

The JANUS CPX

One Battalion's Solution

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Using JANUS interactive simulation systems, Army Reserve and National Guard leaders at all levels can sustain the staff training tasks and tactical thought processes they need for staff readiness.

The JANUS Mediated Staff Exercise (JMSE), used inside the armory, provided our battalion of the Idaho Army National Guard—the 2d Battalion, 116th Cavalry Brigade—with a first-class command post exercise (CPX) at a bargain price. From the exercise, we learned that we had to use doctrine correctly or suffer the consequences. In the CPX, we were able to fight three battles in 30 hours. From these, the staff and commanders were then able to fight additional battles by acting on the lessons learned.

The battalion's initial feedback from its JANUS experience included the following:

- Report formats.
- Duties in the tactical operations center (TOC) and the combat trains command post (CTCP).
- Discipline of communications nets.
- Knowledge of opposing force (OPFOR) doctrine.
- Proper application of mass.
- Fire support integration.
- Speed versus haste.
- Time-distance factors and decision making.

The more problems a unit discovers and trains on during pre-mobilization, the fewer problems it will face during post-mobilization training. With repetitive executions, JANUS can help reduce post-mobilization training time for National Guard battalions such as ours.

The JMSE is part of the Reserve Component Virtual Training Program (RCVTP). An exercise for battalion staffs only, it offers full staff participation in exercises conducted in a realistic setting, with a main command post (CP) and a CTCP. Although the battalion commander is an active participant, the focus is on the actions and interactions of all staff participants. And the emphasis of the exercise is on the execution phase of the mission rather than on planning, preparation, or rehearsal.

In August 1994 the battalion was notified that it would be the first in the brigade to conduct a battalion CPX using the JANUS system. The battalion scheduled its CPXs for 28-29 January and 4-5 February 1995. The following issues had

to be addressed during the preparation phase of these exercises:

- Preparation timeline—company commanders, battalion staff, special platoons.
- Simulations center layout—workstation assignment and communication overlay.
- Observer-controller team development.
- Drill hall setup.
- Exercise timeline.
- Equipment requirements.

The units had an opportunity to use sample battalion operations orders (OPORDs) for the *defense* and *movement to contact*. With these orders, the staff could concentrate on the execution portion of the exercise instead of the planning process. The area of operations for

PREPARATION TIMELINE	
Oct 3 (IDT)	Staff is issued copy of the brigade/battalion OPORD and operation sketch for the Starfighter I (Defense).
Nov 6 (IDT)	Issue overlays for Starfighter I. Staff studies and internalizes. Issue Starfighter II (Movement to Contact) brigade/battalion OPORDs with operations sketch.
Nov 17 (OPD)	Battalion commander, S-3, and S-2 issue the company commanders the Starfighter I OPORD. Company commanders backbrief the battalion commander.
Dec 3-4 (IDT)	Individual staff officers backbrief the battalion commander on Starfighter I. Issued overlays for Starfighter II.
Dec 9 (OPD)	Company commanders and battalion commander fight Starfighter I in SIMNET as a rehearsal.
Dec 10-11 (IDT)	Battalion interactor training on the workstations.
Dec 15 (OPD)	Company commanders brief their orders to the battalion commander and S-3.
Jan 27 (IDT)	Company commanders and staff rehearse Starfighter I on a terrain board in the armory drill hall.
Jan 29 (IDT)	At the end of the Starfighter I battle, company commanders receive Starfighter II OPORD.
Feb 3 (IDT)	Company commanders and staff rehearse Starfighter II on terrain board in drill hall.

Table 1

both exercises was the central corridor at the National Training Center (NTC). Using the existing OPORD, along with the preparation time line (Table 1), the staff and commanders were able to prepare for the operation just as they would have done if they had actually written the order. Each primary staff officer, specialty platoon leader, and company commander received a copy of the OPORD and operations sketch to take home with them. The battalion Resident Training Detachment (RTD) issued the initial OPORDs and overlays.

The observer-controller (OC) team for the exercise was formed out of the RTD assigned to the brigade (Table 2). The Fort Knox JANUS training team provided training to the battalion and brigade RTDs from 12-16 December. During this training, detailed interactor training was done on the system. Half of the RTD acted as maneuver units and staffs while the other half practiced the OC functions.

The timeline for the actual CPX weekend was critical for several reasons. It helped maintain the exercise focus and also helped the battalion commander, the senior OC, and the exercise controller decide how and why to stop the exercise to emphasize key issues and then restart it. The battalion used the timeline shown in Table 3 to set up and conduct the training for the weekend.

Simulation center design (Figure 1) was critical to success. It improved exercise control, and the TOC and CTCP were able to realize the value of the simulation. The battalion was fortunate in that all the work stations were in one room. Company, special platoon, OPFOR, battalion S-3, and battalion commander work stations were effectively isolated through the use of plywood dividers. This provided a more realistic simulated battlefield environment for the players.

Communications to the work stations were handled in various ways. Each had ANGR-39s on the net it would normally use. Each ANGR-39 on the command, administrative-logistical, and fire support nets was attached to a trunk line connected to a single remote in a vehicle outside the armory. The signal was then sent by FM on the same radios the TOC and CTCP would normally use. Net disci-

OBSERVER CONTROLLER TEAM			
POSITION			
EXERCISE CONTROL GROUP			Civilian Contractor
OPPOSING FORCE (OPFOR)			Fort Knox
BRIGADE CONTROL CELL			
Senior Bde Controller			2d Bn RTD Team Chief
Bde Intel Replicator			2d Bn RTD
Bde Fire SPT Replicator			116th Bde RTD
Bde A&L Replicator			2d Bn RTD
Bde Ops Replicator			116th Bde S-3
Bde Asst Ops Replicator			2d Bn RTD
FA Bn CDR (vic FA and Mortar Plt W/S)			148th FA Bn RTD
O/C GROUP			
Senior O/C			116th Bde RTD Det Cdr
Maneuver O/C			116th Bde RTD XO
Intel O/C			116th Bde S-2
Fire Spt O/C			148 FA Bn RTD
Sim Ctr O/C (Co Cdrs)			2d Bn RTD
Sim Ctr NCO(Roving 1SG)			2d Bn RTD
CSS O/C			145 SPT Bn RTD
EN O/C			116 EN Bn RTD
			Table 2
TIMELINE FOR WEEKEND			
Tues., 24 Jan	0800-1700	Set up TOC	Battalion AGRs
	0800-1700	Install Commo	Battalion RTD
Wed., 25 Jan	0800-1700	Data base check	Civilian Contractor
	0800-1700	Set up TOC	Battalion AGRs
	0800-1700	Install Commo	Battalion RTD
Thurs, 26 Jan	0800-1700	Set up TOC	Battalion AGRs
	0800-1000	Commo Check	Battalion RTD
	1500-1800	O/C Team Arrives	O/C Team
Fri., 27 Jan	0800-1700	O/C Team Rehearsal	O/C rehearsal
	0800-1700	Final Checks	RTD and AGRs
	1930-2200	Rehearsals	All Players
Sat, 28 Jan	0630-0900	Staff & SIMCENTER Prep	All Players
	0900-1000	Battle Handover (Phase I)	All Players
	1000-1030	AAR (vehicle top)	O/C group
	1030-1130	Fight 1st Echelon (Phase II)	All players
	1130-1200	AAR (vehicle top)	O/C Group
	1200-1300	Lunch	All Players
	1300-1400	Fight 2d Echelon (Phase III)	All Players
	1400-1430	AAR (vehicle top)	O/C Team
	1430-1530	Reestablish Sector	All Players
	1530-1615	Final AAR Prep	O/C Team
	1630-1730	Final AAR (vehicle top)	O/C Team
Sun, 29 Jan	0615-0830	Staff and SIMCENTER Prep	All Players
	0900-1200	Fight (all three phases)	All Players
	1200-1245	Final AAR Prep	O/C Team
	1300-1400	Final AAR (vehicle top)	All Players
	1430-1630	Change of Mission	Unit
			Table 3

pline was still required. Table 4 shows the simulations center organization and communication requirements.

The maneuver company work stations—manned by the company commander, fire support officer (FSO), first sergeant (1SG), and computer interactor—operated on fire support, command, and admin-log nets as they

normally would. The specialty platoons, battalion S-3, and battalion commander operated on the appropriate communication nets and executed their respective missions. The S-3 work station with its communications, plywood partitions, and computer appeared as shown in Figure 2. While the Fort Knox RCVTP uses professional interactors in the company com-

TRAINING NOTES

mander and specialty platoon roles, our battalion used its actual commanders and specialty platoon leaders. This permitted the TOC and CTCP to train with the battalion as a team.

The brigade control cell was manned by three captains, one warrant officer, and one noncommissioned officer (NCO) with the following responsibilities:

One of the captains acted as brigade controller, tracking the operation of both forces on his own visual display screen, monitoring the task force command net, notifying OCs of major events and issues, logging event times for after-action reviews (AARs), and ensuring that brigade scripts stayed synchronized with training objectives. He collected printouts of the battle in support of the senior controllers' AAR development process.

A second captain was the radiotelephone operator (RTO), reading the script on the brigade command net, maintaining the information flow from the brigade headquarters to the training task force, and inserting prompts of information to the training task force as required. He also tracked and developed key AAR issues.

The third captain was the RTO reading the script for the brigade fire support nets, maintaining the information flow to the training task force fire support element, and allocating brigade fire support assets to the task force as required.

The warrant officer was the RTO reading the script for the brigade operations and intelligence (O&I) net, maintaining the information flow to the training task force S-2 section, inserting prompts when required.

The NCO served as the battle damage assessment recorder for both the OPFOR and the exercise force and helped monitor the brigade O&I and command nets.

Since extreme weather conditions in South Central Idaho in January and February are not uncommon, the organization of the drill hall was also important. The TOC and CTCP were positioned inside the drill hall to put these elements in a training mode instead of a survival mode. The vehicles were located so the 4.2-kilowatt generators could be outside the drill hall. There was also a requirement to establish and operate a rehearsal

COMMUNICATION REQUIREMENTS			
	ANGR-39	AN/PRC-77	AN/PRC-127
BATTALION COMMANDER			
Brigade Command		X	
Battalion Command	X		
Fire Support	X		
BATTALION S-3			
Brigade Command		X	
Battalion Command	X		
TANK COMPANIES (x4)			
Battalion Command	X		
Admin/Log	X		
Fire Support	X		
SCOUT AND MORTAR PLATOON			
Battalion Command	X		
Scout Platoon		X	
Fire Support	X		
FIRE SUPPORT ELEMENT			
FA Command	X		
CSS/ENG/ADA			
Battalion Command	X		
Admin/Log	X		
Engineer Company		X	
OPFOR			
OPFOR Command			X
BRIGADE OPERATIONS			
Brigade Command		X	
Brigade O&I		X	
Battalion Command	X		
Brigade Admin/Log		X	
Brigade Fire Support		X	
Exercise Control			X
COMMUNICATION TOTALS:	25	8	2

Table 4

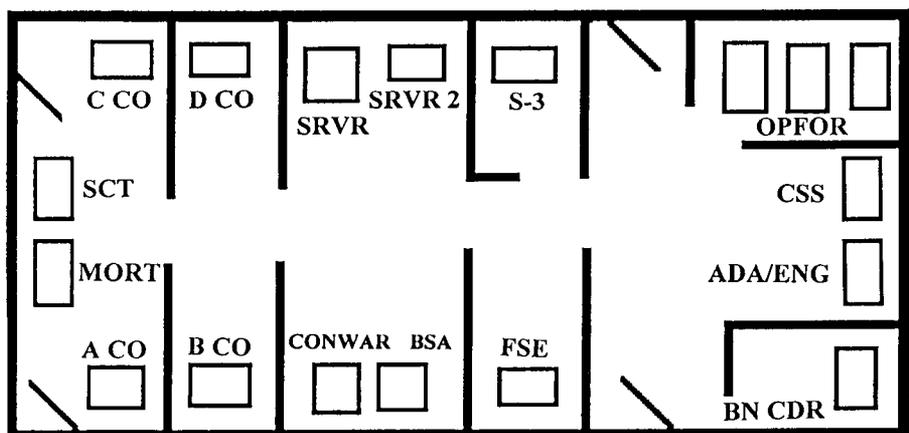


Figure 1. Simulation Center Layout

and an AAR site, which was a critical issue during the preparation phase, when players and controllers were learning the system.

The execution phase of the exercise was easier in many respects than the pre-

paratory phase. The early wargaming and preparation allowed the exercise to run according to the schedule. The evening before the exercise, the unit conducted a rehearsal with the players on a terrain board (1 foot = 1,000 meters view of the

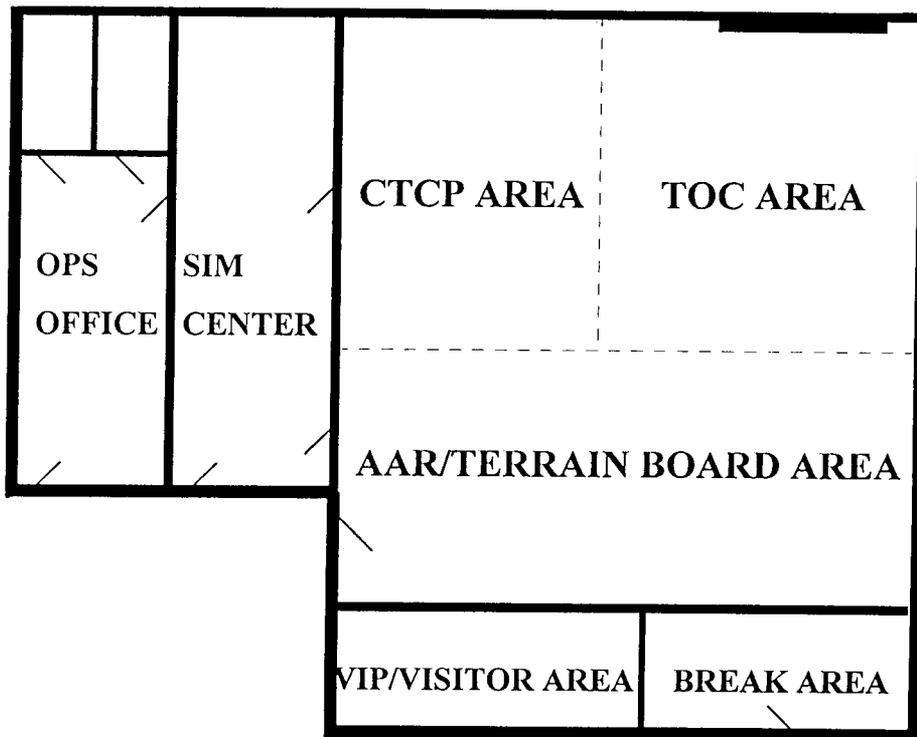


Figure 2. Armory/Drill Hall Layout

NTC central corridor). This unit rehearsal also gave the National Guard soldiers a chance to mentally shift gears and get ready to fight the battle.

The external control (EXCON) station and the brigade control station—located between the maneuver stations and the command and control, combat support (CS), and combat service support (CSS) work stations—also worked well, aided exercise control and coordination, and permitted the OCs to check the battlefield as reported to the brigade control cell by the battalion TOC and CTCP.

The 30-minute AARs on Day 1 were conducted at the duty area. The final

AARs were limited to one hour by design. While many tasks to be improved upon might have been introduced, the target of the formal AAR was the identification of and focus on one or two key issues. One-hour AARs let the unit discuss the AAR and plan remedies before running another exercise. The AAR site had an overhead projector, a monitor on which to rerun the battle, a large-scale map, a dry erase board, and an easel for taking notes. The large-scale sketch map provided a quick reference for all participants.

The monitor allowed the senior OC to show the key events in the battle graphi-

cally. This type of depiction of the battle is often a revelation to a staff that is trying to paint a picture in the TOC/CTCP.

Having the TOC and CTCP in the drill hall paid high dividends. Proximity to the simulation center made the exercise control function easier. The TOC was set up to be both complete and functional (extensions out, camouflage up, communications). The TOC personnel were also in complete field duty uniform, another measure to add realism to the exercise and accustom unit members to field conditions.

This JANUS CPX was an invaluable means of training the battalion staff in those tasks essential to the operation of a tactical operations center in combat. The exercise served the dual purpose of identifying priority training to be conducted and sustaining those skills in which the unit was proficient. As a result, the 2d Battalion, 116th Cavalry Brigade is one step closer to being ready to fight and win.

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Hand-Receipt Procedures

CAPTAIN HAROLD D. BAKER, JR.

When a mechanized infantry platoon leader arrives at his new unit, he is usually eager to learn the particulars of maneuvering four Bradley fighting vehicles

and two squads of dismounts on the modern battlefield. Property accountability is the farthest thing from his mind. Although he had a block of instruction on it

during the Infantry Officer Basic Course, he may not have realized its importance.

Unfortunately, many platoon leaders take a casual approach to learning the