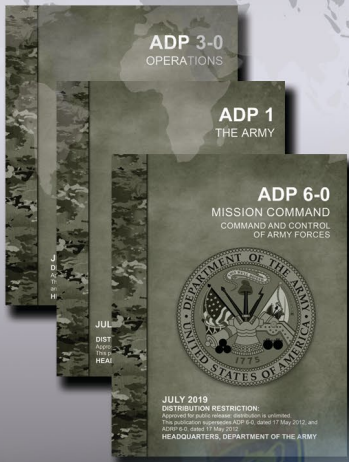




MCCoE

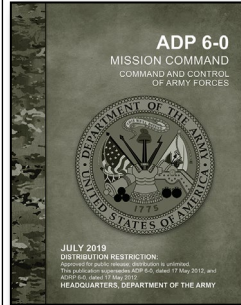
ART SCIENCE
COMMAND CONTROL



MCCoE SENDS

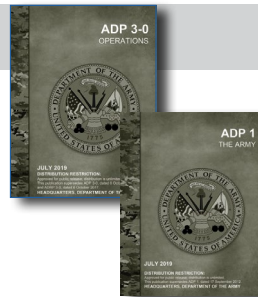
News From the Mission Command Center of Excellence
Summer 2019

Doctrine



[ADP 6-0 Mission Command: Command and Control of Army Forces](#)

This update to Army Doctrine Publication (ADP) 6-0, *Mission Command: Command and Control of Army Forces*, is part of a comprehensive update to the Army's entire catalog of ADPs. ADP 6-0 is the Army's capstone publication for describing how leaders use mission command as their approach to command and control. This revision represents an evolution of mission command doctrine, reflecting lessons learned since 2012. The use of the term mission command to describe the philosophy, the warfighting function, and the supporting information technology systems created unforeseen ambiguity. ADP 6-0 clarifies and simplifies the term mission command, while also reintroducing command and control to the doctrine lexicon. In October, the Army is slated to release updated versions of the full range of ADPs as a complete set. Updates include ADP 1, *The Army*; ADP 3-0, *Operations*; ADP 6-22, *Leadership*; and ADP 5-0, *The Operations Process*. Read more on Army.mil: "[Combined Arms Center launches new mission command doctrine.](#)"



New Publications Coming Soon!

[ADP 1-0 The Army](#)

Field Manual (FM) 3-94
Division, Corps, and Theater Army Operations

[ADP 2-0 Intelligence](#)

[ADP 3-0 Operations](#)

[ADP 4-0 Sustainment](#)

ADP 3-90 *Offense and Defense* (Audiobook)

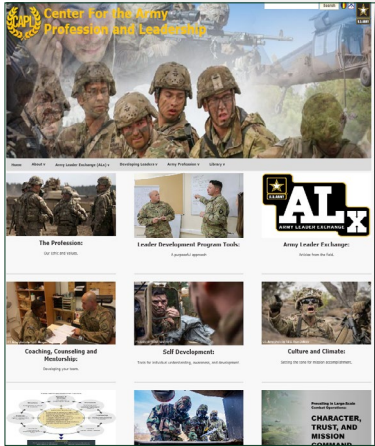
Doctrine Audiobooks Available Now

The Combined Arms Doctrine Directorate (CADD), supported by the Army Training Support Center – Mobile Learning Division and Enterprise Multimedia Center, is producing a pilot series of Army doctrine audiobooks. The first three publications produced were [FM 3-0, Operations](#); [ADP 7-0, Training](#); and [FM 2-0, Intelligence](#) (Common Access Card [CAC] login required for this publication). Audiobooks are not new to the publishing industry; however, this marks the first time the Army has ventured into this medium as a way of delivering Army doctrine and is intended to provide Soldiers with an alternate means of accessing Army doctrine. Army doctrine audiobooks use industry standard .mp3 files that can be accessed by users across multiple platforms, including laptops, e-Readers, tablets, smartphones, and other mobile devices.

Multi-Service Doctrine (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, studies, and other like solutions across the entire military spectrum to meet the immediate needs of the warfighter. In its role for the Army, ALSA publishes 33 of 151 of the Army's unclassified Multi-Service Army Techniques Publications (ATPs). ALSA publications require a CAC login to download. Two of ALSA's most well-known MTTP include [J-FIRE](#) and [Tactical Convoy Operations](#). Recent publications include [Airspace Control](#) and [Peace Ops](#). To learn more, visit the [ALSA website](#).

Leader Development

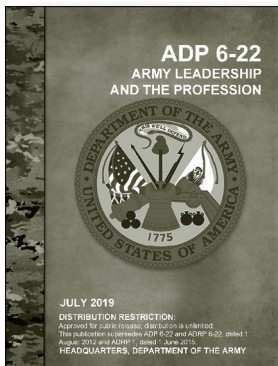


[Center for the Army Profession and Leadership Launches New Website!](#)

In April, the Center for the Army Profession and Ethic, known as CAPE, and Center for Army Leadership, or CAL, became the Center for the Army Profession and Leadership (CAPL). This new organization is located at Fort Leavenworth and integrates CAL's leadership mission with CAPE's mission of strengthening the Army profession and inspiring Army professionals to honorably fulfill their oaths of Service.

As part of this effort, CAPL recently launched a newly redesigned website, aimed at providing leadership and leader development products, tools, and services to Army leaders. Over the last two months, our team partnered with institutional and operational units to make this website more relevant and easier to navigate. Although there is something for everyone, the primary focus is supporting junior NCOs and company-grade officers who typically find themselves searching for information on blogs and other private sites.

We are actively seeking input to improve this site. Are there areas your junior leaders are consistently struggling with? Maybe there is a particular product you wish you had when you were a young lieutenant or brand new sergeant. We also want to share best practices across the Army and host products you and your units have used in the past. Do you have an idea for a leader development program? Share it with us by emailing usarmy.leavenworth.tradoc.mbx.capl@mail.mil.



[New! ADP 6-22 Army Leadership and the Profession](#)

Army Leadership and Profession doctrine have been combined into a single manual, ADP 6-22. This new version of doctrine emphasizes leading in large-scale combat operations, consistent with the 40th Chief of Staff of the Army's (CSA's) focus on great power competition. The major difference is greater attention to leaders adapting to the specifics and challenges of their situation. The basics of leadership — be, know, and do and leader attributes and competencies — are relatively unchanged. Leadership is a combat power multiplier that produces outcomes, nesting perfectly with those the CSA mentions in his initial message to the Army Team: highly trained Soldiers, cohesive teams, and skilled/empowered leaders “ready to defeat any adversary, anywhere, whenever called upon, under any conditions.”



[Army Leader Exchange welcomes the “Field Grade Leader”](#)

“Just a spoiler alert for the people in the room, I'm going to ask you to use your digital devices today,” MAJ Josh Powers said at the beginning of his address on “Self Development Through Extended Influence,” during the Army Leader Exchange program Aug. 15 in the Lewis and Clark Center's Arnold Conference Room. The talk was attended in person by Command and General Staff College students and staff and was also streamed live via Facebook. Powers said the goal of his talk was to fuse the

physical audience in the room with the online audience “to show the power of the digital tools that we have.” During the talk, Powers asked the audience to comment on either Twitter or Facebook with their impressions of the event as well as any questions they might have.

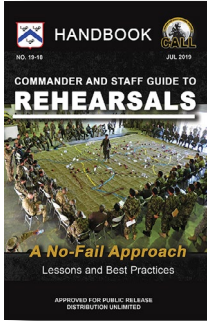
“What's pretty neat about it is that this will amplify the conversation, and you'll see that the reach goes far beyond the formal structures that we usually interact in,” Powers said.

Powers is an Army infantry officer who currently serves as the Northeast Asia plans chief for U.S. Army Pacific. He is also the founder of the “[Field Grade Leader](#)” blog. Focused on organizational leadership in the military, the blog was created in 2016.

Read more on Army.mil or view the entire presentation on the [ALX YouTube page](#).



Lessons Learned



[19-18 Commander and Staff Guide to Rehearsals: A No-Fail Approach Handbook](#)

**“Unrehearsed plans are like brand new boots, you can use them, but you won’t go far.”
— General Dwight D. Eisenhower, March 1944**

This handbook provides a cohesive instructional manual on rehearsals. It incorporates doctrine and best practices to mitigate unit challenges in executing rehearsals at all levels, while also acknowledging that the basic tenets of rehearsals have not changed. U.S. forces operate in a complex operating environment of cyber, multinational, and multi-domain players. This environment increases operational complexity, thus necessitating timely and effective rehearsals to optimize these capabilities and increase the likelihood of success.

Did you know? CALL military analyst forward positions added to divisions and corps

Drive Army change and impact Soldiers as a military analyst forward (MAF) at a COMPO 1 active division or corps headquarters! The Center for Army Lessons Learned (CALL) is seeking highly motivated, self-starters currently serving in the rank of KD-qualified Major to Colonel (04-06) or Master Sergeant to Sergeant Major (E8-E9) to serve as a link between the operational and institutional forces. If you are interested in applying for one of these positions, please go to <https://CALL2.army.mil> (CAC login required) and start the application process by clicking on “Military Analyst Forward Program.”

Upcoming DA PAM 11-33 Release

DA PAM 11-33, *Army Lessons Learned Program*, will serve as a companion document to AR 11-33. DA PAM 11-33 will provide detailed guidance on how to establish and implement a lessons learned program in Army organizations. It will also provide recommended key tasks for commanders and/or leaders, organization lesson managers, supporting lesson managers, and Joint Lessons Learned Information System (JLLIS) administrators. Additionally, the pamphlet will offer sample standard operating procedures (SOPs) tailored to Army commands (ACOMs), Army Service component commands (ASCCs), Direct Reporting Units (DRUs), and division and below organizations. Official publication is pending.



A Center for Army Lessons Learned analyst discusses observations with observer-controller/trainers during the combined arms rehearsal for 1st Battalion, 27th Infantry Regiment, at Exercise Talisman Sabre 19, July 25, 2019. (Courtesy Photo)

Recent Articles and Papers

[ABCANZ Lesson Collection Report for Joint Warfighting Assessment 19](#) (CAC login required)

[News From The CTC: Observations and Tools to Assist with Planning and Operationalizing Reception, Staging, Onward Movement, and Integration at the National Training Center](#) (CAC login required)

[News From The CTC: 1-3-5-M-M: A Useful Reminder](#) (CAC login required)

[News From the CTC: In Search of Synchronized Tactical Logistics](#) (CAC login required)

Recent Best Practice Submissions

[Bringing Back the Fire Support Task: The Future of the Fire Support Rehearsal](#) (CAC login required)

Coming Soon!

How to Master Wargaming: Commander and Staff Guide to Improving COA Analysis
Corps and Division Planner’s Guide to Reconstitution Operations

Training

Command Post Computing Environment — What You Need to Know

The Command Post Computing Environment (CPCE) is an intuitive command and control platform designed to support the operations process; it was approved for fielding in June 2019. CPCE provides an integrated capability across command posts and platforms at battalion and higher echelons, and provides warfighter functionality in the areas of fires, logistics, intelligence, airspace management, and maneuver.

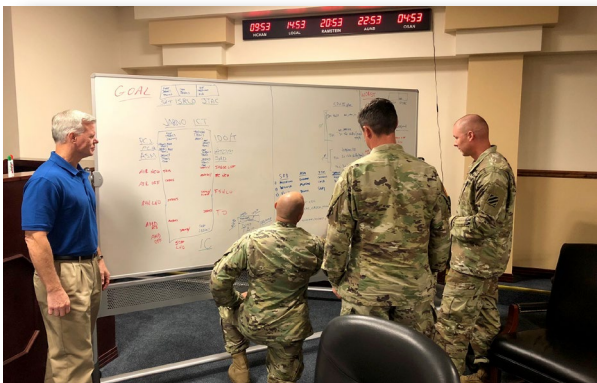
The Mission Command Directorate of Training (DOT) is coordinating with the Program Manager Mission Command (PM-MC) and institutions for fielding and training at all of the Army's schools, centers, and other institutions. The DOT began CPCE instruction to all mission command digital master gunners (MCDMGs) attending the Fort Leavenworth MCDMG School in March 2019 to generate a cadre of CPCE experts. The DOT also coordinated a PM-MC new equipment training for Fort Leavenworth institutions (Command and General Staff College [CGSC], Mission Command Training Program, Mission Training Complex Fort Leavenworth, the National Simulation Center, and Mission Command Battle Lab). Those Combined Arms Center (CAC) institutions are currently integrating CPCE into their training and educational offerings.

The DOT is continuing to work with the PM-MC and TRADOC Capability Manager Mission Command/Command Post (TCM-MC/CP) to develop a CPCE FY20 institutional fielding schedule to make the system more widely integrated in Army professional military education and training. These first steps toward integrating CPCE instruction at the Army institutions and the future integration of CPCE at a wider set of schools will improve Army readiness by supplying operational units with Soldiers and leaders who can leverage this new system to command and control their forces.

In order to capture best practices and lessons from initial fielding and training, the DOT is collaborating with CALL to publish a CPCE handbook for Soldiers and leaders. Publication is expected in 1st quarter, FY20. And finally, the DOT recently published [Training Circular 6-0.4](#) which provides leaders and Soldiers with a training strategy that integrates individual, section, cell, and unit command and control training for the commander, staff, command post, and digital crew into existing programmed training found in combined arms training strategies.

Army Joint Support Team

AJST's number one priority is airspace control, education, and training, along with Joint Air Ground Integration Center (JAGIC) training support to Army divisions. The JAGIC technique has not yet been tested against an OPTEMPO consistent with large-scale combat operations (LSCO). The U.S. Air Force (USAF) Air Combat Command (ACC) plans to use the AJST Joint C2 Lab as the venue to stress and test the JAGIC technique at a LSCO OPTEMPO. Planning with Forces Command (FORSCOM) and ACC is ongoing, with an event target date of late fall or early winter. The intent is to exercise the JAGIC tactics, techniques, and procedures (TTP) with 8-10 sorties per hour, plus 10-15 targets of opportunity, to better replicate LSCO dynamics. This exercise will emphasize use of digital systems, exercise commander's guidance, and identify shortfalls in personnel, training, and equipment.



The Army Joint Support Team (AJST), headquartered at Hurlburt Field, FL, provides joint air-ground operations training in support of Joint Staff J-7 and Mission Command Training Program-controlled exercises, including corps and division Warfighter, Mission Rehearsal, and Combatant Commander/Joint Forces Commander exercises.



Students in the Mission Command Digital Master Gunner Course are now receiving instruction on the Command Post Computing Environment. Course seats are available! For more information visit the [MCDMGC homepage](#) or email usarmy.leavenworth.mccoe.mbx.mission-command-dmg-course@mail.mil.

Over the next 90 days, AJST will focus on conducting two Echelons Above Brigade Airspace Courses (EABACs) and five individual Specialized Joint Airspace Training (SJAT) iterations, supporting individual-level instruction and four divisions' staffs in preparation for upcoming Warfighter exercises or deployments. The tailored format allows staffs to complete basic academics, focus on unit SOP reviews, and execute battle drills in the AJST Joint C2 Lab. This affords time for the JAGIC team (Army and Air Force) to build relationships, modify or update battle drills, and prepare to execute joint fires in support of the commander.

As Joint All-Domain Command and Control (JADC2) evolves, so will AJST's airspace control instruction. The USAF's new course, the Command and Control Warrior Advanced Course (C2WAC), will train Air Component Headquarters personnel to integrate multi-domain capabilities for planning and execution at the operational level. AJST completed its land component block of instruction for this new course and is conducting the pilot course in August with guest instructors from CGSC, U.S. Army Cyber Command, and the U.S. Army Space and Missile Defense School.

Proponency

Irregular Warfare

The Irregular Warfare Force Modernization Proponent (IWFMP) serves as a focal point for emerging force modernization efforts in irregular warfare and associated activities during competition. Established in October 2018, the IWFMP is in an ideal position within MCCoE to translate the national strategic direction of the Irregular Warfare Annex to the National Defense Strategy into actions across the DOTMLPF-P domain for the Army.

Shortly after formally standing up as an organization, IWFMP partnered with the TRADOC G-2 to conduct a threat assessment evaluation of the current and future environment in terms of competition. The initial output is a product that describes 24 strategic conditions depicting an evolving operational environment with challenging complexities across all domains. Additionally, the TRADOC G2 is preparing a formal study that is in the final revision stages, titled “Competition in 2035: Anticipating Chinese Exploitation of the Operational Environment.” This study incorporates the 24 strategic conditions in an analysis of Chinese competition in five of the combatant command areas of responsibility. The work of the TRADOC G2 has facilitated IWFMP’s effort to begin framing irregular warfare DOTMLPF-P solutions to the contemporary realities of competition. With the assessment of the operational environment in its final stages, IWFMP shifted its focus to communicating with organizations across the Army, the Joint Force, and our interagency partners to develop a broad assessment of the force as it relates to capabilities and competencies to achieve operational and strategic objectives during competition. As a force modernization proponent, our partnership with the TRADOC G-2 is just one example of our ongoing effort to develop timely and relevant solutions across DOTMLPF-P to the Army and Joint Force to maximize capabilities in irregular warfare and seize the initiative in competition.

Force Modernization Proponent Center

The Force Modernization Proponent Center (FMPC), established in September 2014, provides an efficient and synergized approach to managing several force modernization proponent functions across the areas of knowledge management, information operations, military deception, operational security, and personnel recovery. Key efforts in these areas over the next few months include:



Army Knowledge Management Proponent (AKMP): The AKMP conducts 10 Knowledge Management Qualification Course iterations per year; the last two classes for FY19 will be #19-009 (19 August 2019) and #19-010 (16 September 2019). The course has increased its emphasis on interoperability within the DOD and with multinational partners. Leaders at AKMP are also working with the ALSA Center to contribute U.S. Army KM techniques and procedures for a potential multiservice tactics, techniques, and procedures manual. As the U.S. Army’s subject matter experts for KM, proponent personnel are serving as leads for several project teams supporting the American, British, Canadian, Australian, and New Zealand (ABCANZ) Armies’ Program. Finally, AKMP will be participating in the NATO Information Management Advisory Group in mid-October in Naples, Italy, to exchange approaches to teaching and applying KM.

U.S. Army Information Operations Proponent (USAIOP): The Information Operations Qualification Course (IOQC) is finalizing its curriculum and course schedule for the fall 2019 IOQC and 27 officers are expected to attend this iteration. Ongoing efforts at USAIOP include integrating the Army Multi-Domain Targeting Center for a four-day block of instruction on joint targeting.

Military Deception (MILDEC): The CAC Commanding General directed the USAIOP to author a Deception Initial Capability Document (ICD). The U.S. Army identifies deception as a functional capability that enables and enhances all facets of multi-domain operations during large-scale combat operations. An ICD for deception will identify deception as a required capability that supports and enables commanders in executing a full range of military operations. The U.S. Army requires additional capabilities and capacities to maximize effectiveness in the execution of deception operations at echelons above brigade.

Operations Security (OPSEC): In July, the Army Publishing Directorate posted Army Techniques Publication (ATP) 3-13.3, [Army Operations Security for Division and Below](#). This ATP is the Army’s first stand-alone doctrine on the subject and successfully fills the doctrinal “gap” for deployed units struggling to integrate OPSEC principles into operations planning processes. Additionally, the OPSEC proponent is coordinating with HQDA G3/5/7 (DAMO-CY) on the revision of the OPSEC AR 525-23. The main objectives for the update are to bring Army OPSEC policy into alignment with other publications and “operationalize” the existing Army installation OPSEC program. To that end, the Army OPSEC proponent is also collaborating with DAMO-CY on a RAND Arroyo Center study on how to best operationalize OPSEC.

Personnel Recovery Proponent Office (PRPO): The proponent is focused on the transformation of Army PR from limited contingency operations to large-scale combat operations along three lines of effort. The first line of effort is doctrine where the rapid revision of [FM 3-50](#) is underway with a tentative release on or about 15 January 2020. Additionally, the proponent is actively coordinating with the Joint Personnel Recovery Agency on the integration of key concepts from the Army FM into Joint Publication 3-50. The second line of effort is the Personnel Recovery Officer Qualification Course (PRO-QC). PRO-QC is an 11-day course currently being taught by mobile training team, but submitted to compete for FY22 course growth. The third line of effort is the implementation of a SERE-B course at Fort Benning for security force assistance brigade personnel, also submitted to compete in the FY22 growth process.

Capability Development

Capability Development Integration Directorate

Mission Command Futures



The Mission Command Battle Lab Futures Branch (MCBL FB) explores the deep future (i.e., 15-30 years from the present) to orient mission command (MC) capability developments in order to prepare the U.S. Army MC warfighting function for future unified land operations. To do this, the branch conducts studies, assessments, and focused experimentation and participates in Joint and Army experimentation and technology investigations. The branch has recently conducted two major research efforts: 1. The future operational environment and its implications on MC (2035-2050) and 2. Multi-domain operations (MDO) impact command and control information systems. These will serve as the respective cornerstones for the next MC concept and MDO-capable information system requirements. Currently, MCBL FB leads our explorations of command post (CP) signature management and survivability. In support of this line of effort (LOE), a capability assessment is being finalized, and two experiments will be conducted this year informing capability developments that will increase CP survivability in LSCO conflicts circa 2028-2035. In addition, this year's major

study will investigate a CP reformation in the 2040-2050 timeframe. Within our disruptive technology LOE, the MCBL FB surveys disruptive and emerging technologies informing our capability development efforts. Research in this LOE has produced information papers on the utility of optical wireless communications and the potential implications of genetic engineering. We are currently exploring the impacts of quantum computing, wireless power transmission, and technology convergence. Our application of critical and creative thinking to the future and socialization of these ideas within the community are improving the quality and speed of needed MC capability development. You can explore a compendium of our work and information on current efforts at our [MCBL FB portal page](#) (CAC login required).

Command Post Operations

TRADOC Capability Manager Mission Command/Command Post

There are a number of significant activities within the TCM, but Command Post Integrated Infrastructure (CPI2) and the Mission Partner Environment (MPE) are of specific interest to the force and to our unified action partners (UAPs). CPI2 is the next generation command post capability designed to field agile and survivable command posts to support multi-domain operations against near-peer threats. The program replaces the legacy tent-based Standardized Integrated Command Post System (SICPS) with a capability based on formation appropriate platforms at brigade combat team-level and below. CPI2 features mobile preconfigured shelters at division and corps level, as well as a mobile command group capability. The system will enable more rapid emplacement and displacement of command posts and increase survivability by integrating other capabilities to decrease the likelihood of detection and targeting by enemy forces. The TCM expects approval of this requirement late this calendar year with the first unit equipped being in FY24. The goal is to field a multi-domain capable force package by FY 28.

The MPE capability increases interoperability with UAPs in multi-domain operations through the implementation of human, technical, and procedural means. Central to that capability is the planned migration away from "Secret U.S. Only" as the primary warfighting enclave to a "Secret//Releasable" enclave accessible by mission partners. Work is ongoing to obtain senior leader approval of an implementation plan that begins the transition from Secret U.S. Only to Secret//Releasable over a three-year period with a conditions-based approach. DEFENDER EUROPE 20 will demonstrate an initial operating capability of the MPE and inform the way forward. Success requires not only a technical solution, but also changes in the human and procedural areas to include policy. To inform that, TCM MC/CP is developing an Army MPE concept of operations (CONOPS) which will not only inform the Army journey, but also inform the Joint MPE initiative. That CONOPS is expected to be published late this FY or early in FY20.

What People Are Saying ...



Outlaw 01 @simmering216 · Aug 9

Wow. If you haven't take a look at the new **ADP 6-0** and you consider yourself a military professional, I highly suggest it. This revision corrects so many of the misunderstandings among leaders in the force WRT C2. Captures numerous C2 LL'd from CTCs. Great job @USArmyDoctrine.



MG John R. Evans @CG_ArmyROTC · Aug 8

Command and Control is back - everyone can relax now.

MissionCommand @USArmyMCCoE · Aug 8

New! ADP 6-0, Mission Command: Command and Control of Army Forces. Updates align our terminology w/joint and allied doctrine and the network modernization strategy. army.mil/article/225414

[Show this thread](#)



Nathan Pierpoint @TradocAussie · Jul 6

We've done well in the @AustralianArmy to make our #doctrine more accessible, but The @USArmy has taken it to the next level by releasing its first audiobook! - The Verge @DG_TRADOC @WarintheFuture



The US Army has released its first audiobooks

It's catching up to what the publishing industry has realized: audiobooks are popular.

theverge.com

3 replies 8 retweets 34 likes



Brigadier General Robert Hastings @bghastingstx · Aug 1

#MissionReady leaders I recommend this video as today's professional development. Great learning on #MissionCommand "mission command philosophy works best when the climate and culture in a unit makes it a natural act" @TXSGOfficial @TXMilitary

MissionCommand @USArmyMCCoE · Jul 31

This week @MCCoE6 met with students in the @ArmyUniversity Continuing Education for Senior Leaders Course to talk about "Developing Leaders to Exercise Mission Command" - his personal "how-to" on empowering subordinates while maintaining appropriate C2. 1/2

[Show this thread](#)



A.Grajales @AGrajalesArmy · Aug 8

Time to hit the books #miltwitter

MissionCommand @USArmyMCCoE · Aug 8

New! ADP 6-0, Mission Command: Command and Control of Army Forces. Updates align our terminology w/joint and allied doctrine and the network modernization strategy. army.mil/article/225414

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1 reply 4 likes



Jason T. Williams @jtw_ngc98 · Aug 7

Replying to @PatDonahoeArmy and @OldCavDude

Sir - The lessons I share w/ CPTs & MAJs are based on things someone taught me or I learned because I messed it up when I was them. This next one is an example of the latter... Thankful for @USArmy_CALL products & CTC lessons learned that aided my self-dev & understanding.

1 reply 8 likes



test running..The Jackal @102ndblackhawk6

Replying to @dew4477 @USArmy_CALL and 10 others

When I get back from NTC TDY would love to come over and talk with you all as I transition into OPS GRP A, MCTP



NTC_Goldminers @NGGoldminers · Aug 23

Get em while they're hot!

CALL @USArmy_CALL · Aug 22

Rehearsals is in stock at the warehouse and available for ordering! (Ships free to unit address) #ThursdayThoughts

[Show this thread](#)



Field Grade Leader @FieldGradeLDR · 23h

Going live here at Leavenworth in an hour. Looking forward to seeing you, either in person or in the digital audience!

MissionCommand @USArmyMCCoE · Aug 15

Today! Join us at 1:30 pm (CST) to hear MAJ Josh Powers from @FieldGradeLDR discuss "Extended Influence: Incorporating Digital Tools to Educate Yourself and Contribute to Our Profession." If you are @FortLeavenworth, stop by! Also streaming on FB Live. @usacac @TRADOC @MCTPFTLVN



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