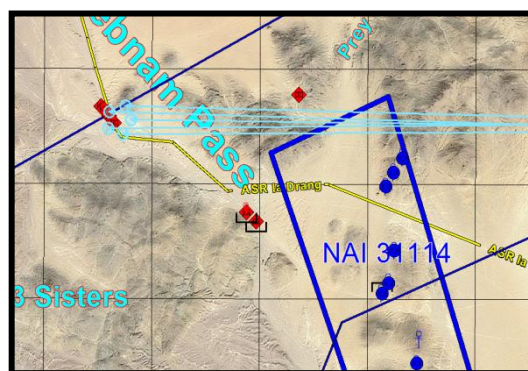
TLE Reduction

- **Laze target with FS3**
- **Laze target with IBAS**
- **If necessary confirm laze with second vehicle**
- **Conduct fire support DAGR drill with polar data from laze**
- **Cross check grid against FS3 and Map Spot**
- **Send as fire mission**

- **By using TLE reduction methods, trigger refinement and tactical patience, C Troop was extremely successful at accurately calling for fire at ranges up to 10K**
- **Without TLE reduction TLE was 500m average**

FA/MTRS	Destroy	Mobility	Suppress
T-80	6		
BMP	10		
113	1		1
Dismount	8		
HMEE	2		
Light TRK	1		
HETT	1		
Dozer	1		

* As of 272000FEB14

Observations from Squadron Command

- **Recon is a Platoon Task, Troop Mission and Squadron Effect**
- **Squadron Ops drive Brigade Intelligence/Operations → Staff assess constantly**
- **PIR/SIR/Indicator linkage a staff effort to focus Troop and below IPB/collection**
- **R&S is different than CAM and WAS – R&S guidance differs from maneuver**
- **Planning and executing fires for initial R&S objectives and BCT maneuver**
- **What visual contact means for an ABCT: the Gap from 30k to 5k**
- **METT-TC variables drive PLT tactical decisions → PLs assess constantly**
- **Actions on Contact must be trained for all forms of contact, including Civilian**
- **Integration of scout squads in training, planning and execution**
- **Immense value of ARC and CLC; RSLC and Ranger next focus**
- **Measuring Effectiveness, not Performance, of R&S operations**
- **Repetition in Training with increasing complexity**
- **Training is the best form of Leader Development**

Reconnaissance and Security requires expertise
(Training, Education, and Experience).

Questions

Topic #3: "Lessons Learned – OEF Theater Assistance Force", COL Bob Whittle, Commander, 2nd ABCT, 1st Cavalry Division.
- **This brief classification is SECRET//REL USA, ISAF, NATO.**

• Classified slides posted at the following link:

https://www.us.army.smil.mil/suite/folder/2794690

Maneuver Center of Excellence
U.S. Army Armor School

Department of Reconnaissance & Security Update

MCoE DoRS Update

Key Tasks:

– Develop maneuver leaders who possess the knowledge, skills and attributes to accomplish successful R&S operations for their higher HQ.

– Develop training strategy that allows for progression of institutional R&S training throughout a Cavalry or Recon leader's career; and supports training of leaders from branches that do not have leaders in reoccurring Reconnaissance roles.

– Apply doctrine to all functional training.

– Assist DOTD in the review and revision of all echelons of R&S doctrine.

– Engage the force to ensure their understanding and excitement for R&S training.

– Collaborate with other MCoE organizations, CTCs, and the operational force to ensure synchronization of effort across DOTMLPF.

– Coordinate with Armor and Infantry Schools to ensure R&S education and training meets the needs of the maneuver force.

– Develop knowledgeable, physically fit, and professional R&S Cadre that are sought after by the operational force- Masters in R&S.

Initiatives:

Improve R&S Education for FG Officer:
- MPCC R&S Elective: First iteration of elective conducted 6 DEC 13 (13 - O5/O6 attended)
- CGSC R&S Elective: On schedule for execution during March 2014 CGSC Elective Period

Integrate with other MCoE Courses:
- MCCC participation in ARC VBS2
- CLC assistance in MCCC R&S training
- Assessing opportunities to increase sharing of resources across R&S TNG (Cadre, Equipment, and Enablers) (AGI assets, Commo, etc)

Assist in Doctrine Review and Revision:
- Collaborate with DOTD on R&S manual and Brigade R&S chapter updates, and Wide Area Security WG
- Lead for Reconnaissance Handbook development; first draft 15 JAN 14

Inform the Force of R&S Training at Fort Benning:
- PAO Media release: Reorganization (SEP), RSLC TNG (3 releases in NOV)
- Articles in Maneuver Branch Magazines (Future - Quarterly articles for AR and IN Magazines)
- DoRS informational Video scheduled for JAN 14

Collaborate with MCoE, CTC, and the Force:
- Bi-monthly Recon Council Meetings (DOTD, TCM's, USAARMS/OCOA, NTC, and Select Commands)(Coordinating for CDID and OCOI involvement)

R&S TNG Compound:
- Increase coordination between RSLC and ARC cadre
- Familiar location for R&S students
- Cost savings for the Army (TDY savings)

Recon Career Timeline

Mission:

The Department of Reconnaissance & Security develops future leaders to command, lead and train Reconnaissance organizations in order to enable our combined arms formations to defeat any threat and accomplish their mission in current and future conflict.

Vision:

The Department of Reconnaissance and Security provides cavalry and **reconnaissance** experts with doctrinal skills and institutional education that enhances leader competencies throughout a professional career.

ENLISTED RANKS	PVT	SGT	SSG	SFC
EDUCATION	OSUT	WLC	ALC	M-SLC
RECON CORE		RECON LEVEL 1: -RSLC (ASI 6B)	RECON LEVEL 2: -ARC (ASI R7)	RECON LEVEL 3: -CLC
CRITICAL LEADERSHIP POSITIONS	Scout	Team Leader	Squad Leader	Platoon Sergeant

OFFICER RANKS	2LT	1LT	CPT	MAJ
EDUCATION	BOLC		MCCC	CGSC
RECON CORE	RECON LEVEL 2: -ARC (SI R7)		RECON LEVEL 3: -CLC	RECON LEVEL 4: -ADV CLC (T)
CRITICAL LEADERSHIP POSITIONS	Platoon Leader	Company or Troop XO	Company or Troop CDR	Battalion or Squadron S3 / XO

Discussions

Projected 2013 AWfF
Senior Mentor Symposium (SMS) Dates
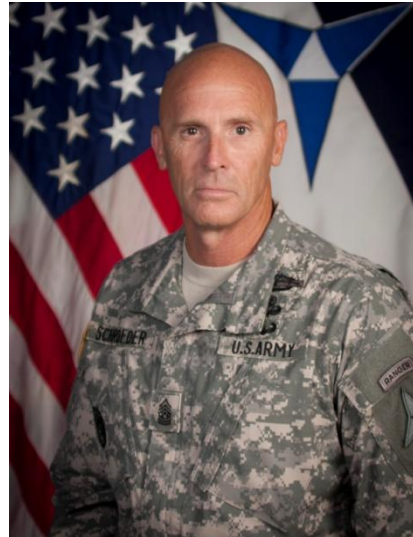
Proposed Dates	
AWfF SMS 02-2014	JUL 14
AWfF SMS 03-2014	SEP 14

CLOSING REMARKS

CSM Scott Schroeder
Command Sergeant Major
III Corps and Fort Hood

CLOSING REMARKS

MG Anthony Ierardi
Deputy Commanding General
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