



IED DEFEAT GATED TRAINING STRATEGY

A HOLISTIC APPROACH TO PREPARING UNITS AND SOLDIERS FOR COMBAT

COL KENNETH J. CRAWFORD

Warfighters and leaders across the Army often face the same challenge as they create and execute their directed mission essential task list (DMETL) training. Once deployment orders are received, interests quickly adjust to the future operating environment and the threats therein. The most common and lethal threat on today's battlefield is the improvised explosive device (IED). These deadly weapons consist of various types and configurations of explosive, munition, trigger, arming, and firing devices. However, there is one constant — it takes an enemy element to design, finance, manufacture, transport, emplace, arm, and (sometimes) detonate this device.

The general purpose of this article is to provide leaders and resource providers with a holistic and practical approach to prepare and train Soldiers and units for combat. Specifically, provide a methodical approach along the three lines of operation laid out by the Joint IED Defeat Organization (JIEDDO), which call for defeating the device, attack the network, and training the force.

The readily available and supporting Joint Center of Excellence (JCOE) supports training warfighters by “validating and propagating IED defeat tactics, using techniques and procedures (TTPs) and lessons learned from theater,” according to the center's Web site. The primary outlet for this expertise is found in our Combat Training Centers (CTCs), which provide units with a wealth of experience and resources in a hyper-realistic training environment. The

challenge is leveling this quality of training experience across the Army for all deploying active duty and Reserve forces.

Resourcing, Providing Expertise, and Relevant Training

A systematic approach to providing Soldiers and units with the quality of training they deserve is to harness installation resources such as facilities, ranges, and training aids, devices, simulators, simulations (TADSS) and expertise of specific organizations (i.e. JIEDDO, Asymmetric Warfare Group [AWG], Training and Doctrine Command's IEDD Integrated Capabilities Development Team [ICDT], and U.S. Army Forces Command's IEDD Integration Cells [I2C]) in a gated training strategy (GTS) akin to how we conduct Bradley and tank gunnery tables (Figure 1 highlights the interrelated resource providers for home station training). The solution isn't simple; it will require vigilance in maintaining relevance as quickly as our tactical environments and enemy TTPs change. Every unit leader's intent is to develop and resource the most realistic training that will best prepare their Soldiers for what they may experience “downrange.” Rather than complicating resource requirements, the IEDD community must enable the chain of command, which is ultimately responsible for preparing Soldiers and units for deployment (inherent within senior commanders' training and readiness authority). The cascading complexity of efficiently

coordinating the resources for a senior commander requires a dedicated and focused effort on providing support to all units training at home station. Essentially, this is commanders' business, and commanders must have the ability to flex resources to meet their common challenge which is the absence of a standard, relevant, and current approach to training IEDD at the individual through collective levels.

Structuring and Planning the GTS

Structuring "a way" to overcome this challenge through live-virtual-constructive (LVC) training with a "CTC-like" experience at home station enables leaders and units to hone their skills, battle drills, and TTPs prior to certification and deployment. In essence, they will arrive at the CTC or their deployed destination with a heightened level of competency and ability. The GTS is not a catch-all approach for training on all pre-deployment tasks, but it does focus on IEDD and the supporting or interrelated tactical tasks. Given the high probability that IEDs will remain a weapon of choice for our enemy and adversaries in future conflicts, our IEDD training must be adaptive, structured, and holistic.

Soldiers are at risk of encountering IEDs while deployed, and their probability of encountering an IED varies depending on

their unique operational environment. To effectively synchronize our IEDD GTS, we must dovetail the hierarchy of training requirements and prioritize the competing demands for resources with the training tasks to the four categories articulated in FORSCOM's Southwest Asia Training Guidance. The GTS focuses the specific IEDD individual, individual leader, and collective training tasks (outlined in Figure 2) and builds upon each training experience culminating in the unit's ability to systematically defeat the device and attack the network. The construct of the IEDD GTS takes into account the following considerations:

* It must be "scalable" to meet the desired training objectives from platoon to brigade levels. The strategy must have the ability to be tailored to a unit's mission and experience level. Commanders must tailor the concept to fit current unit training levels, especially for a combat-experienced force; the start point for training may not always be the "crawl" stage. As units prepare for the next higher level's training event, they must prepare accordingly. As units prepare for major combat operations (MCO) gunnery, a crew is expected to be able to execute specific tasks before operating as part of a section or platoon; platoons must master specific tasks before executing company-level operations;

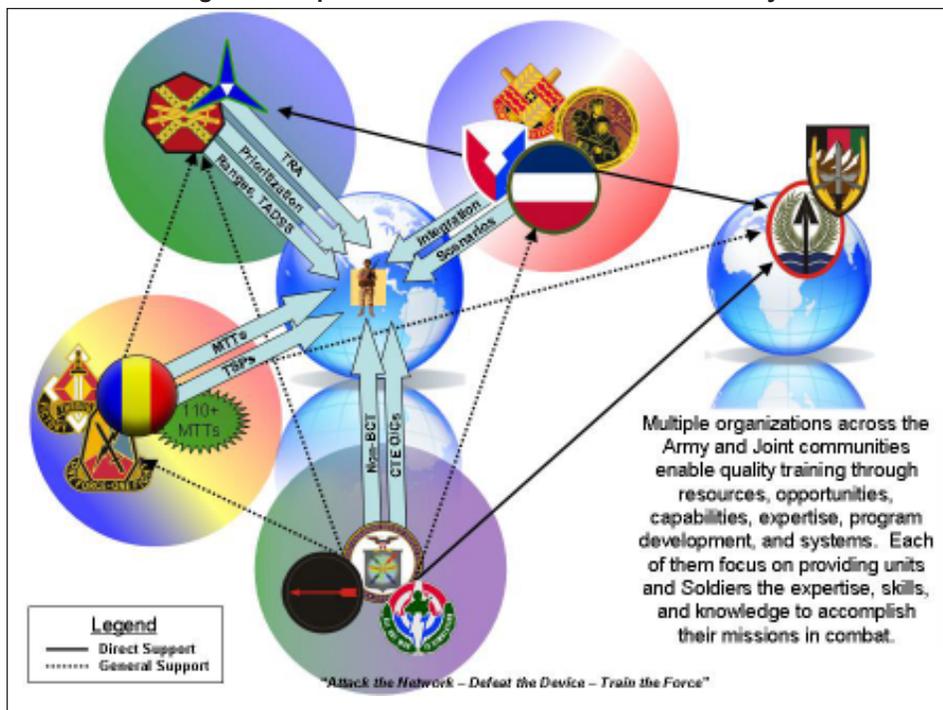
companies and battalions must be able to effectively maneuver and mass firepower to support battalion and brigade-level operations, etc. The nesting of IEDD GTS is similar with the underlying objectives of defeating the device and maneuvering on and attacking the network.

* Training, enemy and friendly TTPs, available TADSS, the terrain/environment, and systems employed must be relevant and current. Ideally, we must, whenever possible, train with and on the same systems and platforms that Soldiers will operate to reduce the initial risks associated with learning while being engaged downrange. It is absolutely necessary to prioritize the fielding of our platforms and systems to those "in the fight" first. When training effectively on "like" systems, we have the ability to create surrogates using mock-ups and virtual platforms to achieve the desired effect(s) until we field the actual systems at home stations.

*We must ensure our doctrine and knowledge management remain relevant, current, adaptive, and dynamic to the changing threat abroad. JIEDDO provides outstanding references and resources for LVC training applications through the Knowledge and Information Fusion Exchange (KnIFE). The primary purpose of KnIFE "is to exchange information, consolidate best practices, and respond to requests for information (RFIs) related to the asymmetric application of ...TTPs by both enemy and friendly forces," according to the KnIFE Web site. The Web site provides leaders and units with a wealth of information to enable quality training. A significant challenge is keeping our doctrine current. Our existing doctrine is a reference that we must expand into our digital knowledge management databases to allow the Army to maintain currency until the release of the next printed publication revision. The constantly changing conditions and operating environments mandate a requirement to have both a baseline (printed) reference and an individual dynamic online database of information that maintains relevance for the warfighter's training.

* Lastly, we must provide and resource the most hyper-realistic training to increase Soldiers' training experience by immersing them in an environment that closely

Figure 1 — Spheres of IEDD Enablers and Connectivity



Required Tasks by Deployment Category

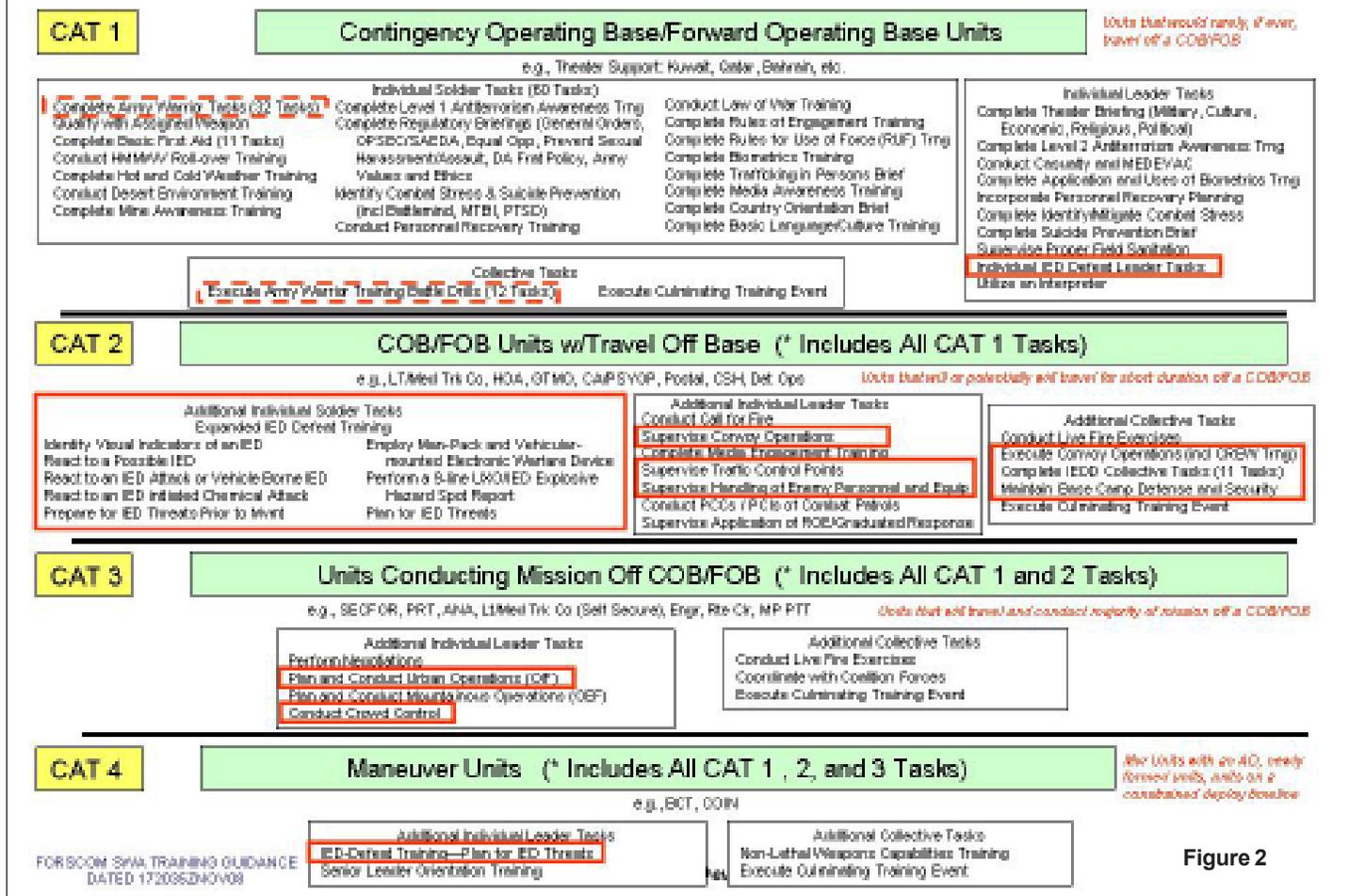


Figure 2

replicates the environment they'll operate in abroad. The structures, civilians, smells, and sounds experienced by individual Soldiers and units serve as the means to help "inoculate" and prepare them to instinctively respond under any condition while deployed.

IEDD Gunnery — Synthesizing Training and Effects

The IEDD GTS is a holistic approach to training individual Soldiers to brigade-size units how to defeat the device and attack the network. The overarching intent is to ensure units understand and can effectively analyze the complexity of the IEDD fight. The IEDD GTS provides this methodology by creating "gates" where individuals and units must successfully accomplish specific training objectives to standard before moving to the next higher and more complex gate. The structure of the IEDD GTS includes tables similar to Bradley and tank

gunnery tables and is focused on specific unit levels.

Gate 1 establishes a baseline to ensure every individual/crew/squad can successfully execute the common individual and leader training tasks and possesses a common knowledge frame of reference based on FORSCOM training guidance, doctrine, unit SOPs, and current enemy and friendly TTPs. KnIFE's training courses and seminars provide units with a plethora of additional resources, which can enhance the capabilities of Soldiers who attend courses, participate in distance learning, or use training support packages (TSPs), which are available for download. Similar to the Bradley and tank gunnery skills tests, commanders certify that individuals and crews are ready to begin the LVC training tables outlined in the IEDD GTS before allowing crews to move into Table I (crew skills virtual training).

Table I includes Gates 2 and 3, which

build upon previously gained experiences and knowledge. Unit training is applied and refined through virtual training using simulators and simulations to validate the TTPs units will use in their SOPs for tactical operations. The focus of Table I is to ensure crews can effectively perform individual and leader tasks in virtual terrain, provide proper contact reports, and successfully execute crew battle drills (i.e. rollover drills using the high explosive anti-tank rounds).

Gate 2 is executed in generic virtual terrain and includes graduated skill levels. Once the crew successfully meets the standards of performance, they go on to the second half of Table I, which provides a significantly more complex and realistic training experience for the crew and unit. The simulated terrain replicates actual terrain they will encounter in Tables II-V. At this point the scenario provides a comprehensive experience from the individual crew up to the battalion and

brigade commander and staff levels. This takes advantage of how units manage, report, synthesize, and analyze reports and information for future decisions and action. Every report from Table I to VI (collective proficiency) is meaningful and eventually leads to the ultimate objective of successfully “attacking the network” and ensuring a holistic training experience.

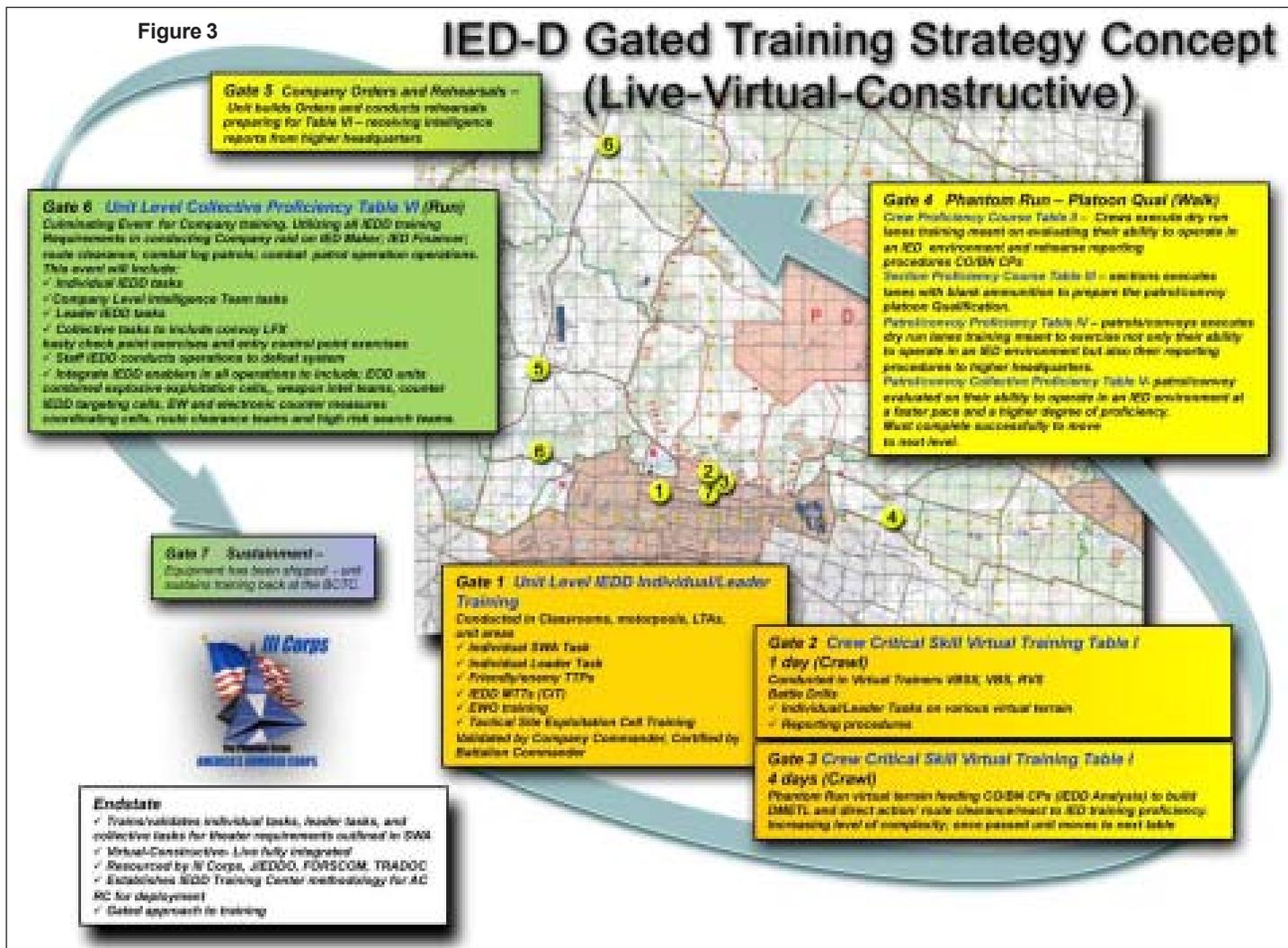
Platoons normally serve at the lowest level and are called upon to execute combat patrols in a combat environment; hence Tables II to V build to platoon-level proficiency in live scenarios with a crawl-walk-run approach. Crews, sections, and platoons execute their mission and focus on their ability to defeat the effects of IEDs and submit effective reports as staffs conduct the analysis and build actionable intelligence for direct action. Platoon leaders are given and will execute one or a series of missions similar to what they are

likely to experience while deployed. These missions may include navigation (mounted and dismounted), tactical questioning, react to contact, establishing traffic control points, crowd control, detainee operations, and other missions depending on the training objective(s) selected from the FORSCOM training guidance tasks.

The crews, sections, and platoons encounter a hyper-realistic environment while responding to civilian role players, enemy elements, urban structures, and other battlefield effects (replicating indirect and direct fire, IEDs, munitions and homemade explosives [HME], sounds, wires, etc.). Once platoons meet the training standards of Table V (Gate 4) and the battalion or brigade establishes the IED network hierarchy and probable location(s), they issue orders to the company to prepare to execute kinetic operations. Additional complexities and considerations must be included based on

the theater of operations and established rules of engagement (ROE) or status of forces agreement (SFA), which may affect planning and action as it may be a U.S., combined, or host nation forces-led operation.

Table VI (Gates 5 and 6) focuses on company-level planning, rehearsals, operations, and mission execution. Once all the platoons of a company successfully pass through Gate 4, the company receives its mission and begins troop leading procedures (TLP) on their forward operating base. On order, the company executes a direct action mission to attack to destroy or defeat the network. Depending on the available training terrain, Table VI could potentially culminate in a combined arms live-fire exercise on a multipurpose range complex where battalion and brigades could integrate combat multiplier resources such as



unmanned aerial vehicles, precision fires, and attack aviation.

As units approach their deployment dates, the availability and application of simulations helps units sustain their skill sets and capabilities. Gate 7 focuses on the sustainment of these skills and enables the training of Soldiers who arrive after a CTC rotation and the shipment of equipment. These same Soldiers reap the benefits of the unit's training and quickly learn prior to their deployment "what right looks like" as they learn their unit's TTPs and SOPs first hand.

Figure 3 lays out the IEDD GTS as it is being developed on Fort Hood. The intent is for all units to have access to world-class home station IEDD training facilities, which enable them to successfully accomplish the desired DMETL tasks and deploy with validated TTPs and SOPs. Due to the shortened dwell times and the fact not every type of unit can deploy to a CTC, these resources and training strategy enable units to attain and sustain readiness at a much quicker rate right at their home station. Additionally, this training can be integrated as part of a battalion or BCT's gunnery scheme of maneuver with minimal effort and resource overhead. The commonality of training tasks and threat allows the Army to adopt the IEDD GTS concept and apply it across every installation for active and reserve component training.

The Desired Effect

The IEDD GTS allows units to build upon realistic training scenarios to defeat the device as they execute missions and provide reports to battalion and brigade TOCs in virtual and live environments. Staffs synthesize the information gained from the reports into actionable intelligence, staffs build target decks as well as develop and direct missions, and commanders decide how and when to attack the network as they will during deployment. The outcome, or desired training effect, is a unit that is fully trained to operate, adapt, and decisively act in an extremely lethal environment with positive results. They deploy well trained, able to defeat the device, and able to successfully attack the network!

COL Kenneth J. Crawford is the assistant chief of staff G5 (Plans, Exercises, and Training), III Corps, Fort Hood, Texas. His previous assignments include combat tours during Operations Desert Shield and Desert Storm, Operation Continue Hope in Somalia, and two deployments as part of Operation Iraqi Freedom, most recently as a battalion commander in central Baghdad. He is a Senior Service College Fellow at the University of Texas Institute of Advanced Technology and has been selected to command the 1st Engineer Brigade.

TOWARDS A LEADERSHIP PHILOSOPHY

MAJ TEDDY KLEISNER

A rmy officers lead amidst a constant dichotomy between mission accomplishment and care for Soldiers.

Popular culture and Army banality have reduced thought on this dichotomy to quotes such as "your mission is men," or the even less helpful cliché, "mission first, Soldiers always." Furthermore, though the Army explicitly prioritizes mission accomplishment over care for Soldiers, the close interpersonal nature of leadership taught and practiced in the American military tradition exacerbates the leader's dilemma. This dichotomy therefore serves as a potential source of tension between leaders and led, and a potential source of compromise between leaders and mission success. Attempts to achieve and sustain balance between these forces prove fleeting. Thus, Army leaders must embrace this dichotomy, and by further understanding it, prepare themselves to optimize the competing needs of the mission and men.



Embracing the mission vs. men dichotomy means understanding that making decisions means accepting tradeoffs. The mission comes first or the men come first, but never both. This sounds simple but in practice becomes quite difficult because it forces leaders to realize that they cannot be the perfect leader the Army describes in manuals and admires in the book *Once An Eagle*. Accepting this is the first step in learning how to manage the trade-offs incurred by a leader's decisions, and though counterintuitive, it makes officers more self aware and in turn, better leaders.

Army officers who develop a genuine awareness of this dichotomy empower themselves to anticipate the negative externalities of his decisions between the **moral imperative** of preserving his Soldiers and the **professional obligation** to accomplish his mission. By anticipating these negative externalities, he can manage the amount of **compromise** that he inevitably invites to mission accomplishment or preservation of men. Negative externalities surface in the relationships that connect the leader, his men, and his mission.

The value of these thoughts is not that they serve as a leadership philosophy in and of themselves, but that they establish the foundation from which a sound leadership philosophy can emerge. Too often leadership philosophies launch into a principled treatise on how to lead individuals and teams. I argue that until a leader has framed his leadership philosophy using the men vs. mission dichotomy, any attempt to establish a firm leadership philosophy, will likely result in a one-sided concept that addresses only the relationship between the leader and followers. Such a philosophy subjects itself to compromise and places its author's integrity at risk.

MAJ Teddy Kleisner is currently a student at the Command and General Staff College. He received his commission in 1997 from the U.S. Military Academy. His previous assignments include serving with the 3rd Brigade, 101st Airborne Division (Air Assault); Ranger Training Brigade; and 3rd Stryker Brigade Combat Team, 2nd Infantry Division, with operational deployments in the Balkans and Middle East. He earned a Master in International Public Policy from the Johns Hopkins School of Advanced International Studies in 2008.
