



# Victory Through Training

## CAC-T HQ launches newsletter

### Newsletter focus

Spring is here, and with it, our inaugural CAC-T Newsletter! We're just getting started, but wanted to share this month's collection of stories and notable personnel which makes CAC-T a great place to thrive and work!

We're excited to showcase all the hard work from our teammates and learn about what other organizations are doing both behind the scenes as well as daily operations. We're working to make this a monthly publication, and if you have any ideas about great things we can add, let us know! Enjoy the warm weather, and thanks for everything you all do.

### Hail and farewell

Here at the headquarters, we would like to say farewell to Maj. Rene Marchbanks who is retiring after 20 years.

We would also like to welcome Angela Nunes who is our new administrative assistant and probably the first person you'll see if you come over to the headquarters building.

Feel free to send us your 'hail and farewell' notes for future issues.

### Head's up

May 19.....CAC-T All Hands

June 14.....Army Birthday

June 30.....TRADOC 50th Anniversary

## CAC-T Leadership

CAC-T Deputy Commander Col. Scott Woodward took responsibility for the organization on Aug. 12, 2022.



Sgt. Maj. Christopher Kohunsky was welcomed as the CAC-T senior enlisted advisor Dec. 13, 2022.



## Combat Training Centers pursues increased civilian partner involvement in training



by Dan Billquist, Joint National Training Capability Liaison to US Army, Eric Kotouc, Joint Multinational Readiness Center (JMRC) Interagency Training Advisor and Robert Melanson, Combat Training Center Directorate (CTCD) JNTC Coordinator

The Army's Combat Training Centers (CTC) interagency coordinators recently participated in the Joint Staff J7's Partner & Interorganizational Integration Conference (PIIC) to improve the participation of Civilian Partners in CTC rotations. The PIIC is the only major conference designed to bring DoD and Civilian Partner organizations together annually to share exercise training opportunities and is open to all service Joint National Training Capability (JNTC) programs which includes the Combat Training Centers (CTC). Improving participation of Civilian Partners in service exercises was a systemic shortfall identified early on during the accreditation of JNTC programs. This is where the JS J7's Partner & Interorganizational Integration Conference (PIIC) comes into play.

The PIIC is conducted annually in the National Capital Region for DoD representatives and their Civilian Partners (U.S. Government departments and agencies, international organizations, non-governmental organizations, and private industry) to discuss upcoming exercises and training events, identify capabilities and sourcing requirements, and establish or strengthen collaborative training partnerships.

Several JNTC-accredited Army training programs participated in a panel discussion that both highlighted the value of interagency contributions to their exercises while seeking increased participating from Civilian Partners. For example, the National Training Center (NTC) at Fort Irwin, CA discussed the program's desire to reestablish State Department participation. Prior to COVID-19 imposed restrictions, NTC scenario designers received invaluable support and insight from State Department participants, who added depth and realism to the exercise civil and social environments. That past participation was a direct result of previous PICC attendance and coordination. Likewise, the Mission Command Training Program (MCTP) highlighted the enduring support it receives from the International Committee of the Red Cross and efforts to expand their involvement in exercises. The Joint Multinational Readiness Center (JMRC) in Europe highlighted the robust involvement of USAID, the Bavarian Red Cross, and NATO ally civilian agencies in their exercises, as well as recent efforts to integrate members of U.S. Country Team Germany into training.

The Joint Staff J7's PIIC offers invaluable opportunities to the CTCs seeking to increase Civilian Partner participation in their exercises. The workshop proved to be an exceptional event for those who participated.

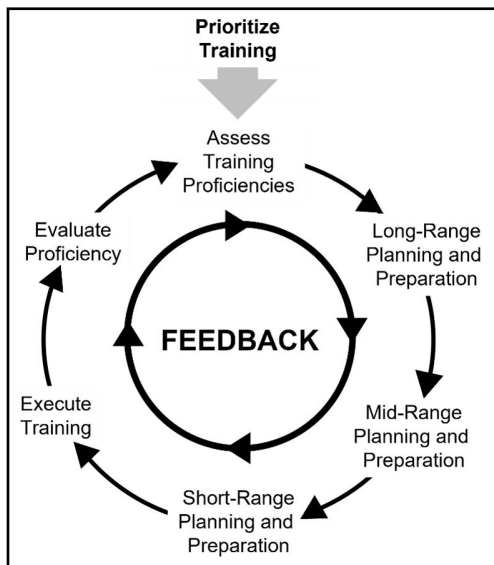


# The Platoon Level Training Management Handbook

## Training Management Directorate

There is exciting news in training management! The Training Management Directorate (TMD) recently published the [Platoon Level Training Management Handbook](#) on the [Army Training Network \(ATN\)](#).

The publication of [Field Manual \(FM\) 7-0, Training](#), in June 2021 re-introduced the Training Management Cycle as the framework to provide simple and direct guidance to the Force in support of training units to fight and win. Among FM 7-0's key concepts are prioritizing training to efficiently use limited time and resources; nesting training vertically between echelons to achieve the commander's desired proficiencies; and developing a fiscal year (FY) long-range training plan (LRTP) resulting in Annual Training Guidance (ATG) to drive training and obtain resourcing. These concepts promote top-down training but also recognize that units conduct most of their training at the platoon



level and below. The Platoon Level Training Management Handbook expands on these concepts to support leaders at the platoon and below by providing techniques and procedures to enable execution of the Army's training doctrine.

The centrality of the Training Management Cycle in FM 7-0 is carried over into the Handbook. The six chapters of the Handbook address each

training. Leaders at all levels in a platoon, from the platoon leader and platoon sergeant to the team leader, play an important role in managing training. They must understand their role and how it fits within the company and battalion ATG. At the same time, they must understand how to conduct the training management cycle to ensure their unit addresses training requirements and meets the proficiencies the commander establishes.

As a general construct, each chapter of the Handbook introduces a step in the Training Management Cycle and proceeds to explain how the guidance at the higher-level links to the platoon. It then introduces techniques that explain how platoon leadership can execute the step or how it contributes to the development of the company training plan. As an example, Chapter 1, Prioritizing Training, illustrates how the platoon identifies battle tasks to support the company commander's prioritized mission-essential tasks (METs). Identification and prioritization of battle tasks continues at the section and squad level. In addition, the platoon identifies and prioritizes individual tasks that support battle tasks. The four appendices offer additional details and techniques by introducing two training models for planning and preparing training events, showing how to conduct a task crosswalk and a platoon training meeting, and providing links to online training resources.

Some chapters introduce new techniques or reinforce existing concepts from FM 7-0. Chapter 2, Long-Range Planning and Preparation, introduces a revised 8-Step Training Model as a technique for small units to plan and prepare single training events. Chapter 5 reinforces the roles leaders have in training execution. It focuses on what all leaders in the platoon must do to ensure effective and efficient training.

Visit [www.army.mil/article/265378](http://www.army.mil/article/265378) for the rest of this article from TMD.



## Busy spring for the Center for Army Lessons Learned

### Center for Army Lessons Learned

Spring has sprung here at Fort Leavenworth and the Center for Army Lessons Learned (CALL) did not wait until March to let the madness begin.

CALL's first major event in early January brought Military Analysts (Forward) back to CALL (Main) for a week-long discussion to share priority issues from their respective supported commands. They reviewed the FY23 Army Lessons Learned Annual Plan and discussed ways to synchronize collection efforts across the Lessons Learned community. Military Analysts (Forward) are two-way communication channels between CALL and the Combat Training Centers and select Army headquarters. They serve as "scouts out" while providing reach back from their supported commands to the vast network of resources here at the Combined Arms Center (CAC).

CAC Commanding General Lt. Gen. Milford Beagle Jr. hosted his second Army Lessons Learned Forum (ALLF) General Officer Steering Committee (GOSC) at the end of January and has developed his vision on how the ALLF GOSC leads the effort to drive change in relation to other 3-Star level CAC discussions. This new format moves away from a transactional exchange of information to a transformational approach that identifies solutions and action plans to implement change. We will address these adjustments in our Action Officer Working Groups (AOWG) and Councils of Colonels (CoC) sessions leading up to the 5 May 2023

ALLF GOSC. There is no shortage of issues for discussion in future ALLF GOSCs. Beagle will continue to set the agenda topics based on the urgent need to drive change in a specific functional capability.

CALL's audio books are a hit! The initial effort to expand the dissemination of lessons and best practices with six audio books generated over 24,000 access events ("hits") for these products on the Central Army Registry in a two-month period. This is more than six times the number of "hits" on the same digital and print products in the same period. Given these metrics, CALL will expand the dissemination of lessons using the audio book format. CALL will review existing handbooks and products in development for the best candidates for future audio books. Let us know if you have a CALL product you think would be great in audio book format.

No change to CALL's priority efforts. CALL is still working observations from the conflict in Ukraine and have initiated a collection on establishing the Security Assistance Group-Ukraine. Our MCTP Warfighter Exercise 23-4 (Multinational Interoperability) Collection and Analysis Team (CAAT) will observe operations from 13 Apr to 1 May, and also cover the Division Cavalry Squadron pilot exercise within the same scenario. This is the larg-

est CALL CAAT in recent memory with over 40 subject matter experts from the Centers of Excellence and other proponent agencies. CALL continues to maintain contact with USARPAC and is planning CAAT missions for the exceptional collection opportunities in Balikpapan 23 and Pacific Sentry 23.

CALL's bracket didn't make it past the play-in games. CALL hopes your team lasted a bit longer, and you used the time between rounds to get ready for a productive Spring in the business of driving change to forge victory.

CALL publications can be found at [www.army.mil/call#org-publications](http://www.army.mil/call#org-publications).



# ATSC meets with ARI to work on MDO 2030

## Army Training Support Center

Fort Eustis, VA. – The Army Training and Support Center (ATSC) recently hosted the US Army Research Institute (ARI) professional development off-site meeting for its GS-14 level researchers at the Army Training Support Center at Fort Eustis, VA on 4 and 5 April 2023. These researchers are the primary leaders of research programs across ARI.

The meeting was an important opportunity for the researchers to forge closer bonds by sharing information about their research as well as their best practices in research planning and management. Throughout the meeting, the CAC-T hosts were present to learn about the research, and comment on the ways in which ARI research can help achieve the Army Training Concept 2030 vision and more advanced training capabilities by 2040. Also, during the meeting, CAC-T and ARI were able to identify new opportunities and solidify existing plans for the growing CAC-T-ARI partnership.

The meeting was led by Dr. Jay Goodwin (ARI Senior Scientist/ST-Personnel Sciences), Dr. Diana O. Tierney, (Chief, Army Research Institute (ARI) Scientific Coordination Office, HQs TRADOC), and Walter H. Orthner, Chief Science and Technology Office (CAC-T/TSAID). On the first day, external presentations engaged the researchers and CAC-T audience in discussions about the future Army and related S&T needs. Jerry Leverich of TRADOC G2 provided an overview briefing of the Future Operational (OE) Environment for 2040. Howie Brewington, CAC, MCCOE, briefed FM 3-0 Multi-Domain Operations and facilitated a discussion of Army 2040 emphasizing the critical implications of the future operating environment for Army personnel capabilities—especially requirements for new Knowledge, Skills and Behaviors (KSBs). As a start, Brewington, Goodwin and several action officers from the Army Talent Management Task Force and other stakeholders built the Army Talent Attribute Framework (ATAF) to standardize language and definitions of currently required KSBs. Another key discussion was led by David Paschal, TRADOC ADCS, G 3/5/7, which focused on recruiting challenges and a need to fully understand the most important KSB and accessions requirements supporting the Multi-Domain

Operations (MDO) Capable Soldier of 2030. Finally, the CAC-T briefier, Daniel Dail, briefed the Army Training Concept 2030 (TSAID/CAC-T) including the set of S&T needs that had been identified, to set the stage for follow-on discussions of ARI research.

Following the external briefings, each ARI team leader executed a “two-minute drill” describing the elements of ongoing research priorities at their locations. Those research topics emphasized by the four ARI research units at Fort Belvoir included:

development of innovative data analytic methods for Army personnel and training processes; basic science advances in personnel/training emphasizing team composition and performance; innovative tools for selection and assignment of future Soldiers and leaders; and, understanding how new technological advances (e.g., artificial intelligence) will impact Army personnel/training requirements. The three research field units located at Fort Benning, Fort Hood and Fort Leavenworth, respectively, highlighted: development of improved training and performance measurement for areas such as a very high-tech skills needed in the Future Operating Environment (FOE); leader competencies for multi-domain operations; and, NCO competencies, as well as team/collective skills.

Throughout the meeting several CAC-T personnel observed and participated in the ARI discussions on the ongoing research programs as well. The meeting provided opportunities for the CAC-T/TSAID Science and Technology Office to lead discussions on the vision [of the ATC 2030](#) with a critical group of research leaders at ARI. The ATC 2030 focuses primarily on collective training and



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training support within the operational training domain. The concept covers important characteristics of future operational training which point to research needs, including: the demands and challenges of training MDO collective tasks from the squad level through the Field Army in an ever-changing OE that includes adaptive peer and near-peer threat actors; the need for training transformation to facilitate realistic, adaptable and readily accessible battle-focused training to enable an MDO ready force; and, the need to train cognitively adaptive and innovative Soldiers, leaders and units for MDO.

Future meetings between CAC-T’s Science and Technology group (Walt Orthner, Daniel Dail, Reba Lyons, and Roger McGeorge) will be scheduled for the various ARI locations in the near future.



## Coming soon: More episodes of the CAC-T podcast

New episodes of the Victory Through Training podcast will be available [HERE!](#) Soon! If you have ideas or suggestions for episodes please let us know!

**VICTORY  
THROUGH  
TRAINING**

A Combined Arms Center-Training podcast produced by CAC-T Public Affairs



# NSC organizes Black History Month observance



**Rep. Emanuel Cleaver, II of Missouri, speaks about the impact black Americans have made on American history during the Fort Leavenworth Black History Month observance Feb. 21, 2023 at the Frontier Conference Center, Fort Leavenworth, Kan. Photo by Tisha Swart-Entwistle, Combined Arms Center-Training.**

## National Simulation Center

On Feb 21, 2023, Fort Leavenworth celebrated Black History Month with a luncheon held at the Frontier Conference Center. The Commanding General, Combined Arms Center, Lt. Gen. Milford Beagle Jr. hosted the event which featured keynote speaker Rep. Emanuel Cleaver II, of Missouri, and a vocal performance by Leavenworth High School student Daysia Reneau, who was a contestant on season 22 of "The Voice" TV show. The

luncheon was a tremendous success with over 230 guests attending.

Christopher Vaughn of the TRADOC Proponent Office, Synthetic Training Environment (TPO STE), National Simulation Center (NSC) was responsible for planning, coordinating, and executing the event who was recognized by Beagle on March 24, 2023, with a Commander's Coin for his efforts.

Vaughn is no stranger to volunteerism and selfless service. Before becoming an Army Civilian, he served 30 years in uniform beginning in 1985 by enlisting in the Florida Army National Guard as an MP. He then commissioned in 1988 as an active-duty Armor Officer. In 2007, he became an FA57 (Simulations Officer) and was assigned to the TRADOC Capability Manager, Gaming, (TCM G), where he played a major role in introducing Games for Training to the Army. In 2008, he was assigned Chief of Live, Virtual, Constructive, Integrating Architecture, (LVC-IA), where he introduced the Army to a new Integrating capability for training with simulations. He was then assigned to the Joint Staff (J-7) in Suffolk, VA where he took up baking as a new hobby that he still enjoys today. Vaughn is known throughout the greater Leavenworth area as an excellent baker and cake decorator. He returned to Fort Leavenworth and the NSC in 2013 where he served as the Director, TRADOC Project Office, Terrain and as the NSC Chief, Operations. He is regularly one of the first to volunteer to participate in the planning and coordination of various efforts and events.

Vaughn described his four-month effort planning and coordinating the Black History



Month Luncheon as a once in a lifetime opportunity to take on new challenges that gave him the opportunity to meet new people and organizations and expand his experiences as both a person and Army Civilian.

"Fort Leavenworth has a tremendous talent pool of professional Soldiers and Civilians willing to provide their time, skills, and advice," Vaughn said. "You just need to seek them out."

Vaughn leveraged the Army Frontier Museum and Combined Arms Research Library staff's expertise to assist in the presentations and displays during the celebration. From the Equal Employment Opportunity Office to all the supporting agencies across the installation, the Black History Month luncheon displayed the spirit of volunteerism and teamwork to achieve a truly memorable event for the community.

Visit [www.army.mil/article/264227](http://www.army.mil/article/264227) for more photos of the event.

# MCTP SHARP uses "Amazing Race" event to raise awareness about Sexual Assault Awareness and Prevention

## Mission Command Training Program

Recently, there have been increasing efforts to combat the threat of sexual harassment in our formations. As professionals, we already understand that it doesn't align with our core army values or our warrior ethos, but it's imperative we stay vigilant in finding ways to keep awareness and prevention at the forefront of our training.

As we enter the month of April, MCTP is using a team inspired event to show esprit de corps and educate the community about awareness and prevention of sexual assault and harassment.

Sexual assault is a devastating crime that has a profound impact on its victims. Victims of sexual assault often suffer from physical and emotional injuries that can last a lifetime. The experience of being sexually assaulted can also have a negative impact on the victim's ability to trust people and to feel safe.

It is important for everyone in the Army community to be aware of the potential for sexual assault in any environment and what as leaders can be done to prevent it.

When it comes to creating a positive culture, the Army knows that it takes more than just talk. That's why Lt. Col. Craig Arnold of MCTP decided to use an event like "The Amazing Race: SHARP edition" to raise awareness about sexual assault prevention.

Arnold serves as the MCTP Sexual Assault Response Coordinator (SARC) responsible for communicating directly with the commander to provide regular updates to assist the senior with annual sexual assault and prevention and response program requirements. The SARC



also serves as the designated program manager of sexual assault victim support services, oversees local implementation and execution of the Sexual Assault Prevention and Response (SAPR) Program.

"We want to raise esprit de corps across the unit and get people talking about SHARP instead of just teaching it," Arnold said, "We are getting the community out of the classroom and still learning all of the critical talking points of the class."

Arnold went on to stress the importance of not just what needs to be taught, but who needs to be taught.

Typically, training is focused on the perpetrator or the victim, but he said the Army recognized the need to focus on the bigger training audience, the bystander.

"In recent years, the Army taught SHARP in a reactive manner, identifying behaviors, when it's a small portion of individuals that are committing these offenses," Arnold said.

To teach the bystander, themes in the SHARP program have adapted to teach trust and intervention of the entire community. The goal is to have a proactive force that moves the mindset from prevention of the harmful behaviors instead of reacting to incidents.

Arnold stressed the challenges and understanding that it will take the entire community working together. He said that he feels these types of events are crucial in helping to raise awareness about sexual assault and prevention and provide soldiers and civilians the opportunity to learn and practice these important intervention skills in a safe environment. It also allows them to interactively learn first-hand how having their actions can make a difference in eradicating this problem.

# CAC-T's Heroes of the month — April

## Jon Bushman, Military Analyst, Operations Division, Center for Army Lessons Learned

Bushman expertly coordinated CALL's facility requirements for the Building 50 Renovation Project with the Combined Arms Center Engineer and the Fort Leavenworth Directorate of Public Works. Bushman's exceptional planning and collaboration skills have ensured the project will meet CALL's workspace and functional mission support requirements well into the future. Additionally, he has fully planned and coordinated the detailed logistical requirements for the actual re-location from the Trolley Station to Building 50 in the May 2023 time period. Bushman's outstanding performance enabled CALL leadership and his co-workers to concentrate on priority mission requirements while he diligently worked the project.



**Jon Bushman**

## Staff Sgt. Jeremy Kerlin, Army Training Support Center

Staff Sgt. Jeremy Kerlin has served in the United States Army for over 14 years as a 19D Cavalry Scout. His inspiration for joining the Army was his father who retired from Army Special Forces after a distinguished 20-year career. Prior to arriving at the Army Training Support Center (ATSC), Kerlin served in Cavalry Units at Fort Bragg, NC; Fort Richardson, AK; and Fort Stewart, GA. As part of his introduction to ATSC, Kerlin met with Sgt. Maj. James Card (ATSC Senior Non-Commissioned Advisor). During this discussion, Card informed Kerlin that his new job within the TRADOC Proponent Office Ranges (TPO Ranges) required him to graduate from the Bradley Master Gunner School at Fort Benning, GA due to the technical nature of his new assignment.



**Staff Sgt. Jeremy Kerlin**

Kerlin told Card that he was "excited and extremely motivated" to attend school and be given an opportunity to grow his professional skills. Based on his previous experiences, he knew how hard the Master Gunner Course is and that the pressure to pass to maintain my new assignment at ATSC was nerve racking. Kerlin was emphatic that "there was no way I was letting my future SGM down."

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Once Kerlin arrived at Ft. Eustis, Va. he was placed within the Range Development Team of TPO Ranges. This team consists of retired master gunners and had provided a wealth of experience that Kerlin was able to leverage in preparation for school. Kerlin's supervisor, Herman Groombridge, is an experienced former Bradley Master Gunner. Herman devoted a substantial amount of time during the duty day to help prepare Kerlin for Master Gunner School - Reviewing briefing slides from the schoolhouse and developing flash cards for Kerlin to study before beginning the hardest academic journey he has ever faced. Kerlin knew his position in the range development department



and reputation at his new assignment depended on his success in attaining the J3 Identifier as a Bradley Master Gunner.

"You never clear a room by yourself. Just like I would not have passed Master Gunner School by myself." This was the single most challenging thing Kerlin has done in his Army career except for combat. While at Master Gunner school one weekend Kerlin had to memorize 300 flash cards for a test on Monday. There are few schools the Army offers that challenge you academically like Master Gunner School does. The attrition rate of Kerlin's class 06-22 was very high. His class was the first class to start with the maximum number of candidates (31) in over 10 years. Of the 31 who attended day one of Bradley Master Gunner School only 18 were in attendance on graduation day.



**Staff Sgt. Jeremy Kerlin**

"I've never worked so hard at anything in my life as I did at Master Gunner School. I had the greatest support system I could ask for. I had the support from my work and family and without that I wouldn't have made it. I have never been so proud of myself," Kerlin said.

Upon completion of Master Gunner School, Kerlin was able to keep his position and gained invaluable knowledge that is assisting him with his current task of updating Training Circular 25-8 (Training Ranges). Down the line, Kerlin will be able to use his expert skills to design live fire training exercises in support of his unit's readiness.

"My MOS is 75 percent understrength for Bradley Master Gunners. Becoming a Master Gunner will in no doubt benefit my career in the future. I just hope one day I'll be able to mentor a Soldier to become a Master Gunner and enhance their career like ATSC has done for mine," Kerlin said.

## Christopher Vaughn, TRADOC Proponent Office-Synthetic Training Environment, National Simulation Center

Christopher Vaughn oversaw coordinating, planning, and executing the Fort Leavenworth Black History Month Luncheon on February 21, 2023. His outstanding efforts over the last four months culminated in a superb event with over 200 personnel in attendance. Vaughn went above and beyond to schedule prestigious guest speakers and performers to ensure the event was of the highest quality and memorable to all in attendance. Vaughn's actions truly set the bar for hosting installation-wide events.



**Combined Arms Center and Fort Leavenworth Commanding General Lt. Gen. Milford Beagle, Jr. speaks during the Fort Leavenworth Black History Month observance Feb. 21, 2023 at the Frontier Conference Center, Fort Leavenworth, Kan. Photo by Tisha Swart-Entwistle, Combined Arms Center Training.**