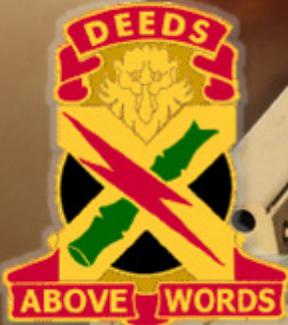




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Deeds Above Words!



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Sustainable Readiness Model and Patriot Training

*1st Lt. Alec Bannister
Bravo Battery, 3-4 ADA BN*

The United States of America is constantly facing new threats and new enemies. While the military was primarily focused on maintaining stability in the Middle East for the past 15 years, there are threats all around the globe. The increasing strength and diversity of these threats from state to non-state actors forces the U.S. Armed Forces to maintain readiness in all areas now more than ever. According to Andrew Feickert, a Specialist in Military Ground Forces of the Congressional Research Service, the Army defines readiness as “the capability of its forces to conduct the full range of military operations, including the defeat of all enemies, regardless of the threats they pose. In this regard, readiness is a function of how well units are manned, equipped, trained, and led” (Feickert, 2017). As all Air Defenders know, specifically Patriot units, there is little time for recovery as we provide a defensive asset that is vital to the strategic level of war. Readiness is paramount to the success and effectiveness of all Patriot units. Certain factors such as personnel moves, additional taskings and required military schools inhibit Patriot’s unit readiness. Until these are better facilitated, a new readiness model cannot be effective. The Sustainable Readiness Model aims to provide strengthened support and guidance to the United States Army in establishing and maintain-

ing combat readiness for current and emerging threats world-wide. I argue that the Sustainable Readiness Model will not be an effective readiness model for Patriot Air Defense units due to mitigating factors such as personnel breaks, additional taskings and required military schools.

After the attacks on U.S. soil on September 11, 2001, the Army shifted its readiness model from the Tiered Readiness Model to the Army Force Generation Model, or ARFORGEN. ARFORGEN was focused on the Army’s readiness in Iraq and Afghanistan. It featured three phases that each unit continuously cycled through: Train/Ready, Available and Reset. By 2014, the Army faced budgetary issues and increasing threats in Syria and Iran. It was time for a change to the Army’s readiness model. Then and now, the international stage is constantly changing. Just this past month, there is strong evidence which proves that statement. Syria’s use of chemical weapons forced the U.S. to intervene. The controlled air strikes on Syria’s airbase increased hostility between the U.S., Russia and Iran. Additionally, North Korea continues to conduct ballistic missile tests, even after multiple countries issued warnings and imposed economic sanctions. Vice President Mike Pence publicly



stated, “the era of strategic patience is over.” These global threats alter our strategic focus. Air Defense Artillery is a strategic level asset. Therefore, whenever strategic changes or shifts occur, Patriot units are forced to react and respond.

In order to tackle its readiness woes under ARFORGEN, the Army adopted the Sustainable Readiness Model in 2014. Unlike ARFORGEN, SRM’s goal is to achieve two-third’s combat readiness for any global threat that emerges. It is divided up into three different modules. The first module, the Mission Module, consists of units focused on a directed mission. “These units are validated, fully resourced, and immediately ready to conduct decisive action operations if required.” Second, the Ready Module, includes units sustaining a “baseline level of decisive action proficiency” with the ability to respond to emergencies if required. Third, the Prepare Module includes units focused on reestablishing readiness while not committed to any mission (Feickert, 2017).

The Sustainable Readiness Model aims to effectively achieve what the ARFORGEN was unable to do. Patriot units postured their training and rotations off of the ARFORGEN readiness model. Under SRM, Patriot has to adjust to the new expectations and requirements. A decreasing personnel retention rate coupled with an increasing operational tempo (OPTEMPO) rate is not conducive to a unit’s training and combat readiness. Patriot units live and die on skilled and experienced operators. Under ARFORGEN, Patriot units were able to stabilize their unit, train, deploy, and then reset after they executed their mission. Upon completion of a unit’s deployment, a unit’s manning level decreased due to Soldiers’ Expiration-Term of Service (ETS), Permanent Change of Station (PCS), and schooling requirements. With that, the knowledge and training level that was created was effectively destroyed as new personnel come into the unit and each unit was forced to completely re-man and re-train from the ground up. Battalion and battery commanders were able to plan for these breaks while expecting a new in-flow of personnel.

Training Circular 3-01.86, Air Defense Artillery Patriot Gunnery Program, provides each unit with the necessary requirements to establish an individual operator all the way up to a Patriot brigade as trained. In order for a Patriot unit to be considered “certified” and ready for deployment, it must successfully pass and maintain its Gunnery Table VIII certification. All units and their subordinate crews must be Table VIII certified

annually. At a minimum, this includes: one Reconnaissance, Selection, and Occupation of Position team, one Radar System crew, one Antenna Mast Group crew, one Electric Power Plant Crew, two Engagement Control Station Crews, and two Battery Command Post Crews. If, for any reason, one of these crews splits up, a recertification is required.

Additionally, there are multiple instances that cause a battery to decertify. Crew breaks account for a significant portion of any given unit’s decertification. Under ARFORGEN, crews broke all at once during the Reset phase which allowed for all new crews to be trained simultaneously.

Under the Army’s new readiness program, Patriot units’ training and knowledge capacity is increasingly more difficult. With international missions and assignments such as the Global Response Force and Operation Spartan Shield, is it vital that Patriot units maintain their readiness at all times. I argue that Air Defense, specifically Patriot, falls under the Mission Module as we are assigned to specific missions and expected to be “validated, fully resourced, and immediately ready to conduct decisive action operations” when required (Feickert, 2017). Identified as a Mission Module unit, a Patriot Battalion should be “validated,” or certified, per the TC 3-01.86. These certifications prove to ourselves and the United States Army that we are immediately ready to deploy and defend against any global threat. Even though the Patriot Gunnery Program is always important, the shift in the readiness model will require units to constantly maintain their certifications as opposed to working in a “Train/Ready, Available, and Reset” mindset.

In order to maintain certifications, line-unit commanders need to monitor their manning and future breaks while juggling additional taskings and required military schools. I argue that these factors are the most significant decertification factors for any Patriot unit. Patriot units cannot be expected to fulfill the Mission Module requisites as long as these factors are present. It is possible for battery commanders to plan around the breaks, additional taskings, and military schools by adjusting crew rosters and planning their Gunnery Program certifications around them. However, this will cause a battery to throw crews together posthaste rather than focusing on making the battery the best it can be. The Sustainable Readiness Model makes it important that battalion and brigade-level units support their subordinate units by providing the necessary manning, equipment, and training time to accomplish what is



required of TC 3-01.86. A battery commander cannot plan training for his or her unit if the unit's training calendar is constantly being shifted by superior units or by unforeseen events. I argue that SRM's effectiveness can thrive as long as training schedules are honored. Therefore, taskings or required military school dates must be identified and annotated the appropriate amount of time prior to training events, per Field Manual 7-0. As long as units at every level fail to adhere to the requirements of training schedules under SRM, those units will be unable to adequately or efficiently maintain their readiness.

While I have my strong opinions of the setbacks of the Sustainable Readiness Model, it does have the potential to strengthen Patriot units and further enhance its Patriot Gunnery Program. However, this potential cannot be met if units keep operating in an ARFORGEN mindset as we are now. As a reminder, the era of "Train, Available, and Reset" thinking is over. The era of constant, consistent readiness under SRM is at hand. I argue that maintained readiness requires stabilized manning, stronger resourcing for subordinate units, and deliberate and reliable training calendars. All levels of leadership are responsible for ensuring that these requirements are

Spc. Tawni Robinette, an air defense enhanced early warning system operator in Alpha Battery, 1st Battalion, 7th Air Defense Artillery Regiment, 108th Air Defense Artillery Brigade, monitors the flight paths of simulated ballistic missiles during Patriot University, an in-depth course for air defenders held by the 108th ADA on Fort Bragg, 23 February, 2017.

met for any given unit, whether it's a battery or a brigade.

As I stated in the beginning of this article, the international stage is constantly changing. This requires constantly trained and combat-ready Patriot units. There will always be unforeseen events and obstacles, whether at home or abroad, that can be expected. Additional taskings, military schools and crew breaks must be mitigated or facilitated appropriately. Doing so will allow all units to adhere to the expectations set forth in the Sustainable Readiness Model and the TC 3-01.86. According to General Mark A. Milley, "an Army ready for combat is the most effective tool to continually assure allies and deter or defeat adversaries." Taking our Chief of Staff's guidance one step further, adherence to the Air Defense Artillery Gunnery Program, and all support on that front, assures the United States' public, our allies, and anyone who would oppose us that we are ready for any and all threats. Therefore, it is imperative that we better plan for personnel moves, additional taskings and required military schools. Once that happens, we can successfully and effectively accomplish what is expected of the Sustainable Readiness Model.





Life Cycle Cost of Military Vehicles

A Soldier with the 1st Battalion, 7th Air Defense Artillery Regiment, 108th Air Defense Artillery Regiment, Fort Bragg, North Carolina, inspects the undercarriage of a Light Medium Tactical Vehicle (LMTV) during an Emergency Deployment Readiness Exercise.

2nd Lt. Lindy M. Clark
Bravo Battery, 2-44 ADA BN

Soldiers operate military vehicles such as the High Mobility Multipurpose Wheeled Vehicle, Family of Medium Tactical Vehicles, and Bradley Fighting Vehicle, but has anyone wondered where the ideas for these vehicles come from? It comes as no surprise that these vehicles are extremely expensive, with costs starting at the research and development phase all the way through the maintenance phase once the product has reached the user. With the shrink in the defense spending budget and the demand for new and improved technology, it is critical that the DoD make cost effective decisions while maintaining lethality. The Army is in the process of creating a life cycle costing tool that will help minimize costs and maximize utility of the vehicles.

There are engineers from various research facilities, such as Engineer Research and Development Center and Deputy Assistant Secretary of the Army for Cost and Economics, that team together to pre-

dict the life cycle cost (LCC) of vehicles and create the most cost effective and efficient vehicles. In order to make the best use of the defense spending budget, it is critical that the DoD accurately predicts the Research, Development, Test and Evaluation (RDT&E), Procurement, and Operation and Support (O&S) costs for Major Defense Acquisition Project wheeled or tracked vehicles. The research utilizes historical data extracted from government databases to develop cost estimating relationships (CERs) that predicts the LCC of wheeled and tracked vehicles based on attributes.

After the user inputs their desired vehicle attributes, the model will utilize CERs based off historical contracting and cost data to fill both a basic LCC estimate consisting of RDT&E, Procurement, and O&S costs. At this point, the model will have a point estimate of a wheeled or tracked vehicle LCC. The model will then spread and add inflation factors to a tradespace tool assumed 25-year project lifecycle. The



tradespace tool will utilize the model to determine a LCC estimate for each ground vehicle alternative design within the newly populated tradespace.

A cost estimate is the summation of individual cost elements, using established methods and valid data, to estimate the future costs of a program, based on what is known today (GAO, 2009). Managing cost estimates involves continually updating the estimate with the most recent data as they become available and revising the estimate to reflect the changes. Government agencies request and require an in-depth explanation as to how data was collected and analyzed so that the framework is validated. Cost estimates require documentation showing data sources, assumptions, methods and decisions basic to the estimates (GAO, 2009). This is necessary because of poor estimating practices in the past, where historical cost data had been used for computing estimates that were sometimes invalid, unrealistic or unrepresentative. Inflation must also be included in the cost estimate for the framework to be validated.

In order to make a robust model for the DoD,

teams are researching cost estimation techniques through the Department of the Army Cost Analysis Manual, interviews with subject matter experts and training with a LCC estimating tool. The teams utilize cost data from Army system databases such as Operating and Supporting Management Information System (OSMIS) and Capability Knowledge Base (CKB) to create a framework that allows the user to input characteristics of a desired system. From this information, the framework presents a visual representation of the allocation of three main cost element groups—RDT&E, Procurement and O&S.

RDT&E costs are often difficult to predict, especially for a new system, due to the fact that very little is known about the specifics of the system in the early design phases. All costs which occur prior to the actual production of the system fall under this cost criteria. The costs of research and development include the time of a researcher determining the possible solutions for the system, testing the solutions and evaluating the results of the tests (Farr, 2011). Procurement costs, as pertaining to this project, are a process of the DoD purchasing acquisition contracts for goods

A Soldier with the 1st Battalion, 7th Air Defense Artillery Regiment, 108th Air Defense Artillery Regiment, stands beside a Light Medium Tactical Vehicle (LMTV) at the air field of Fort Bragg, North Carolina, during an Emergency Deployment Readiness Exercise.





and services needed to deliver the system. O&S costs span from initial system deployment through the end of the system. O&S costs include costs of operating, maintaining and supporting the system. These costs are incurred through personnel, equipment, supply, training and supporting a system. Lastly, retirement and disposal costs include all costs associated with the system after its useful life is completed (Farr, 2011). At the soldier level, O&S costs are the only category they can directly effect by taking good care of their equipment.

An Engineered Resilient System (ERS) is a flexible LCC capability that enables cost informed design space visualization and decision making. Tradespace analysis for ERS addresses the generation of large numbers of alternative designs, early in the design process, and the evaluation of these multi-attribute designs across multiple dimensions so that more informed decisions can be made (Spero, 2014). It is important to develop tools and procedures that enable the DoD to have Better Buying Power (BBP). BBP encompasses a set of fundamental acquisition principles that work towards “achieving affordable programs, controlling costs through the product life cycle, incentivizing innovation in industry and government, and promoting effective competition” (Department of Defense, 2015).

In order to use this model, the decision maker must input desired attributes into the framework and then the model produces a predicted LCC from the given attributes and CERs. The model also displays the costs allocated per year for the RDT&E, Procurement, and O&S, so that the user will know how much money is required in the primary, middle and retirement stages of the LCC. This will enable decision makers to develop a system that is cost effective, robust and resilient.

The CERs consist of the following attributes: vehicle weight, wheelbase, engine power, weapon caliber and crew capacity. They were individually compared to the work breakdown structure (WBS) chosen for the analysis for the eleven wheeled and tracked vehicles because we felt that they would provide us with a wide array of data and attributes to create an accurate model. After the user inputs their data into the model or selects attributes, the model will then look at the CERs we created from the WBS and give the user an estimated cost for their proposed system. In order to develop an accurate model, it is critical that the CERs are based

on accurate historical data.

The model utilizes cost data extracted on current and past DoD vehicles from databases to develop CERs used in the model. Teams are trained on using Joint Integrated Analysis Tool (JIAT) and Automated Cost Estimating Integrated Tools (ACEIT) to collect the data that we needed to develop an accurate model that produces as close to a point estimate as possible. Both of these programs are used and trusted by cost analysts in the DoD. ACEIT is a suite of tools dedicated to performing cost estimation. Consisting of four separate applications, ACEIT provides a structure for cost estimators to automate the cost estimation process. JIAT is an online program that is comprised of many databases such as Army Cost Database, OSMIS, CKB and CERs. The vehicle data came from these databases in order to develop and complete an accurate model. Eleven Army and Navy systems are researched from these databases to acquire the data needed to fill in the WBS for each system.

This research is focused on developing a tool that will predict the LCC of wheeled and tracked vehicle alternatives within a tradespace. This research will allow analysts, developers and engineers to assess the costs and use tradeoff analysis to determine the best option for the DoD. Leaders will be able to estimate and map out the effects of design decisions based on capabilities and total LCCs. This is important because the size of the Army and the budget are constantly changing, making it essential to be as efficient as possible with the funding.

Skystrikers



Soldiers of Echo Battery, 3rd Battalion, 4th Air Defense Artillery Regiment, march onto the air field at Fort Bragg, North Carolina, towards the plane that will carry them on their next airborne certifying jump.

*2nd Lt. Christopher Burnside
Foxtrot Company, 3-4 ADA BN*

The 3rd Battalion, 4th Air Defense Artillery Regiment “Skystrikers” began another chapter in their proud heritage with a recent deployment to Southwest Asia. Tasked with defending American and allied forces against ballistic-missile threats, 3-4 ADAR heavily depends on their equipment to sustain combat power. The focus of their defense is the Patriot Missile System. This weapon system is comprised of highly advanced aerial interceptor missiles, high-performance radars, and its own electrical power plant. Paired with expert operators, air defenders create a war-fighting machine capable of decisively engaging aerial threats in joint and multinational operations. The Skystrikers cannot accomplish their mission without the effective application of innovative technology.

While the PMS and its operators may be the brains of the operation, at the heart of one of the Army’s most technological fights stands the maintainers and logisti-

cians of Foxtrot Company. Known as the “Outlaws”, the 96 soldiers assigned to Foxtrot Company work together on a daily basis to maintain mission critical equipment, including over 200 vehicles, 40 trailers, 80 generators, and 500 weapons, all while providing their sister batteries with essential supply parts in support of air and missile defense operations in theater.

In preparation for their daunting task, the soldiers of Foxtrot Company spearheaded the battalion’s surge maintenance initiative by completing 95 services on over 65 pieces of conventional equipment in 30 days. Furthermore, Foxtrot Company performed deep maintenance on three critical radar sets and complimentary Engagement Control Stations. Chief Warrant Officer Two Christopher Pacheco, the intermediate support element officer in charge, states: “The maintenance stand-down was a critical step in ensuring that the systems were brought to a no fault status and to identify and prevent any future faults. This allowed the Skystrikers to solely focus on battery Crew Certification Validations and RIP/TOA upon boots on ground in our deployed



location.”

Upon arrival into theater, soldiers completed over 80 services and contributed over 600 hours to scheduled maintenance, provided constant unscheduled maintenance support and reconfigured their supply support activity warehouse to more efficiently manage their Authorized to Forecast list, consisting of over 2,300 parts. Despite their recent success, Captain Luis Gaitantovar, Foxtrot Company commander, envisions new ways to improve his company’s support capabilities:

“It is imperative to combat complacency at every opportunity. My main priority as a commander is fully eradicating the ‘Phase 0’ mentality within my formation; everything else falls into place. Our Soldiers are doing a phenomenal job at correcting maintenance deficiencies on critical equipment and forecasting repair part requirements in support of contingency operations. Understanding the five phases of the operation isn’t enough- we must rehearse to the extent that every Soldier knows his/her role in each phase. With our current training efforts and focus on combat readiness, I am confident that the company is well postured to ‘Fight Tonight’ if the opportunity arises.”

In the ever-changing landscape of modern operations, the ability to forecast is paramount to mission success. Despite its label as a “Maintenance Company”, Foxtrot Company consists of mechanical maintenance, supply support activity, intermediate support element, and ground support equipment sections. In order to address all aspects of a dynamic mission, the Outlaws seek ways to improve in each support area.

With guidance in place, the transformation-minded Soldiers of Foxtrot Company set their plan in motion. Foxtrot Company’s first order of business aims to refine preventative maintenance procedures not only within their own unit, but also among its sister batteries through the implementation of the Battalion Leader Development and Maintenance Certification Program. This program addresses the need for leader engagement, especially at the platoon level, in the Preventative Maintenance Checks and Services process, as well as directs attention to the importance of junior leaders understanding maintenance operations. CW2 Shawn Middlebrook, 3-4 ADAR’s battalion maintenance officer and program creator, states:

“First and foremost, maintenance starts at the lowest level with PMCS. When conducted properly and at the correct intervals, it will instill discipline within the

unit that ultimately makes them a force that can’t be stopped. Training and developing leaders in the maintenance arena at an early stage will allow them to ensure that their equipment and unit remains at a high state of readiness to defend America’s freedom at a moment’s notice against global threats.”

Developing a vast understanding of maintenance operations, coupled with actively enforcing standard operating procedures and Army regulations, prodigiously

escalates future combat effectiveness. While the lasting impact of such program remains unseen, Foxtrot Company remains optimistic in its forthcoming influence.

In addition to the Battalion Leader Development and Maintenance Certification Program Foxtrot Company invests time in its most valuable assets, its soldiers, by carrying out detailed training plans in accordance with their Mission Essential Task List. The METL is a prescribed index of critical functions the unit must train on throughout the year in order to sustain soldier readiness. Recent training focused on how to operate in a chemical environment vehicle recovery, tactical dismounted and convoy operations, establishing an area defense, and a plethora of military occupation-specific training. The variety of training events enables Foxtrot Company to remain ready to fight in all aspects of its mission.

Beyond leader development and training, Foxtrot Company controls the present by posturing their unit for potential mission augmentation. The current political climate in the surrounding nations indicates increased tensions between our nation and its adversaries. Should current unease escalate to conflict, Foxtrot Company plays a critical role in 3-4 ADAR’s ability to quickly adapt to new mission complexities. To prepare, the Outlaws initiate the necessary steps to ready their equipment and logistical processes for success.

In an effort to control the cost to deploy troops into theater, higher military echelons emplaced Theater Provided Equipment. The goal of TPE is to provide troops with all necessary equipment to perform their mission in theater without spending additional funds to ship unit organic equipment forward to the new location. As units cycle through the area of responsibility, they maintain the accountability and operational readiness of TPE.



Soldiers of the 3rd Battalion, 4th Air Defense Artillery Regiment, set up a display of their equipment at the Airborne and Special Operations Museum, Fayetteville, North Carolina, as part of the museum's Airborne Day celebration, August 14, 2016.

In a perfect world the used equipment remains as functional as the day it was purchased. However, the climate of Southwest Asia degrades equipment as rust and corrosion set. To combat the atmospheric challenges, Foxtrot Company executes technical inspections on all TPE and organic equipment. Technical inspections provide soldiers and unit leadership a better understanding of their equipment's current mission readiness by meticulously examining all parts down to the most miniscule facet, such as bolts. Foxtrot Company uses this detailed report to identify faults and estimate the total cost of equipment damage. Foxtrot Company estimates the total cost of damage to TPE at 1.2 million dollars. Currently, the unit is assessing whether turning in equipment for a complete replacement, or investing personnel labor and purchasing repair parts to amend the degrades is more fiscally responsible.

In a similar sense, the Supply Support Activity personnel analyze consumption data and cultivate new liaison capabilities to better support the battalion's need for critical supply parts. Data analytics is a science that studies raw data to help draw conclusions about information. It is used by many industries to allow

companies and organizations to make better business decisions and, in the sciences, to verify or disprove existing models or theories. No matter the size of an organization, embedding analytics into daily operations can generate significant, far-reaching benefits—more so than when applied on an ad hoc basis.

To put this theory into motion CW3 Karmaine Reid, the 3-4 ADAR accountable officer, conducts an ATF examination of previous consumption data to forecast future needs, "The ATF review is a key component of combat readiness. The review ensures that the SSA is stocking the relevant and critical repair parts needed to support our Air Defenders! As our motto goes, 'If you stay ready, you don't have to get ready.'" As mentioned, more important than ensuring products are stocked on the shelves, is that those products are desirable by your customers. By dissecting previous consumption statistics, SSA personnel create a more refined ATF, one tailor-made for the Air Defense community. Despite their hard work in refining future operations, it is only one part of the logistical battle facing the Outlaws.

3-4 ADAR's area of interest spans across several na-



tions and encompasses hundreds of square miles. Due to the massive area, 3-4 ADAR competes with other units to receive their supply parts in a timely manner. In one study completed by 1LT Andrew Lee, Foxtrot detachment commander, the battalion's critical supply parts remained at the Central Receiving and Shipping Point for an average of 10 days before shipping to forward units.

In order to mitigate this concern, Foxtrot Company provides the battalion with leverage by strategically placing a liaison team at the main regional logistics center. This team manages 3-4 ADAR's relationship with other logistical entities and actively tracks the shipment of battalion parts and logistic packages throughout the area of operation. Therefore, once parts reach the liaison's location in the supply chain, they prioritize battalion parts to expedite shipment to their final destination. With the added oversight, Foxtrot Company logisticians directly affect the Battalion's ability to sustain combat power.

Army leadership understands air defense artillery's strategic importance and allocates their resources accordingly. A combination of strategic factors continues to elevate the importance of air defense artillery presence as threats evolve in capability, complexity and capacity. To combat the growing concern of potential threats, 3-4 ADAR depends on its talented operators and their ability to effectively apply advanced technology to accomplish their mission. While modern developments continue to support one of the Army's most technological fights, the force behind the fight, Foxtrot Company, proves itself as a critical asset to the battalion. After initial success as a reactionary force, Foxtrot Company hones their skills in transitioning into a proactive unit.

By systematically addressing all

areas of their complex mission, the Outlaws tackle their goal through improving leader development, training and analyzing logistical assets. The lasting impact of their adaptations remains unseen at this point. However, they eagerly seek personal and professional growth with their innovative minds, humble hands and gritty attitudes in support of the 3-4 ADAR mission. For the soldiers and leaders of Foxtrot Company, pleasure in their duty perpetuates the precision in their deeds as they uphold the storied 3-4 ADAR legacy.

A Soldier with the 3rd Battalion, 4th Air Defense Artillery Regiment, clutches his reserve parachute as he leaps from an airplane flying over Fort Bragg, North Carolina.



Clausewitz the Air Defender

The Principles of War Through a Patriot Lens

1st Lt. Christopher T. Braccini
1-7 ADA BN



Soldiers with the 4th Battalion, 5th Air Defense Artillery Regiment, 69th Air Defense Artillery Brigade, conduct reload drills while deployed to Kuwait, 25 May, 2017.

Often called a summary of Carl Von Clausewitz's "On War," "The Principles of War" is actually a very different work. While "On War" has a focus on the general theory of warfare from the level of nation-states, "The Principles of War" has a focus on the practice of war at the tactical level. That said, there are nascent ideas throughout that would later lay the foundation of "On War" 20 years later. "The Principles of War" is subdivided into four parts: Principles for War in General, Tactics or the Theory of Combat, Strategy, and Application of These Principles in Time of War. The book, a product of the Napoleonic World written for the Crown Prince, later Kaiser, Friedrich Wilhelm, is a seminal work of military theory. It provides insight for junior leaders for understanding Patriot operations in the wider context of the combined arms fight

Principles for War in General is a concise section. It emphasizes what the United States Army recognizes as Mission Command. Paragraph one references a commander to consider second and third order effects in calculating "moral factors: the likely mistakes of the enemy, the impression created by daring action...yes, even our own desperation". In paragraph two, a commander must calculate all of these factors in determining actions when the probability of victory is against the commander's side. It goes further to remind the reader not to submit to despair and abandon reason, but to maintain calm and firmness. Paragraph three advises audacity over caution, concluding with a proviso to the commander that "no military leader has ever become great without audacity." This, more succinctly from ADP 6-0, is "the use of mission orders to enable



disciplined initiative within the commander's intent to accomplish the mission." Patriot leaders at all levels are tasked as cogs in the wheel to accomplish tactical, operational, and strategic level missions and leaders must understand where their tasks and missions fit within the mission of their high echelon.

Tactics or the Theory of Combat focuses on principles for governing Defense, Offense, the Use of Troops, and the Use of Terrain.

The General Principles of Defense has Clausewitz stress three important principles: the use of cover, concealment, and reserves, all of which are intertwined and of relevance to Patriot in the way we conduct steady state operations. When possible, Patriot batteries operate at co-located sites, providing overlapping fires. Patriot firing units are able to conceal themselves from radar seeking weapons when not radiating. This concealed battery is also a reserve, ready to take over the air battle from its companion site within moments if needed.

The General Principles of Offense is more focused on maneuver forces rather than fires. The primary utility of this section is to inform Patriot officers, especially junior lieutenants, as to how their movements work within the context of combined arms operations. According to paragraph 12, "One of the strongest weapons of offensive warfare is the surprise attack," which is of particular interest in relation to the relevance of Patriot gunnery certification. This certification validates a battery's ability to move in support of maneuver forces and quickly occupy a new fighting position in support of a particular defended asset. This rapid occupation of a new operating position grants Patriot forces the ability to adapt to changing enemy TBM threats and minimize the exposure of defended assets as they become activated over the course of an operation.

Within the Principles Governing the Use of Troops, the air defender must focus on Clausewitz's advice for the use and utility of artillery. In Paragraph 3.3, a commander can see that, on defense, artillery should be concentrated and defend a key part(s) of the line, what we call defended assets. Paragraph 3.6 shows that during maneuver operations, stationary Patriot is best utilized defending strategic assets that are in direct support of operations.

The Principles for the Use of Terrain, as with Use of

Troops, is most relevant when focused on the artillery, which is sparing and focused mainly on using artillery to cover mountainous terrain. This is one point where air defense and Clausewitz's principles diverge, as due to the high altitude parabolic trajectory of Patriot's primary focus (TBMs) and the ability of modern aircraft to maneuver around mountains, Patriot is of much better utility further back from mountains and other terrain that obstruct the system's air picture and allow it more time to engage threats. Terrain use in air defense has a twofold focus. Patriot maps the horizon to minimize radar resource waste and uses generally flat terrain approximately one square kilometer at its operating site to maximize speed and ease of emplacement

Strategy covers three parts: General Principles, Defensive, and Offensive. Clausewitz says in section 1 paragraph 1, "Warfare has three main objectives: (a) to conquer and destroy the armed power of the enemy; (b) to take possession of his material and other sources of strength and (c) to gain public opinion." Patriot's major role in operations is (a), it "destroys the armed [air] power of the enemy" in order to facilitate objectives (b) and (c). Patriot protects defended assets as they become activated over the course of a campaign against TBM threats, in order to facilitate friendly air operations and through them friendly freedom of maneuver. While the bulk of this chapter covers warfare with a broad brush it is not specific to Artillery or Air Defense Artillery, air defenders can benefit from an understanding of how maneuver forces operate over the course of a campaign.

Application of These Principles in Time of War is a consideration of how to utilize these principles in the face of a competent and dynamic enemy. This section is where a commander can see the beginnings of Clausewitz's most famous military phrase and concept: the Fog of War. He comments on the uncertainty and self-doubt that arises almost immediately after a commander has begun to carry out the plan, the reconsideration about the soundness of the decisions made. The enemy's order of battle, its capabilities and limitations, its placement, and enemy commander's level of audacity and innovative are estimated and projected actions are never know for certain because the process of gathering intelligence isn't completely reliable. Rational commanders take intelligence reports with the variability in mind. In the face of these factors and the acquainting of new troops to the rigors of deployment,



as often happens in Patriot, commanders must maintain the confidence in their decisions in the absence of evidence. Commanders must ensure that the officers under their command maintain this momentum with their Soldiers to accomplish the mission. Often times, the “insurmountable obstacles” of Soldiers prove to be efficiently overcome when attempted.

Air defenders would benefit greatly from reading “The Principles of War,” despite its age. “The Principles of War” is a timeless work, easy for leaders at all levels and all specialties to read and understand regardless of the technology and domain TTPs. Young lieutenants especially need to look beyond the scope of their platoon or battery as it is vital to see and understand the role of air defense gunnery certifications outside of

pre-deployment requirements. The capabilities certified are a vital component of the Army’s readiness and contingency plans against nation-state enemies and provides protection of key assets across the breadth of American security interests.

Soldiers of the 108th Air Defense Artillery Brigade, Fort Bragg, North Carolina, engage a drone flown over the ocean at Camp Lejeune, NC, using the Avenger Air Defense System.





NATO and Afghanistan

Bravo Battery, 2nd Battalion, 44th Air Defense Artillery Regiment, poses for a battery photo in front of the Land-Based Phalanx Weapon System during their 2016 deployment to Bagram Air Field, Afghanistan.

*1st Lt. Henry A. Jang-Milsten
Charlie Battery, 2-44 ADA BN*

Bagram Airfield is a Forward Operating Base (FOB) in Afghanistan. Surrounding the FOB are towering mountains that at first glance, appear peaceful and beautiful, usually capped with layers of snow. It isn't until indirect fire (IDF) is launched from beyond the walls, sirens blare and Soldiers scramble to find cover that we are reminded this country is still at war. My unit, Bravo 2-44 Air Defense Artillery Battalion, a Counter-Rocket, Artillery and Mortar (C-RAM) unit has been deployed to Afghanistan since the beginning of 2016 in support of Operation Freedom's Sentinel (OFS). Our job while on Bagram is to sense, warn and intercept any incoming IDF projected to land on the FOB. It is during the seconds before impact that you both pray the Land-Based Phalanx Weapon Systems (LPWS) hit the IDF and if it does not, is this how you end, half a world away from family and friends at the mercy of a random farmer trying to make extra money for his family. It is the realization of mortal danger that prompts the question both in myself and in my Sol-

diers, "Why are we here?"

In 2001, Afghanistan approached the United Nations (UN) and requested assistance in taking back their country from terrorist organizations. In response to this, the UN created the International Security Assistance Force (ISAF). The ISAF's purpose was to "assist the Afghan government in maintaining security, originally in and around Kabul exclusively" ("NATO and Afghanistan", 2016). Kabul needed the ability to assert its authority over its citizens and most importantly, over terror organizations that had been operating within Afghanistan. To accomplish this, the Afghan National Army was created in 2002. After two years of fighting for stability in Kabul, the North Atlantic Treaty Organization (NATO) took command of ISAF forces in 2003 and at the mandate of the UN Security Council, began the expansion of security and stabilization operations to all of Afghanistan. NATO led the ISAF mission from 2003 to 2014, taking back and laying the ground work necessary for the Afghan security force to operate and be successful from. While NATO numbered 130,000 Soldiers from 51 different



countries at ISAF's peak, it was never meant for NATO forces to stay in Afghanistan indefinitely. It was at the NATO summit in Chicago in 2012 that it was agreed upon between NATO Allies and Afghanistan that United States led NATO forces would stay within Afghanistan after 2014, operating in a non-combat role, to train and build up Afghanistan's Security Forces. It was understood by all that Afghanistan would never be successful and would continue to harbor terrorist groups if they could not enforce their own laws and policies.

The transition to Afghan led security forces was the ultimate goal and was set to complete the transition by the end of 2014. Additionally, at the NATO summit in Chicago, the Resolute Support Mission (RSM) was agreed upon. The RSM would begin in 2015 after Afghan Security Forces had taken the lead role in the defense of their country. The purpose of the RSM is "provide training, advice and assistance activities to the security ministries and nation institutional levels and the higher levels of army and police command across the country" ("NATO and Afghanistan", 2016). NATO had just spent more than a decade fighting insurgents harbored in Afghanistan and creating stability across the entire country. The possibility that Afghanistan would fall back into ruin after NATO forces left the country was entirely too real and would not be accepted. The transition from NATO to Afghan Security Forces is best described as a "Left seat, Right seat" during a Relief in Place/ Transfer of Authority (RIP/ TOA) between two units. The only change during this massive RIP/TOA process is that the NATO forces would stay to ensure that the Afghan Security Forces did not fail in their mission of creating order within their country. The act of Afghan Soldiers taking the lead in battle is something their country can be proud of and was absolutely necessary. Afghanistan's President, Hamid Karzai, was the one to announce the final hand off of responsibility from NATO forces to Afghan forces in 2013, "From tomorrow, our defense forces will be in the lead. From here, all security responsibilities and all security leadership will be taken over by our brave forces" ("Afghan forces take over", 2013). Unfortunately, the reality is their forces are largely infantry with nothing close to the equipment the NATO forces have. Since 2001, NATO Allies have sustained a total of 3,520 fatalities within Afghanistan ("Coalition Military Fatalities", 2016). In the year 2015 alone, Afghan Security Forces sustained 5,000 fatalities and

14,000 wounded ("Rising casualties among", 2016). During an interview with General John Nicholson in July 2016, he expressed his concern with the high rate of death the Afghan's had sustained, "In one year, [U.S.-backed forces] suffered roughly double the number of casualties that we suffered in 15 years." ("Rising casualties among", 2016). The casualties the Afghan Security Forces have sustained are due to their lack of experience from the top down and their sub-par technology and weapons. While it was expected that the Afghan Security Forces would have a harder time on the Battlefield compared to U.S. led NATO forces, the high casualty rate has prompted a slower withdrawal of Soldiers from the United States, the NATO lead in Afghanistan. President Obama had announced that the U.S. presence in Afghanistan would number 5,000 by the end of his term but adjusted the number to 8,400 Soldiers in light of Afghanistan's battlefield results, with a current number of roughly 10,000 Soldiers in country.

Explaining that we are being mortared in Afghanistan because of a decade long United Nations mandate and that we are still here because Afghan Security Forces do not have the proper training and equipment to be successful on the frontline would be hard for some of my Soldiers to understand. But that is not the only reason United States forces continue to assist the Afghan government with their countries defense. Counterterrorism is the other reason I would explain U.S. forces being actively engaged in Afghanistan. With September 11th approaching, the United States is reminded what terrorists can accomplish if they are allowed freedom of movement. The best defense is a great offense and that is what the United States is doing not only here in Afghanistan, but in the majority of the Middle East. In a publication released from the White House in 2011, titled "National Strategy For Counterterrorism", the White House Administration defines the U.S. overall goal for Afghanistan as "U.S. and ISAF efforts to weaken the Taliban, bolster the Afghan Government, and strengthen the capacity of Afghan military and civilian institutions to secure the populace and effectively govern the country" (National Strategy For", 2011). When the United States and NATO forces back the Afghan Government in securing Afghanistan, they are proactively taking the offensive against terrorist organizations such as the Taliban, Al-Qa'ida and most recently the Islamic State of Iraq and the Levant (ISIL). By keeping terrorist organiza-



tions on the defensive and fighting on their home soil, the United States prevents them from conducting acts of terror on the U.S. homeland. Not only does actively rooting out terrorists contain them to the Middle East, it also makes it easier to monitor their movements and future plans. Training and assisting Afghanistan only compliments the goal of defeating terror organizations. The White House acknowledged this when they stated “The United States cannot eliminate every terrorist or terrorist organization that threatens our safety, security or interests, therefore we must join with key partners and allies to share the burdens of common security.” (“National Strategy For”, 2011). Additionally, training and giving power to the Afghan Government spreads the counterterrorism effort by adding another country that can effectively combat terrorism within and around their country. The addition of other countries to the counterterrorism effort lightens the load on the United States’ man power and national finances.

Over the past 15 years it has become evident that terrorism cannot be defeated quickly. Terrorism is not a conventional Army, it is an ideology, filled with Soldiers who largely do not wear uniforms. Terror organizations have demonstrated their ability to strike

other countries in their major cities, some examples include Paris, Brussels, Baghdad and Kabul in the last two years alone. When explaining to my Soldiers why we are in Afghanistan, it won’t only be because of a UN mandate, it won’t only be because the Afghan security forces need more training or are taking high casualty rates on the front lines but it will be for the good of our own Counterterrorism effort. As the United States and NATO forces bring stability and authority to Afghanistan’s government, we are adding another partner we can lean on and fight beside against terrorism. Ulti-



Soldiers of the 1st Battalion, 7th Air Defense Artillery Regiment, conduct an Emergency Deployment Readiness Exercise on Fort Bragg, North Carolina. The EDRE is a test of the unit's ability to deploy throughout the world at a moments notice and accomplish their mission.

Homeland Security Doctrine's Big Three: Characteristics and Application

*1st Lt. Michelle Staude
Alpha Battery, 2-44 ADA BN*

What are some key characteristics of federal homeland security doctrine?

There are three federal documents that guide the United States in national security and defense endeavors; the National Security Strategy, the Department of Homeland Security Quadrennial Homeland Security Review, and the Department of Homeland Security Strategic Plan. Each of these multi-chapter plans aim to guide the United States toward a more secure future, free of harmful external influences in its many forms. Homeland security and defense in the U.S. includes many different agencies, personnel and activities. It permeates fields not typically associated with homeland security, such as the financial sector. It is important that leaders understand the wide influence of federal homeland security doctrine and direct their actions in accordance with such documents as to strengthen the United States' resilience against external threats to homeland security.

The NSS is published by the White House and written by the President of the United States. It addresses many of the major factors that threaten homeland security and gives an outline of how that administration plans to mitigate those threats (Obama, 2015). The document is used to garner funding for homeland security initiatives and provide broad guidance to homeland security related activities.



The DHS Quadrennial Homeland Security Review is updated every four years, as required by law, and outlines the long-range strategies and priorities of the DHS. A cycle for development of this strategic document entails three years of analysis before reporting. The information collected to create this document is done by partnering with non-government and inter-government stakeholders to create the foundation for safeguarding the homeland in the future (DHS, 2014).

The DHS Homeland Security Strategic Plan is a document produced by the DHS in order to meet the GPRA Modification Act of 2010 (DHS, 2012). That act, enforced by the U.S. Office of Management and Budget, requires all federal agencies to produce an agency plan. Due to the nature of the DHS as an agency, their goals serve as the epitome of homeland security standards. The DHS Strategic Plan centers around unifying initiatives that help the agency meet its strategic goals (DHS, 2012).

The plans outlined in each the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan align, as they are each written at the strategic level and, therefore, can each be applied directly by the federal level agencies and departments that they apply to. Direct application of doctrine is of particular importance to a myriad of agencies including the U.S. DHS and the U.S. DoD. Direct application ensures that guidance is applied as it was intended. It is important, especially at the strategic level, because it certifies that government actions are in support of the guidance provided in the homeland security doctrine. When their actions deviate too far from the guidance, they can be held accountable. They can then be redirected toward more effective homeland security activities.

The NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan possess the ability to guide directives that trickle down to lower echelons that serve for the defense of the United States. Being written and applied at the strategic level allows for less misinterpretation. When a document that directs the actions is written by those that function at that level, the authors are more familiar with how those plans are likely to function. It follows that those individuals would also be the most capable to foster implementation of that plan. In the case of the DHS documents, the writers and the people who will apply the doctrine at the federal level fall under the same

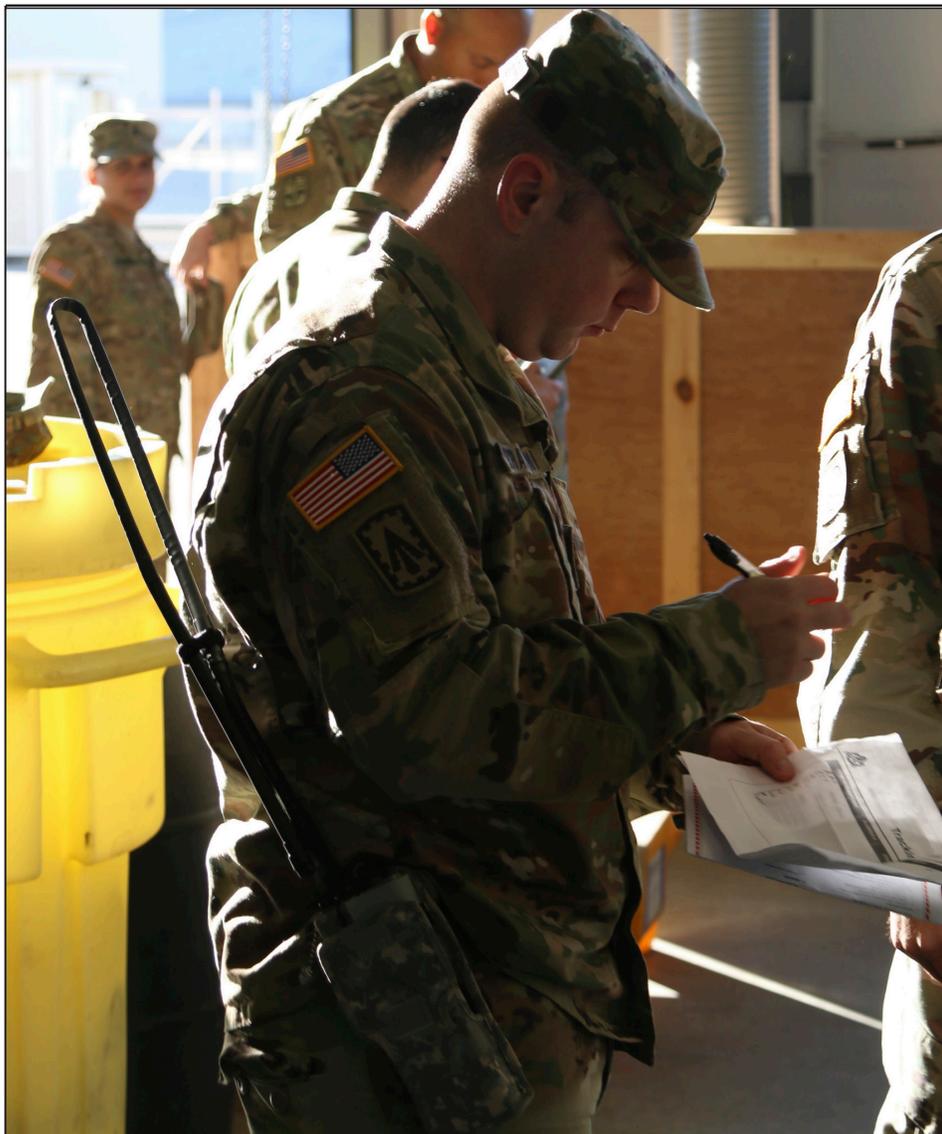
cabinet level department. When guiding doctrine is written and applied within the same department, the doctrine has a better chance to be applied in the way that it was intended. Intra-department published doctrine also makes answering questions about application and giving further guidance easier.

The White House releases the NSS, while the DHS Quadrennial Homeland Security Review and the DHS Strategic Plan are both products of the U.S. DHS. In fact, the DHS Strategic Plan bases much of its information on data gathered in the DHS Quadrennial Homeland Security Review (DHS, 2012). While the three documents have two different composers, it is no coincidence that the same overarching themes permeate each document. That serves as an example of what federal level leadership believes is most important to focus on in the homeland security and defense fields at the time of publication. Alignment of the principles outlined in each plan is integral to creating a comprehensive defense against today's complex enemies. The three documents are symbiotic in the way one expounds upon a certain facet of homeland security, whereas another leaves room for clarification. The shortfalls of one document are the strengths of another.

As a whole, due to the fact that the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan are written at the strategic level, they are vague in comparison to lower echelon products. Broad topics and ideas are presented while details are left out. Understandably, the lack of specific information allows each of these plans to be applied to a broad spectrum of situations no matter the variables that exist. Each of the three homeland defense documents assert that there is a broad, ever changing threat that exists to America. Defense plans applicable to a wide range of threats provide a substantial foundation from which leaders in the homeland security and defense fields can root their decisions. Broad plans provide leaders the ability to adapt effectively to the ever changing threats that they are working against in the homeland defense and security sectors.

How is the National Security Strategy different from other similar federal doctrine?

The NSS, which is written following a change in Presidential Administration as a product of the White House, naturally has the most specific topics. However, the NSS itself is written as guidance and therefore



1st Lt. Christopher Braccini, 1st Battalion, 7th Air Defense Artillery Regiment, reviews a vehicles dispatch paperwork during an Emergency Deployment Readiness Exercise on Fort Bragg.

does not delve into those topics. It is a product of the Commander in Chief. Therefore, the NSS is more central to certain departments, such as the DoD, than other comparable strategic level homeland security doctrine. In the same light, strategic doctrine authored by the U.S. DHS is aimed at directing activities of their department (DHS, 2012). Although each document is authored and directed toward a specific audience, it does not make the document less applicable to homeland security and defense in general as demonstrated by the symbiotic relationship of the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan.

The NSS addresses some specific threats of most importance to the nation's leaders, such as the current terrorist threat and relationships with foreign nations (Obama, 2015). Due to the fact that this document is revised more often than the two others, it serves as an

example of some of the potential variables that confront those who design homeland security plans. The Commander in Chief's political affiliation and foreign relations beliefs are two variables, which influence the topics highlighted in the document. World events have a strong ability to impact the guidance provided in this document. For instance, each of the three plans mentioned the need to account for a worldwide terrorist threat.

2015 was the last time that the NSS was released by the White House. Although it does align with the DHS Quadrennial Homeland Security Review and the DHS Strategic Plan, it also provides a vastly different approach to defending the homeland. President Obama's NSS of 2015 is deeply rooted in working in the U.S. at things that the American government can control in order to provide homeland security. The two other documents focus on external factors influencing homeland security. The NSS of 2015 explains how the U.S. can not control external factors in the same way that it can control activities within its borders. Some examples of actions that the homeland can control, which are beneficial toward homeland

security and defense, are strengthening the economy and signing treaties with other nations that reduce both ours and their arsenal of weapons of mass destruction (Obama, 2015). Each document still places value in the external and less controllable factors that are the most troublesome to homeland security experts.

The 2015 NSS provides that the defense of the U.S. is an endeavor that more than just the government and the military are responsible for. While not as direct as the 2015 NSS, all three documents use phrases like "it is the responsibility of all Americans" and "as a nation, we must achieve these initiatives together" in order to muster up a feeling of mutual responsibility of all Americans in homeland security. Mutual responsibility for homeland security initiatives is certainly valuable, however, and without auxiliary documents derived directly from strategic doctrine aimed directly at lower



echelons, the collection of these three documents may fail to provide coordinated initiatives at the federal, state, and local levels.

How can U.S. Army leaders bridge the gap between doctrine and application?



A Soldier with the 1st Battalion, 7th Air Defense Artillery Regiment, exits his vehicle at the air field of Fort Bragg, North Carolina. Arrival at the air field is the last step in the unit's Emergency Deployment Readiness Exercise, a test designed to evaluate the unit's readiness to rapidly deploy anywhere in the world.

Leadership, especially those in fields most pertinent to homeland security initiatives, such as the U.S. military, are responsible for bridging the gap between strategic level doctrine that guides homeland security activities and the level they function at. By garnering an understanding of the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan, leaders can influence actions of their subordinates in accordance with the goals outlined in federal doctrine. For example, knowingly or not, when junior officers and NCOs in the U.S. Army enforce training requirements such as TARP and OPSEC, they are supporting strategic level initiatives for homeland security and defense within their sphere of influence. Emphasized throughout DHS publications, all levels, including the individual citizen, have the ability to aid in homeland safeguarding (DHS, 2012 & 2014).

Understanding the strategic level doctrine for homeland security and defense that drives training and operations of the U.S. Army makes carrying out those training events or operations more intrinsically meaningful. While a Soldier may not care what document a leader can quote that supports a training event or operation, they may be motivated by the themes those documents expound upon. The U.S. military plays a large role in America's homeland security and defense, which naturally ties the aims of the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan to the aims of U.S. military leadership at all levels.

It would be beneficial for the average citizen to have an understanding of the federal homeland security doctrine. It is particularly important for leaders, especially those a part of organizations tied to homeland security and defense, to be knowledgeable about the NSS, the DHS Quadrennial Homeland Security Review, and the DHS Strategic Plan. The intricacies, shortcomings, and alignment of the documents should help leaders at all echelons with the ability to influence homeland security and defense make decisions that support comprehensive protection of the U.S. against any threat it faces. Comprehending the suite of these three important homeland security and defense documents, in collaboration with world events, can help guide leaders toward making decisions that promote the safety and security of the U.S.



An Objective Outlook on the Army's Enlisted Leader Development Program

*Staff Sgt. Eric Washington
Headquarters Battery, 1-7*

Civilians transition to Soldiers by taking the Oath of Enlistment, completing Basic Combat Training, and Advanced Individual Training, for vast reasons. The opportunity to serve in the United States Army, to some, is a lifelong dream. For others, it may be a temporary solution to a particular situation. In both scenarios it is a conscious step in a forward direction. Young Soldiers quickly become familiar with the Army's rank system, as well as the Noncommissioned Officer Education System (NCOES), because in today's Army only those highly qualified personnel will be promoted and retained. Should those highly trained and well-disciplined personnel that do not desire a supervisory role be cast aside without the opportunity for promotion? Does being promoted signify that the NCO is trained and proficient in both their MOS and leadership responsibilities?

The Noncommissioned Officer Candidates School (NCOCS) was established in 1968 under the premise that if a Soldier could complete the Officer Candidates School (OCS) in 23 weeks and return as an Officer with the technical and tactical knowledge to lead a platoon, then a Soldier should be able to do the same in as much time to become a Sergeant. In 1973 there were 41 NCO Academies, however, this training was only available to pilots and infantrymen. In the wake of the establishment of the All-Volunteer Army in 1972, the Army instituted the NCOES, which not only educated combat arms Soldiers, but also combat support MOS's. In 1981, the NCOES was established as a five-tier system: The Sergeant's Major Course, First Sergeant's Course, Basic NCO Course, and the Primary Technical Course to teach the responsibilities of leaders. Simultaneously, the Order of Merit List was established and promotions were tied to the NCOES.

Prior to World War II, the Army possessed Technical Grades (T5-T7) which paralleled and supple-

mented the grades of Sergeants (E5-E7) who wished to possess leadership roles, except the

technical roles did not have command authority. In 1955, the Technical Grades were replaced by the Specialist Grades (E4-E9). Specialist-8 and Specialist 9 were removed because the positions were notional and did not constitute a pay raise. The Technical and Specialist Grades provided opportunities for rank advancement, respect amongst superiors and increased pay to coincide with the years they served. In 1985, just 4 years after the tie of promotions to NCOES, the Army removed all Specialist grades except SPEC4 (now SPC), which was to serve as the transition rank from Soldier to Sergeant.

Today, Specialists must complete the 21 day Basic Leaders Course (BLC) and an onslaught of digital training named Structured Self Development 1 in order to attain the rank of Sergeant. Junior enlisted Soldiers look to BLC as the gateway to becoming an Army professional yet the course is a rushed curriculum of the previous Preliminary Leaders Development Course. Soldiers return to their units expected to perform as NCOs with little more knowledge than when they left. While the overall curriculum covered in SSD is adequate, studies show that the overwhelming majority of people learn best from demonstration and hands on. Those that do not wish to become a Sergeant and do not attend BLC are forced into a retention control point, losing a wealth of MOS expertise.

In conclusion, in my opinion the Army should recognize that Soldiers can still be exceptional without the mandatory need to advance in leadership as it did in the past. Reinstating the Technical Grades and expanding the Basic Leaders Course will both ensure the Army retains its technical and tactical ability within its enlisted ranks, and provide a higher quality of leaders for those who wish to become such.

Words for Warriors

A Professional Soldier's Notebook



Col. Joseph McCallion, commander of the 108th Air Defense Artillery Brigade, addresses his Soldiers during a State of the Brigade brief held at Fort Bragg, North Carolina.

2nd Lt. Mitchel K. Hess
HQB 1-7 ADA BN

Colonel (ret.) Ralph Puckett uses his book as a means to dissect his experiences in the Army. He writes about valuable lessons he learned along the way and gives practical and personable vignettes to the audience and shows how to apply those lessons in order to develop and refine their own leadership style. This writing focuses on the key topics Col (ret.) Ralph Puckett discusses and an attempt to see how it can be applied at the Platoon level.

The Warrior Ethos

A warrior is a Soldier whose character is exemplified by a set of values. In today's fluid, lethal, and unforgiving battlefield it is of utmost importance that we do our best as leaders to develop Soldiers who epitomize the Soldier's Creed. Developing Soldiers to this standard helps us maintain a high level of combat readiness, a key principle to our mission as we get

ready to deploy. This will only be possible through intense training that physically, mentally and emotionally prepares them for success in battle. Developing this training for our Soldier will also benefit us as leaders and prepare us to lead them in battle successfully.

Be All You Can Be

Creds are a tangible reminder of what we wish to accomplish or who we strive to be. The high expectations we have for ourselves are embedding in creeds or quotes that we keep in our personal kit bags. From time to time we will revisit these creeds and/or quotes to remind ourselves of the expectations we have set. Taking time to seek out creeds and committing them to memory is a good way to instill the values embedding in those creeds in to our everyday lives. I personally have committed the Soldier's Creed and Ranger Creed to memory. Periodically reciting these creeds to myself helps me focus on the values that I feel are important to live by in order to be a successful leader.



Become the Leader You Want to Be

The leader we become in the future is shaped by what we do in the present. Every action we take now determines that path we will travel in the future. Often times we reflect the behaviors of those we admire and look to for advice, so we must choose those carefully based on who we want to be in the future. We must never lose sight of what is morally and ethically correct in order to become a strong, influential leader that other will admire in the future.

Learn from Your Mistakes and Those of Others

We cannot be afraid to make mistakes. A failed attempt at something only becomes a mistake if we do not learn from it. Mistakes are inevitable so therefore, we must accept that we will ultimately fall but we must pick ourselves back up. After-action reviews are a great tool to learn from what went wrong so we must use them as frequently as possible.

Your Word Is Your Bond

Our Army's reputation has been earned through decades of honorable service. In order to earn the trust of our Soldiers and the citizens of the country we protect and defend, our word must be our bond. We need to continue to uphold the highest moral standard in everything we do. When we fail to make the morally or ethically correct decision or behavior others will notice and it will be easier to make that mistake again. We must build that habit of doing the right thing and others will follow.

AARs are a Valuable Teaching Tool

After action reviews are a very useful tool to help leaders and all involved in the exercise grow. When conducted properly, every participant of the event learns what went well and what needs improved for the next event. The environment set is a crucial step in setting up a proper AAR. Participants need to feel comfortable to speak their minds and offer criticism so that the entire group can benefit from the experience. The leaders who conduct the AAR must know how to ask questions to receive frank remarks from the participants, not just what they want to hear. Suggestions

that Soldiers make during AARs must be taken in to consideration when planning or executing the next event in order to gain more training value.

Army Values and a Warrior Who Lived Them

As leaders, it is one of our key responsibilities to teach and live the Army Values. Actions will always speak louder than words and it is important for us to always maintain a high standard in the respect to the Army Values. We must do our best to instill these values in our Soldiers, and the best way to do so is to live up to the standards we demand from them. Double standards will lead to a toxic environment and ultimately portray a negative image for the Army as a whole. We live in a glass bowl as Soldiers and must always maintain the discipline and mental fortitude to do the right thing even when we think no one is watching.

Discipline Takes Over When Your Body and Mind Tell You to Quit

Even though the commander orders his troops on the battle field, his/her immediate influence is very limited. Therefore the training he/she plans must be demanding and realistic in order to maximize their section leaders' abilities to lead the Soldiers on the battlefield. We have to ask ourselves what is important and what is the end state we wish to achieve? Teaching our Soldiers the fundamentals in peacetime will condition them to react spontaneously, instinctively and immediately in wartime. Developing training exercises that are physically and mentally demanding reinforce Soldiers to not become complacent with taking the easy route. Instead they will revert to what they practice day in and day out and not even be aware that they are doing the right thing. Developing and enhancing discipline needs to be part of every task we plan and train.



Hurry Up and Wait

It may seem futile and mundane at times but padded time in the schedule allows for minimalizing the effects of outside factors and unforeseen events when trying to meet an appointed time. Our job as platoon leaders is to be able to accept the prudent risk when tasked with meeting a hard time. Allow for sufficient time so that the hard time is met but at the same time reduce the stresses and hardships for our Soldiers by minimizing the amount of time they are just standing around waiting.

Really Listen to Your Soldiers

Listening to your Soldiers shows that you truly care about them. “Speak less and say more” refers to being selective on what you say and when you say it. Leaders who are longwinded will quickly lose their audiences attention. The “open door policy” doesn’t benefit the leader unless they spend time with their Soldiers. Talking to them personally or in small groups and listening to what they say is more effective than just establishing an open door policy. The goal is to have our Soldiers feel comfortable with talking to us, this way we can utilize the resources they can provide and will enable us to better serve them by building cohesive teams through mutual trust.

Mentoring

This is an inclusive process for everyone under a leader’s charge. Our ability to live the Army Values has a great effect on the success we have as mentors. We are always acting as mentors to our subordinates whether we are doing it consciously or unconsciously. Creating a shared understanding within our units builds a positive working environment. We cannot create this shared understanding without mentoring our subordinates and showing them what right looks like. Second and third order effects will be generated from this process and it will continue there long after we are gone.

Send Your Soldiers to School

Sometimes the most difficult part of our job is selecting a worthy Soldier to send to a professional development military education program. There is never a perfect time to send a crucial member of our teams to a school but not doing so denies them an experience

that will benefit them for the rest of their career. If a Soldier expresses an interest in attending a school, we should do everything we can to get them there and reward them for wanting to improve our organization.

You Never Know The Impact You Are Having

Everything we do has an impact on others. We are constantly impacting those around us. Simple tasks or conversation we have may be viewed as an influential memory to someone else. For this reason we must never forget that everything we do has a consequence that could potentially alter the path of someone’s life.

Object to the Brink of Insubordination

Strong commanders need to have subordinates who are willing to voice their opinions when they differ from the original plan. As a subordinate it is your duty to object to the point of insubordination when you feel your commander is about to make a serious mistake. However, when the decision is final it is your job to complete the task set forth. When it comes to presenting your objections, you must do it in a respectful manner, keeping the disagreement professional. Whether it be in combat or garrison, a loyal subordinate will voice his disagreements to the commander, yet support whatever the final decision may be. Simply being a “yes man” does not provide the feedback a commander needs from his subordinates, robbing the commander of valuable insights into consequences of what he is planning.



Utilizing the Human Dimension and Team Building to Enhance Readiness

1st Lt. Sean O. Raes

Delta Battery, 1-7 ADA BN

Soldiers from Delta Battery of the 1st Battalion, 7th Air Defense Artillery Regiment, deployed to Fort Bragg, North Carolina from the Central Command of Operations in the winter where they supported Operation Inherent Resolve, and they will again deploy to the same Area of Responsibility in the summer. The high operational tempo of Air Defense Artillery puts constant stress on the bonds between soldiers and their families. A commander's focus is always on operational readiness with the realization that resilience plays a major role in the readiness of soldiers and units as a whole. D/1-7th uses a multi-pronged approach to maintaining the human dimension of unit readiness that consists of team-building events, preventative programs and the efficient use of a long range training calendar to maximize time with families.

Team Building and Family Events

D/1-7th ADA practices team-building events such as Demon Days, Family Readiness Group meetings and volunteering events in order to foster a sense of community. Building a team with a sense of togetherness is a keystone to success and enables effective readiness. As stated in the Office of the Chief of Legislative Liaison Information and Contact Trifold, "the Army is about people and formations and our collective strength is our people. While other services man equipment, the Army equips Soldiers." In these Battery events, we take a knee to the operational side of the house, which encompasses the overall majority of our training calendar, and focus on effective team building in another way. Demon Days are physical training events that occur the last Friday of each month in combat uniform. The physi-

cal training focuses on soldier fitness and the Warrior Ethos by putting soldiers in teams and competing against one another in various physical fitness activities, such as team relays using soldier skills. Competition breeds resilience within the unit while still building bonds. Additionally, families are kept informed and involved through regular meetings where the Battery Commander, Captain Megan Evans, briefs the families on upcoming training and future family-oriented events. Family meetings further build a sense of community by increasing each family's involvement in the unit. Topics at FRG meetings include budget and debt management, family advocacy overview, and family safety and preventing child abuse. All meetings are geared toward building independent and resilient families that maintain a strong relationship between themselves and the unit. Leaders are especially cognizant of the need to provide services for spouses whose experience with the Army is limited. Soldier retention has just as much to do with their spouse's feelings of inclusion as it does with their daily duties. Leader intervention at the beginning of a soldier's entrance to the unit avoids unseen friction from the family that bleeds into the soldier's duties. Finally, volunteering in



Pfc. Bradley Sykes and his family attend the Headquarters and Headquarters Battery, 108th Air Defense Artillery Brigade, organizational day held at Fort Bragg, North Carolina.



the community works to make a definitive improvement in the neighborhoods where soldiers and civilians live to strengthen the relationship between the military and civilians. The human dimension requires balance to aid in its functioning.

Planning and Mission Command Enabling Effective Readiness

Preventative and formative training builds a cohesive moral framework that the unit aspires to emulate. Family participation and the focus on soldiers' resiliency builds the character of the unit as a whole and leads to a professional community that can effectively police its own ranks before negative events occur. Voluntary events, such as Strong Bonds retreats and single soldier workshops, seek to provide both single and married soldiers with opportunities to enrich their life. This includes: marriage workshops, financial help, relationship advice, and outreach opportunities to improve soldiers' personal lives. These improvements ultimately feed into the professional lives of the soldiers by fostering financial stability and emotional intelligence. Mandatory training, such as Sexual Harassment / Assault Response and Prevention, done at regular intervals informs soldiers of proper conduct within a relationship. Additionally, periodic training to prevent domestic violence is especially pertinent prior to and following a deployment, when families are at risk due to a higher operational tempo or a return of a family member. However, the first line of defense is fostering a positive climate that begins with the commander and ends with the inclusion of every soldier in the battery. Mission Command is a tenet that the Army lives by on a daily basis, and as with any operation, utilizing it to take disciplined initiative is a must. When instructing our soldiers in resiliency efforts, leaders should utilize it daily during any impromptu time when they see fit to develop a soldier or team. When a leader sees an opportunity to tell a story and deliver a lesson, they should take advantage of it. Readiness is improved when the climate fostered is cohesive, a shared understanding is met and your team has a

A Non-Commissioned Officer with the 1st Battalion, 7th Air Defense Artillery Regiment, checks a Soldier's paperwork during an Emergency Deployment Readiness Exercise held at Fort Bragg, North Carolina.

foundation of respect.

Proper execution of training begins with adequate planning. D/1-7th ADA focuses on deriving an LRTC, utilizing Army Regulation 350-1, to remain combat effective.

Battery leadership prepares the LRTC to provide subordinate leaders focus and direction in their training while allowing for latitude in the execution. The training calendar is a comprehensive framework that includes battery and platoon goals, which subordinates can nest their own goals and tasks. Commanders often focus on readiness while neglecting resiliency. D/1-7th ADA's LRTC ensures that resiliency, although immeasurable, is accounted for in our training events so it can be resourced effectively. Ultimately, the goal is an efficient LRTC executed to standard that allows soldiers more time with their families by not wasting time in the duty day due to lack of foresight.





Readiness in Logistics

*2nd Lt. Tyler J. Strause
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Readiness in logistics maximizes the operational reach, freedom of action, and prolonged endurance for a unit by expanding possible courses of action and creating flexible, agile support systems (FM 4-95, 1-1). Operational reach is the distance and duration across which a unit can successfully employ military capabilities. Operations in depth is a part of operational reach measures the distance from the forward line of troops that you can strike your enemy. This is particularly relevant to logistics because it denies the enemy supply units the ability to bring its assets into the fight. Freedom of action allows units to adapt quickly to changing situations on the battlefield. Prolonged endurance is the ability to employ combat power anywhere for protracted periods. These key aspects of the logistics mission make it possible for units to respond quickly

to gain or keep an advantage over the enemy.

The principles of logistics are integration, anticipation, responsiveness, simplicity, economy, survivability, continuity, and improvisation (ADRP 4-0). The ability to provide effective, continuous support relies on these tenets. Integration is the combination of all sustainment elements within operations. Anticipation is the ability to foresee operational requirements and initiate actions that satisfy a response without waiting for an official order. Responsiveness is the ability to react to changing requirements and respond to meet the needs to maintain support. Simplicity is the degree of complexity of processes and procedures. Economy is providing sustainment resources in an efficient manner to enable a commander to employ all assets to achieve the greatest possible effect. Survivability is the protection of personnel, weapons, and supplies while simultaneously deceiving the enemy. Continuity

A Soldier with the 3rd Battalion, 4th Air Defense Artillery Regiment, checks a roster of Soldiers for accountability during the unit's deployment to Southwest Asia.





is the uninterrupted provision of sustainment across all levels of war. Finally, improvisation is the ability to adapt sustainment operations to unexpected situations or circumstances. Readiness for logistics units can be measured by how well they perform the tasks related to each principle.

A key aspect of logistics operations is constant assessment of performance in past, and current missions. Learning from previous mistakes by analyzing the effectiveness of prior logistics support is critical to improving warfighting ability. The ability to predict what resources future operations will require is only gained through this analysis and careful planning. To accomplish this, feedback from operators and maneuver units must be quickly tested and adopted in order to gain or keep an advantage. Procurement and development take feedback from the forward line of troops and find or fabricate products that match their needs. After Action Reviews (AARs) provide the perfect forum to discuss gaps in support so that logistics personnel can coordinate more effectively in the future.

The mission of logistics is to increase operational reach, freedom of action, and prolonged endurance. Integration leads to readiness by providing redundancy and ensuring continuity. Combining all the elements of sustainment increases the possible courses of action a commander can take, which improves operational reach and freedom of action. The combination of these facets increases the endurance of a unit by allowing it to tap multiple resources without running out of any. Anticipation is the most important principle for readiness. Excellent planning of expenditure and replacement of resources is crucial to all other principles. Forecasting what a unit will need and exercising initiative to have resources arriving before or as those needs arise is the primary responsibility of the Army's logistics corps. Failure to plan correctly, or completely, can doom an operation by decreasing one of the three major parts of the logistics mission. Conversely, responsiveness requires logisticians to react quickly to the unexpected and unplanned needs of the unit. To do this, sustainment and operations sections of a unit must have a strong relationship. As unexpected needs come to light in the execution phase of an operation, the supply system must come up with a way to find or fabricate the resource. Units can increase their responsiveness by conducting frequent AARs and fostering the relationship between sustainment and operations. Simplicity and economy are connected. Simplicity

deals with the manner in which resources are distributed, while economy describes the acquisition and use of resources. To increase readiness, units must tear down barriers to fast distribution. Maintaining vehicles and equipment in a mission-ready status is imperative for quickly moving resources to where they are needed most. Economic distribution of resources is key to prolonged endurance. Leaders must produce realistic expected rates of consumption and, wherever possible, reduce the amount of resources required by an operation. Survivability is a requirement of readiness because there are a finite amount of resources which the Army can spend. It becomes necessary to protect what you have in order to maximize a unit's ability to fight. A unit with a logistics system that doesn't have survivability will inevitably fail its mission to supply the forward line of troops. Without survivability, a unit cannot maintain continuity. Continuity ensures uninterrupted sustainment service to the unit's warfighters. Planning can greatly increase continuity by preparing for expectations and contingencies. Acquiring all of a particular resource from a single source is dangerous and can lead to interruptions in service if something goes wrong. This is why the Army requires contractors to distribute production to different locations. Not all contingencies will be planned for which is where improvisation becomes extremely important. The loss of a particular resource or the time required to bring it to the forward line of troops may require an alternative to be used. Flexibility, coupled with careful planning, will allow commanders to create courses of action that accomplish the mission with alternate resources.

Readiness in logistics is a mix of planning, reacting quickly to unexpected needs, and analyzing performance. Planning will prepare units to best accomplish the known requirements of the mission and have resources ready for distribution when expected needs arise. Not all requirements can be known before an operation begins, however in the event different resources are needed, agile and flexible logistics systems can maintain service and provide alternative tools to accomplish the mission. Finally, analyzing those unexpected requirements and adding them into the planning phase for the next operation is key to continuous effective service. AARs allow operators and planners to come together to improve sustainment for follow-on missions.



The Digital Training Management System

1st Lt. Robert D. Draper

3-4 ADA BN

The Digital Training Management System (DTMS) is a system that allows army leaders to communicate and to coordinate across the chain of command, to track Soldiers, and to plan training events. The system allows leaders to have an overview from the entire unit down to the individual Soldier. It allows leaders to take responsibility for their Soldiers and training events that allows for more efficiently planned training and tracking of Soldiers.

From a platoon leader's perspective, the army has an excess of meetings that are designed to push out information so everyone is aware what training needs to be accomplished. These include: training meetings, early morning huddles, quarterly training briefings, and administrative meetings. DTMS system can streamline this information because it creates a single point of entry for units to schedule unit training, manage training resources, and create schedules and master calendars for training. DTMS allows commanders to formulate a training plan and synchronize it with Army Doctrine. Then the platoon leadership plans and executes training in accordance with this plan. The platoon leader can then assess how their platoon measures, and adjusts their training accordingly. Leadership can see what and how Soldiers need to be evaluated, what Soldiers are out-of-date on training, and when to implement the training to ensure their platoons are up-to-date and fulfilling the mission.

Currently, per FM 7-0; the platoon assesses the METL tasks during weekly training meetings. Also, the platoon reviews current training frequency, key personnel turnover, and new resources and constraints. Having this information readily at hand through DTMS; allows platoon leadership to relieve some of the stress from the battery leadership and be able to have better planning and execution.

In addition, DTMS provides the ability to keep track of individual Soldiers. The system tracks informa-

tion on a Soldier's record. The information that it tracks are the Soldier's Army Physical Fitness Test (APFT), weapons card, class enrollments, Privately Owned Vehicle (POV) licenses and insurance, certifications, army schools, and medical. Many units use other products to track training, however, being able to use DTMS allows the chain of command all the way to the individual Soldier access to updated information in real time.

This is the most beneficial part of DTMS. Because at a platoon level, it is difficult to track who is coming due on their APFT, who needs to go the different weapon ranges, what Soldiers are scheduled for class or what classes they are currently in, what the Soldier's POV status is, and what a Soldier's medical status is. Without access to DTMS, the only way to track this information is to communicate with the orderly room and get this information. But doing this for 20 Soldiers is time consuming and all this information can change on a weekly basis. In addition, having individual

SUBJECT: Platoon Leadership through Digital Training Management System trackers at all levels is inefficient and duplicates work. It also puts unneeded stress on the orderly room personnel. Using DTMS, a unit is able to look up information in an instant and ensure the efficiency of scheduling appointments for Soldiers to ensure they are current on all requirements.

DTMS also provides the ability to have more control over planning events and to view what training events are scheduled. The system provides a unit a calendar where it can track everything that needs to be planned and executed for the coming weeks. This is utilized during training meetings so leaders are more prepared by knowing what is needed to be briefed on and what is needed to be planned. Platoon leaders are then able to ask for external resources from the commander and 1SG.

The system also allows the user to break down training events further. DTMS has subtabs that are spe-



A Soldier with the 108th Air Defense Artillery Regiment, Fort Bragg, North Carolina, carries a Stinger Missile on his back during a ruck march across Fort Bragg.

cifically used for training and evaluating the training that has taken place. The big subtabs are Plan, Prepare, Execute, Warrior Tasks, and After-Action Reviews (AAR). Using these subtabs allow platoon leadership to plan fully for a training activity, not repeating the same mistakes from one training event to the next.

The Plan subtab allows the platoon leader to schedule events, view major events that are planned, manage a checklist for the event, and clone events. (DTMS) Being able to schedule, make a checklist, and clone events allows the platoon leadership to better plan for upcoming events and not have to recreate the wheel. It helps keep the unit more organized for upcoming events and allow the battery leadership to make sure that the training is on schedule and fully planned for.

The Prepare subtab allows the user to manage requested resources, to view archived plans, and to view the training summary report. The main benefit of this tab is that it allows the platoon leadership to track and manage the resources that have been requested, making sure that they have the resources for the event and/or are able to get in contact with those that can assist

them.

The Execute subtab allows the platoon to assess the training events and to review the training highlights. Being able to assess the training event allows the platoon leadership to upload AARs or evaluations to the event. This is extremely beneficial in upcoming events to be able to look back and see what the unit needs to improve upon to ensure better results from future trainings.

The Warrior Tasks subtab allows the user to look at the different skill levels of individual Soldiers. These skills are critical to Soldier survival. Being able to track and schedule these will ensure that Soldiers maintain their training and can survive in common combat situations.

The last subtab is the AAR tab. This tab allows leaders to track the comments of Soldiers on what happened during the event, what they want to sustain, and what Soldiers think need to be improved. AARs are important to every event, because it is how a unit can identify, measure, and improve the process. Without this, a unit is stuck re-inventing the wheel for every



training event.

4. There are a few disadvantages for a platoon to use the Digital Training Management System. To use DTMS at a platoon level requires: 1) the leaders to balance the time it takes away from training, 2) maintain training proficiency through turnover within a unit, 3) effectively manage information that is being put into DTMS, and 4) fight a steep DTMS learning curve and overcome engrained battle rhythms.

To master the usefulness of DTMS requires platoon leader, platoon sergeant, and possibly the platoon section sergeants to conduct training for a week during the DTMS course. This is time that they could be training for the actual mission and training their Soldiers. Patriot Air Defense Artillery platoons require a lot from its leadership. Tasks include planning, training, evaluating, executing, tracking, and additional duties. DTMS takes away from that training and requires platoon leadership to maintain a balance between training Soldiers and being behind a computer.

Another issue is the amount of movement that goes on within platoon leadership. Since coming to the unit, my platoon has transitioned through four platoon sergeants and three section sergeants. For a unit to send these Soldiers to a class, they would be training them and getting them used to the system just in time for them to either have a permanent change of station, expiration of term of service, or promotion to a different position. They would be benefiting a platoon wherever they go and that the unit would eventually get leadership with DTMS training, but that is only if other units are operating through DTMS and are actually sending their Soldiers to the course. Something that units can do is to implement training the trainer. This would achieve training Soldiers within the DTMS system, without sending them to a course.

The last issue is having so many different Soldiers having access to the system. As of right now, the orderly room Soldiers are able to change and update DTMS. Wrong information about a Soldier is less likely to be loaded when there are only a few Soldiers that are changing that information. Ensuring the platoon leadership has a "read only" status when it comes to changing Soldiers statuses, ensure that they can view what is in the system and make note of what needs to be changed. If a "read only" status is possible, then I think we can overcome this disadvantage. Leadership will need to be able to make changes to training plans

and update calendar entries.

DTMS has advantages and can be beneficial to a unit and especially platoon leadership. An example of this is platoon leaders planning for a field training exercise. Currently, most of the planning is done on paper starting with troop leading procedures, the eight step training model, issuing an operations order, scheduling resources, coming up with a training plan, and completing a convoy manifest. However, the biggest obstacle is that DTMS is not currently hardwired into this battle rhythm for many leaders and therefore becomes difficult to implement and follow especially in units with high operational tempo including last minute taskings. A constant change in scheduling on DTMS will lessen its impact, so leaders should work to protect their training calendars.

The disadvantages to leaders using the system are ones that can be overcome with time. Platoon leadership will see a lot of advantages in being able to plan training more proficiently and in being able to keep track of Soldiers.

Cultural Awareness of Japan

*Joshua A. Wright
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In order to understand another human being, you have to know and accept the fact culture plays an enormous part of who that person is. From the way people dress, practice religion, express emotions, react to different genders, and view customs and courtesies, all vary based upon the area in which someone grew up or where they currently live.

As societies evolve over time, common practices and norms change to better support the derived principles of a specific populace. Taking into consideration the many diverse regions of the world today, you can see how expansive cultural norms can be. Something as simple as a friendly gesture that is commonplace in one part of the world can be expressive or even disrespectful in another part of the world.

Understanding cultural differences is a key interpersonal skill, but even more so, it is necessary to maintain positive relations with people from different nations. For the relevance of this narrative, it is best to begin with an explanation of culture and its major characteristics, with the focus being on the cultural practices of Japan.

As the major topic of relevant discussion, the Japanese cultural model will express the societal common practices, while additionally showing the differences in how cultural characteristics drive their country as a whole. If we as human beings can bridge the cultural gaps that separate us from one another, then we can begin to grow together as friends and allies.

Beginning with the exterior and working in, one can think about the way in which different societies/cultures dress. In certain parts of the world it is com-

mon practice to dress in Levi's with an overly expressive shirt. While in other parts of the world, wearing a sari is more culturally acceptable.

Dealing in terms of fashion is relatively different from that of cultural norms, especially if you take into consideration the fact that the garb of previous generations is considerably different from the average person of today. The deep-rooted fashion adornments that have been a part of specific societies for generations can be a subtly identifying piece of the cultural puzzle, even more so if it identifies with a specific religion. In the case of Japan, it is relevant to note that the Kimono is a common piece of clothing worn for special occasions, being that it is a historically traditional garment for Japan. To some it looks like a robe, but to the people of Japan it is a piece of their culture that they desperately desire to keep. Too often jokes or insults are made when someone dares to stand out by wearing clothing that is a common cultural norm in a different country or region. In the most basic of terms, we can begin to see cultural differences at distances greater than 10 feet, but the question is whether we will understand.

Religion is another huge cultural variant, considering the majority of the world's population believes in a deity of one form or another. The deity of one's culture that praises and shapes their world around, may in fact be a deity that another culture considers illegitimate and an affront to their religious cause. It is in the name of religious differences that numerous wars and battles occur, abruptly ending countless lives far too early. Religious totems and practices are so deeply rooted in culture that it is hard to find any other areas that are as expressive and representative of human beings as a whole. In regards to Japan, you can see a major religious difference than that of the average nation state.



Shinto is the most highly practiced religion of Japan, with Buddhism in a close second (“Shinto History,” 2009). Shinto is the deep seeded connection the people of Japan have with the past, to include their specific ancestors (“Shinto History,” 2009). It is the belief that if one diligently practices specific rituals, they will gain a connection with ancient Japan, to include their ancestral relations (“Shinto History,” 2009). Being able to understand the differences, or better yet the similarities, between religions will enable us to respect one another’s beliefs, foster understanding, and truly accept one another as human beings.

Outward emotional expression or response is another cultural normality that differs by the region. Growing up in America, boys at a young age learn to keep their emotions in check, while in different parts of the world it is normal to express emotions in an almost extreme fashion. Cultural emotional expression varies to such an extent that it is easy to take offense or even judge someone based on the way in which they show their emotions. When it comes to the people of Japan, it is normal to see two male friends holding hands or hugging, thus expressing the closeness of their relationship. In that nation, it is commonplace for the people to express great sadness, loss, or even happiness, while at the same time brutally punishing themselves if they encounter a moment of shame. If we can begin to understand that it is normal to hug, hold a friend’s hand, or even in some parts of the world to be emotionless, then we can shed the easily adopted judgmental ideologies that we develop of other cultures.

Gender roles are an additional factor when considering culture. It is strange to think that even today gender plays a major role in the treatment of human beings. In countries across the world households are ran by men, treating their women as property with an associated value attached. Where one country it might be socially acceptable to communicate privately with a member of the opposite sex, hold hands, and even look deeply into their eyes, in another country you have brought about great shame. In reference to Japan, the traditional home is ran by a male figure, with the female members running the household, destined to marry and produce heirs (Kincaid, C., 2014). At one point in time in Japan, females did not have parental rights, the ability to vote, or even own property (Kincaid, C., 2014). As time went on, the adoption of basic human rights for the females of Japan came into

existence. It is still reasonably noticeable that women receive different treatment in the country of Japan, but that is just part of their current culture. Being able to recognize and respect the different practices that are common around the world, especially in regards to the women of different cultures, will ensure that misinterpretations of meaning do not occur.

The way in which groups, or even individuals, socially interact with one another is in fact the cultural category of customs and courtesies. From the hand that you use to greet another person, to the order in which a group of individuals enters a room, you can see how customs and courtesies vary. Japan, like every other country, has its own unique set of customs and courtesies, which are deeply rooted in their everyday life. In Japan, it is common to greet another person by bowing instead of the traditional shake of a hand (Hackney, G., 2016). Additionally, there is a clear separation between the exterior and interior of buildings, meaning that footwear cannot cross from one domain to another (Hackney, G., 2016). It is irrational to think that everywhere across the world the same actions and greetings are similar. If we can take the time to study other cultural norms, such as customs and courtesies, we can ensure that we do not act in an offensive manner.

Japan is a distinctly mountainous country, with over half of its terrain being mountainous (“Japan Fast Facts,” 2016). Consisting of a wide variety of city to town sizes, Japan is full of small fishing villages, while at the same time it has major metropolitan cities. The urban terrain consists of skyscraper structures, with technology adorning a vast majority of the street signs and corners across the cities. Images and sounds project from many different surfaces throughout Japan, since they are marketing tools in densely populated areas. Conversely, suburban areas include the majority of the farmland and forests that comprise Japan. Small, man-made rivers and streams stretch across the open countryside. Since the 1940s the rural population has been shrinking, with the residents moving closer and closer to major cities (“Japan Fast Facts,” 2016).

Japan is one of the major car and technology producers of the world, with its key infrastructure relying on its ability to produce goods that are superior to the competition. Televisions, computers, microchips, electronics, and even robotics top the charts of Japan’s

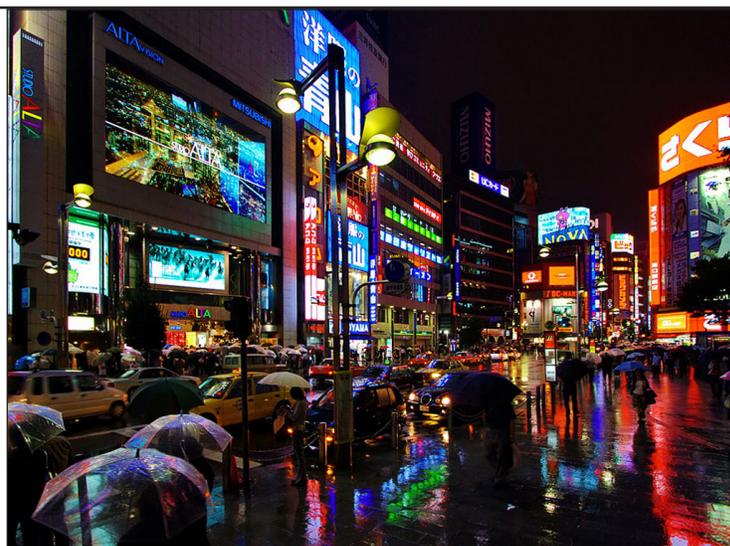


leading exports (“Japan Fast Facts,” 2016). Japan continues to shape and develop the rest of the world with its products, while at the same time investing a lot of money into research and development for the future.

The most relevantly significant conflict in relation to the topic of Japan is World War II (WW2). On December 7th, 1941, Japan attacked the United States of America at Pearl Harbor, Hawaii. After several years, the bloody conflict ended with two nuclear explosions and the unconditional surrender of Japanese forces. As part of the unconditional surrender, the Japanese people were no longer able to have an offensive military force (Williams, I., 2014). It took many years for the economy of Japan to right itself, contending with the expenses of a war to include restructuring of the nation. Japan, as it sits today, has a defensive Air Force, along with an Air Defense system that is similar to the United States. Implementing the Patriot missile system, augmented by Aegis cruisers, is the way in which Japan has been investing defensive dollars for the past several decades (Williams, I., 2014). Contending with missile flyovers, weapons tests, and nuclear threats from North Korea, the Japanese people have rallied around Air Defense. With tensions between the two nations continuing to rise, Japan is likely to grow and increase its Air Defense operations for the near future.

The subtropical atmosphere in the majority of Japan creates a hot and humid summer, with mild to cold weather in the winter months. In the more temperate months of the year, Japan experiences heavy typhoons, with strong winds and large amounts of rain. However, keep in mind typhoons once aided the people of Japan when the great Kublai Khan of the Mongolian Empire tried to conquer the island. A great typhoon engulfed his fleet and sank his ships, thus ending the invasion attempt. Due to the climate considerations, the majority of Japanese farmland consists of rice, wheat, and barley (“Japan Fast Facts,” 2016). With only 13 percent of Japanese land consisting of farmland, agriculture does not play a significant role anymore (“Japan Fast Facts,” 2016).

The people of Japan are a strong, close-knit group of individuals, with deep-rooted beliefs, culture and country. They value social media as a tool to share memories and interactions with their friends and family. The concept of respect and courtesy plays a major role in their daily interactions, especially if it has something to do with the elder generations. As the creators of



Shinjuku is one of the major wards of Tokyo, Japan, and is widely regarded as the economic hub of Tokyo.

Anime, the Japanese people tell their lives and stories through a graphic novel style of imagery. The Japanese language itself dates back to the year 794, and over 125 million people still speak it today (“Japan Fast Facts,” 2016). The government in Japan consists of a constitutional monarchy, with an emperor that has limited power and ruling over a system that is similar to the United States form of government (executive, judicial, and legislative) (“Japan Fast Facts,” 2016).

All of the information previously mentioned are the societal influences that shaped and molded the culture of Japan. When looking from the outside in, we can see the differences that differentiate us from them. It is in taking the time to understand and accept those differences that separate one culture from another that we truly begin to grow as people. With so many different geographically separated regions, it is physically impossible for individual societal norms not to evolve separately over time. In taking just one second to consider the fact that cultural norms are drastically different across the world, maybe we can stop ourselves from judging someone, laughing, bullying, or even just being disrespectful, so we can grow and develop our relationships as human beings.