MCCoE SENDS
News from the Mission Command Center of Excellence
Quarterly Update

Training

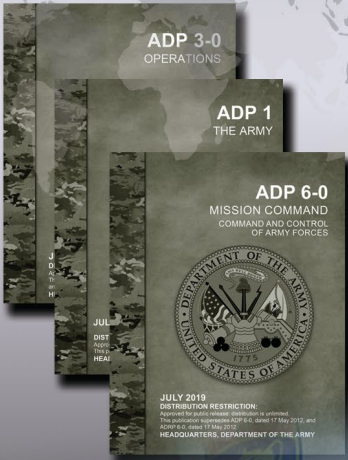### Army Joint Support Team delivers airspace control education, training, and more to Army units

Members of the 1st Cavalry Division JAGIC and their associated Air Force Air Support Operations Squadron participated in AJST-led SJAT training Nov. 18-21, 2019. (Courtesy Photo)

The Army Joint Support Team's (AJST's) priority remains airspace control education and the execution of Joint Air-Ground Integration Center (JAGIC) training for Army divisions. Over the next 60 days, AJST at Hurlburt Field will provide one Echelons Above Brigade Airspace Course (EABAC) and three Specialized Joint Airspace Training (SJAT) courses in support of individual and collective-level instruction for two divisions and one corps staff. The Nellis Air Force Base (AFB) team will provide two Joint Firepow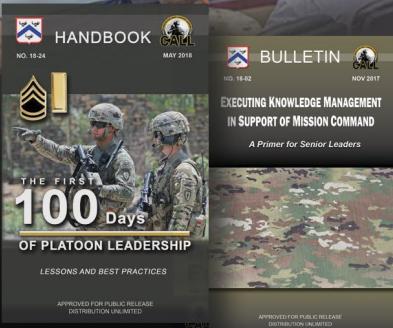er courses to the joint force and dispatch a mobile-training team to Fort Riley. The Airspace Control Proponency Office at Fort Leavenworth is collaborating with Training and Doctrine Command Capability Manager (TCM)-EAB on the Corps Force Design Update and the redesign of its aviation and airspace elements.

AJST continues to assist Army modernization across several fronts, to include the Airspace Total Awareness for Rapid Tactical Execution (ASTRTE). AJST is fully integrated in the Defense Advanced Research Projects Agency and Army Futures Command effort to incorporate artificial intelligence into airspace control at all echelons. Other AJST efforts include the validation of professional military education for airspace control warrant officers, the transfer of F-35 targeting data to an actionable artillery unit, and the Close Air Support Integration Group's involvement in an Army Service component command (ASCC)-level airspace planning conference.

In January, AJST will attend the U.S. Air Force Combat Air Forces Weapons and Tactics Conference (CAF WEPTAC) 2020 at Nellis AFB. The annual two-week event brings together personnel from all military Services to study the tactical employment of air power in a joint environment. The theme for the 2020 CAF WEPTAC conference is "Leading Edge Solutions to Seize Tactical Advantages."

An SJAT provides individual training to perform key tasks essential to a unit's ability to perform collective-level tasks associated with its division JAGIC. For more information, contact the AJST Operations Officer at DSN 579-8241. (Courtesy Photos)

Jason T. Williams @jtw_ngc98 · Sep 24
AJST is legit. Key component of a Div's glide path towards building & training their JAGIC in prep for a WFX.

The Doctrine and Tactics Training (DTT) for the Command Post Computing Environment (CPCE) provides commanders and primary staff an overview of CPCE, recommended pre-new equipment training (NET), and the fielding process. Units should receive DTT at the beginning of the training path for CPCE, approximately six months prior to NET. The DTT prepares units to receive CPCE NET and operate CPCE in order to execute operations. The Mission Command Center of Excellence (MCCoE) Directorate of Training (DOT) DTT team is working directly with Program Manager (PM) Mission Command and units identified to receive CPCE in support of current developmental testing and participation in Defender 2020. In July of 2019, the MCCoE DOT DTT team also visited the Joint Readiness Training Center (JRTC) to deliver CPCE training to observer-coach/trainers in preparation for JRTC's first CPCE equipped rotation.

MCCoE maintains training and evaluation outlines (T&EOs) for the collective task, "Conduct a Deliberate Gap Crossing" (71-DIV-1705 for divisions or 71-CORP-1705 for corps). The T&EOs provide the conditions the unit should establish for training the task, and the performance standards the unit should demonstrate while planning, preparing, executing, and assessing the gap crossing. Other Centers of Excellence (CoEs) have produced similar products for maneuver, engineer, and military police units. MCCoE also developed a Warfighter Training Support Package (WTSP) to assist divisions train the gap crossing task, "Conduct a Gap Crossing for Divisions" (WTSP-71-TS-DIV705). The WTSP provides an adaptive, flexible home-station training exercise for the commander to lead the staff while conducting a division attack requiring a river crossing. It applies the crawl-walk methodology for the division to prepare for the culminating division Warfighter Exercise (WFX) conducted by the Mission Command Training Program (MCTP). A WTSP is a complete planning product that includes executive summary, exercise design timeline, operation order, digital graphics for Command

DOT chairs a semi-annual forum with representatives from the combat training centers to discuss training issues, provide doctrine updates, and receive feedback from the field. (Courtesy Photo)

Post of the Future (CPOF) and CPCE, and a master scenario event list (MSEL). Based on the commander's assessment and desired training objectives, the WTSP can be tailored to increase or decrease the intensity of the exercise. To contact the DOT for these and other products, email usarmy.leavenworth.mccoe.mesg.mccoe-dot-product-feedback@mail.mil

Knowledge Management and Interoperability

The Army Knowledge Management Proponent (AKMP) has been busy over the last quarter working to support the U.S. and multinational interoperability efforts across the areas of knowledge management (KM) and information management (IM). Team members attended several American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies Program conferences to discuss the practice of IM/KM principles across the multinational community and how common concurrence and understanding of these concepts will further advance our Armies' interoperability with each other. These efforts resulted in the ratification concurrence on ABCANZ Standards 2087 IM/KM Policy, 2133 IM/KM Design, and 2134 IM/KM Training. Additionally, AKMP provided subject matter expertise on KM leader development, doctrine, and training appearing as keynote speaker at the NATO Information Management Advisory Group (NIMAG) in Naples, Italy, in October. The address focused on how the U.S. Army has incorporated and applied KM in doctrine, training, and education as a key enabler to improving performance, decision making, agile learning, and shared understanding. AKMP followed the NIMAG up with attendance at the NATO Information and Knowledge Management Course. This mutual exchange of ideas, training, and education further enhances U.S. and multinational interoperability efforts and should foster favorable advancement in this area. For the latest AKMP news and information, follow them on Twitter @AKM_Proponent.

Interoperability Efforts in Information Operations

The Information Operations Proponent (IOP) continues to build relationships with its international partners. The IOP has been working collaboratively with the United Kingdom's 77th Brigade to provide expertise and recommendations on the establishment of a Deception Course. The proponent delivered three-hours of instruction at the initial working group designed for such purpose conducted at the Defence Academy of the United Kingdom in Swindon. IOP's Chief, Leader Development, Training, and Education directly supported these efforts, covering instruction on conduit analysis and delivering an operational overview of the Battle of Mosul (2016-17). During the course of the visit, members of the proponent met with the head of the British Cyber School in an effort to strengthen educational relationships in the future. IOP, along with U.S. Central Command and the Cyber Center of Excellence (CCoE), plan to continue to build on these initial efforts through their participation in the British Army's Deception Workshop, as well as visits to the British Cyber School and the 77th Brigade. These engagements will help to identify opportunities for future educational and interoperability collaboration between the U.S. Army and the British Ministry of Defence.

FMPC Provides Support to Contingency Operations

The Force Modernization Proponent Center (FMPC) supports the operational community across more the just the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) domains. Currently, an employee from FMPC's IOP is deployed to Afghanistan as part of the Expeditionary Civilian Workforce Program providing direct support to the Area Support Group – Afghanistan.

Leader Development

The Center for the Army Profession and Leadership hosts the monthly ALx program lectures at Fort Leavenworth and streams them live via Facebook @armyleaderexchange. This presentation and others can be viewed on the ALx YouTube. (Photo by Dan Neal, Army University Public Affairs)

Former NTC COG headlines December Army Leader Exchange

BG Ross Coffman led the latest Army Leader Exchange (ALx) lecture Dec. 3 in Eisenhower Hall's DePuy Auditoriumat Fort Leavenworth. Coffman is currently the Director of the Next Generation Combat Vehicle Cross Functional Team, the organization responsible for modernizing the Army's combat vehicles. Previously, Coffman served as the deputy commanding general of the 1st Infantry Division and commander of the 1st Brigade, 1st Armored Division and used his experiences in those positions to shape his lecture on "Developing Leaders to Excel in Large-Scale Combat Operations." Because large-scale combat operations include everyone, Coffman said senior leaders sometimes lose perspective when developing leaders to excel in combat."From getting to the battlefield, the fighting, the logistics - it is all consuming," Coffman said.

Coffman then showed a slide that depicted an extreme close-up of the mud spattered face of a Soldier in battle. "That's why we do it," Coffman said as he pointed at the photo. "This Soldier and Soldiers like him are counting on us as leaders - and that's the bottom line." Coffman said that leaders who lose perspective and are not 'in it' for their Soldiers, have their priorities messed up. "We are not entitled to anything as leaders," Coffman said "They (referring to photo) are entitled to everything."

Coffman said in reference to leader development, he wanted to share what he did as a leader when he was a brigade commander. "It's not the right way," Coffman said. "It's just 'a' way - you have to come up with 'your' way." For self development, Coffman suggested three steps: look in the mirror, come up with a plan to fill your gaps and then execute your plan. "You know your personality flaws and weaknesses," Coffman said. "You know them, be self aware and have the courage to write them down." At the end of his lecture, Coffman showed the photo of the Soldier in battle again. "As you leave today, let those eyes bore a hole into your soul," Coffman said. "And know that every day that I wake up and every time I go to bed I think … what have I done to make this Soldier's life better." Read the full article here.

Unified Action Partner Proponency and COE Convergence

TCM Mission Command/Command Post (MC/CP) submitted a table of distribution and allowances change management plan (formerly a concept plan) to establish the Unified Action Partner (UAP) Force Modernization Proponent (FMP). Thanks go out to Mr. Patrick Davis, now serving as the Irregular Warfare FMP deputy director, for his exceptional work in developing and submitting that plan a year ahead of schedule. The plan calls for both military and civilian authorizations.

Key responsibilities include:

- Execution of force management responsibilities (concepts development, capabilities determination, and capabilities integration) relative to DOTMLPF-P.
- Coordination with appropriate TCMs, their related PMs, CoEs, testers, Army commands, ASCCs, direct reporting units, field operating agencies, Futures and Concepts Center, Army Futures Command, Headquarters Department of the Army (HQDA) staff, Joint Staff, intergovernmental organizations, and others, on DOTMLPF-P interoperability requirements, solutions, actions, and proposals.
- Conduct of interoperability assessments during major exercises involving multinational and Joint forces;
- Participation in the Army Lessons Learned Program.
- Participation in multinational interoperability programs.

The submission of this plan is an important step in acquiring the necessary personnel resources for CAC to fully execute its UAP FMP responsibilities assigned by HQDA in October of 2018. Finally, TCM MC/CP recently coordinated a briefing by all CoEs to the commanding general, CAC, on the way forward for each to converge its mission command information system requirements into the common operating environment (COE) framework. Nine CoEs provided an update outlining ongoing and planned efforts to achieve requirements convergence. TCM MC/CP is also developing the governance structure to effectively manage the submission of requirements by the various CoEs and the incorporation of those requirements into the COE architecture, as well as implementation of those requirements by the PM in future COE increments (command post, mounted, and mobile/handheld).

Command Post of the Future – 2040-2050 Writing Contest

Mission Command Battle Lab Futures Branch needs your help!

Writing prompts to consider (but by no means restrictive!):
- How will emerging and disruptive technologies shape command posts in the deep future? (e.g. AI, quantum computing, extended reality [XR], genetic engineering, etc...)
- How will non-technological approaches shape future command posts? (e.g. education science, talent management, flatter command structures, etc…)
- How will external drivers shape future command posts? (e.g. threat ISR strike, megacities, demographics, etc…)
- How will potential constraints shape future command posts? (e.g. fiscal, ethical, cultural, moral, etc…)
- What are the most-likely technologies, the probable external drivers, and most feasible constraints that will converge in 2040-2050? How will their convergence collectively shape future command posts?

- **$500 Cash Prize**
- **Winner(s) invited to present at a Future Command Post workshop**
- **Award presentation**

Submissions _must_ be:
- Science-based (most probable future)
- No more than 1,000 words
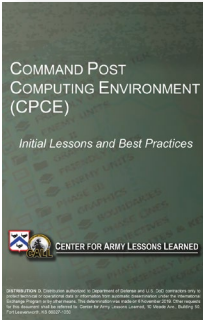- Original work (no retreads)
- Approved by PAO (applies to Mil/Gov)

Please submit responses no later than 14 February 2020
usarmy.leavenworth.CAC.mbx.cp-reformation@mail.mil
Click here for complete rules, or email us at the above link

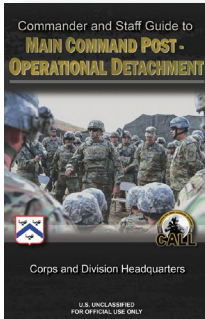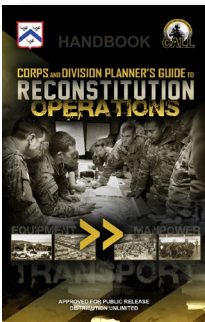# Lessons Learned

Command Post Computing Environment: Initial Lessons and Best Practices
(CAC login required)

CPCE provides warfighters with an integrated, survivable, and mobile command and control system that will ultimately replace the Command Post of the Future and its associated systems across the Army. Consisting of highly intuitive software loaded on a smaller, lighter, and more mobile server footprint, CPCE has already received positive feedback as formal testing and evaluation has begun in portions of the force. This publication provides lessons and best practices from initial fielding units, proponents, developers, and others and is essential reading for commanders, staffs, knowledge managers, tactical/operational network managers, and individuals/teams involved in command post operations and information management.
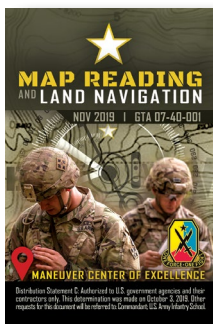
Commander and Staff Guide to Main Command Post-Operational Detachment
(CAC login required)

The Main Command Post-Operational Detachment (MCP-OD) is a U.S. Army National Guard/U.S. Army Reserve organization designed to augment Title 10 headquarters during exercises and operational contingencies. Because policy and procedures have evolved, the U.S. Army Combined Arms Center (CAC) determined there was a need for a handbook to facilitate the detachment's integration into command post operations. The contents of this document are based on multiple interviews, after action reviews (AARs), and a MCP-OD conference held at Fort Leavenworth, KS, in May 2018. This handbook serves three purposes: 1. Provide techniques for manning, training, and equipping MCP-ODs while conforming with the appropriate U.S. title codes. 2. Provide the units resourcing a MCP-OD with the best practices and lessons learned from previous MCP-ODs. 3. Provide active component (AC) corps and divisions with background information about MCP-OD capabilities and limitations throughout all phases of deployment.
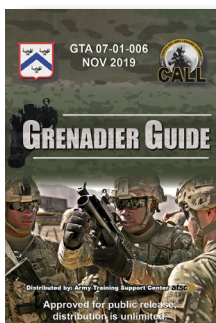
Corps and Division Planners Guide to Reconstitution

Reconstitution of combat forces has always been critical to the Army's success in past battlefields and will remain so for the Army's continued success. LSCO will require extensive reconstitution of combat forces and will require staffs to execute operations they may not have the experience or knowledge base to execute. Planners will need to be agile and work within the challenges mentioned above to be successful. They will have to understand their roles and responsibilities and consider items they have not needed to consider while operating in a COIN environment. This handbook serves as an aid to corps- and division-level headquarters staffs as they plan and prepare to conduct reconstitution operations.

GTA 07-40-001: Map Reading and Land Navigation (CAC login required)

This graphic training aid (GTA) explains and illustrates the fundamentals of map reading for Soldiers as well as gives a quick guide on how to conduct land navigation. The information conforms as closely as possible to approved Department of the Army doctrine and is intended to complement existing training literature.

GTA 07-01-006: Grenadier Guide

This GTA provides technical information about combat techniques for the M320 grenade and gives designated grenadiers basic information to successfully integrate the M320 into their combat operations.

Recent Articles and Papers

News From the CTC: Unit CBRN Readiness Training — A Way (CAC login required)

Insights from Dynamic Front 19 White Paper (CAC login required)

The Army Mission Partner Environment Concept of Operations (CAC login required)

Recent Best Practice Submissions

Artillerization of IPB in Large-Scale Combat Operations (CAC login required)

Coming Soon!

Multi-Domain Operations: Insights from Joint Warfighting Assessment 2019

Army and Multi-Service Doctrine

Army doctrine box set introduced at AUSA

By Tisha Swart-Entwistle, Combined Arms Center Public Affairs

This year, the Combined Arms Doctrine Directorate (CADD) introduced its newest book set, Army Doctrine. The 15-book set includes the newest published Army doctrine as part of a comprehensive update to the Army's entire catalog of Army Doctrine Publications (ADPs). CADD Director, COL Rich Creed, said CADD, and the proponents for each of the ADPs, have been working on updating the publications since the release of Field Manual (FM) 3-0 in 2017.

"This is important because these are the keystone publications that are overarching influencers for all the doctrine," he said. The new ADPs have been combined with the Army Doctrine Reference Publications (ADRPs), eliminating ADRPs and reducing the overall number of doctrinal manuals.

"As part of the revision process, we consolidated two books into one and focused them, where appropriate, on preparation and readiness for large-scale ground combat operations," Creed said. "Some of the books had significant changes, some of them didn't have a lot of changes (because they don't focus on large-scale ground combat operations)."

One of the most noticeable changes is to ADP 6-0. Previously called just 'Mission Command' it is now titled 'Mission Command: Command and Control of Army Forces.'

"The mission command warfighting function is now the command and control warfighting function; command and control is brought back as the doctrinal term. That's intended to bring a lot of clarity," Creed said. "We think that's going to be very beneficial — it's been well received so far in the force."
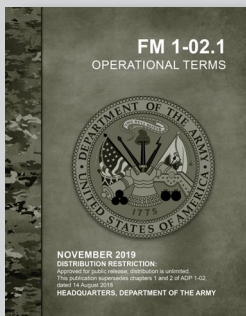
> *"The mission command warfighting function is now the command and control warfighting function; command and control is brought back as the doctrinal term."*
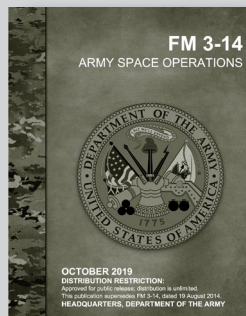>
> *COL Rich Creed, CADD Director*

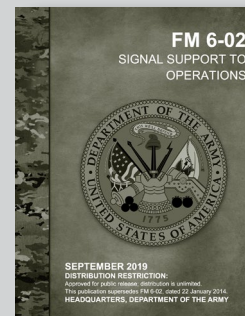The ADPs are available online at the Army Publishing Directorate.

Recent Army Doctrine

FM 1-02.1
OPERATIONAL TERMS

FM 3-14
ARMY SPACE OPERATIONS

FM 6-02
SIGNAL SUPPORT TO OPERATIONS

Air Land Sea Application Center

The Air Land Sea Application Center (ALSA), located on Langley Air Force Base, VA, is responsible for producing multi-Service tactics, techniques, and procedures (MTTP). ALSA rapidly and responsively develops MTTP across all domains to meet the immediate needs of the warfighter. Publications since August 2019 include J-FIRE, Survival, Air-to-Surface Radar System Employment, and ISR Optimization. (ALSA MTTP require a CAC login to download.) Additionally, the summer edition of the Air Land Sea Bulletin is currently available and the winter edition will publish in January 2020. To learn more, visit the ALSA website.

Network

Mission Command Network Summit

In October, the CAC Commanding General co-chaired with the HQDA Deputy Chief of Staff for Operations (DCS, G-3/5/7) the Mission Command Network Summit (MCNS) #9 at Fort Leavenworth. The theme for the Summit was "Mission Command Network Implications to Joint All Domain Command and Control (JADC2)." Attendance included participants from all military Services, Joint organizations, HQDA, Army Major Commands, and various allies and partners. The agenda included a review of previous mission command (MC) tasks and an overview of JADC2 from the Joint Staff and Army perspective. MCCoE also simultaneously conducted the Network Synchronization Work Group (NSWG) and Architecture Work Group. This NSWG was a concept-driven effort that involved cross-concept themes. The three concepts of multi-domain operations (MDO), EAB, and JADC2 share the following themes:

- Cooperative, intuitive sensor grid across all domains
- Converged, cross-domain fires and effects
- JADC2 agnostic to services, domains, and mission partners
- Agile, distributed, and survivable MC/command and control nodes
- Resilient communications and computing infrastructure multi-domain, multinational, combined arms formations

USACAC CG LTG Michael Lundy and U.S. Army Chief Information Officer/G-6 LTG Bruce Crawford listen to U.S. Army Deputy Chief of Staff G3/5/7 LTG Charles Flynn give opening remarks during the Mission Command Network Summit Oct. 30, 2019 in DePuy Auditorium, Fort Leavenworth. (Photo by Tisha Swart-Entwistle, Combined Arms Center Public Affairs)

A key result from these work groups was refining Volume 2 of the Mission Command Network Implementation Plan (MCNIP), in order to synchronize MC network modernization efforts across the Army and inform the continued development of concurrent network strategies such as the Army Network Plan and EAB MC Network concept of operations. The MCCoE Director provided an update at the summit on the path to Secret//Releasable (SEC//REL) network implementation. SEC//REL implementation is under a three-phased approach to reach full operational capability (FOC) no later than fiscal year 2028, enabling an MDO-capable force through the sharing of common operational picture (COP) data, intelligence, and collaboration with partner nations. This capability will effectively and efficiently transition the Army's primary warfighting enclave to a SEC//REL classification and integrate the Mission Partner Environment (MPE) capability into the Army Integrated Enterprise and Tactical Networks.

What People Are Saying ...

HeadingUpWARDEV @kingsbury_ollie

Great few days for 🇬🇧 @LWC_UK with a phenomenal team from 🇺🇸 @TRADOC @usacac @USArmyMCCoE. Lots to talk about: MDO, LSCO, persistent competition, information manoeuvre, combined training (+ main highlights were the Warminster weapons museum and the pub older than America 🍺)

MCTP_Warfighter6 @ShaneMorgan_WF6 · Dec 7

On the overseas road again in support of @usacac mission. Joining me on this TDY trip includes @USArmy_CALL and @USArmyDoctrine teammates. Surrounding yourself with wicked smaaat people = keys to success #bostonproverb

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CAPL @USACAPL · Dec 11

.@USArmyMCCoE MG Doug Crissman speaks to #USArmy leaders at #APF2019 about changes in doctrine since 2017

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Movember Rain @packtray

Replying to @USACAPL and @USArmyMCCoE

former 1-9 CAV XO holla

MissionCommand @USArmyMCCoE · Nov 4

Congratulations to the Soldiers of @25thID and their supporting ASOC Airmen who completed Specialized Joint Air-Ground Training last week! Led by the MCCoE Army Joint Support Team, the tailored event is a must for division JAGICs. #MondayMotivation

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MCTP_Warfighter6 @ShaneMorgan_WF6

Replying to @USArmyMCCoE and @25thID

Outstanding!