



Victory Through Training

About CTCD's Program Support Division

By Erik Borgeson, Program Analyst, PSD, CTCD
The Combat Training Center Directorate (CTCD), operating under the leadership of CAC-T, serves as the staff for the CTC Responsible Official and the extended staff to the Deputy Chief of Staff G-3/5/7 facilitating administration, integration, validation, resourcing, and management of the CTC Program.

CTCD is responsible for ensuring CTC program requirements and modernization are linked to viable resourcing strategies and the CTC vision for the future. Additionally, CTCD assists in programming and integrating DOD Training Transformation - Joint National Training Capability initiatives into the CTC Program. The Program Support Division (PSD) is one of four divisions within the CTCD whose task is to assist Army Leaders to achieve the goals related to the CTC Program.

PSD delivers this assistance through four focus areas that underpin the CTC Program: the CTC Master Plan, CTC Modernization, the CTC Accreditation Program and CTC Mission Command Systems.

CTC Master Plan

The CTC Master Plan Master Plan is the Army's CTC vision that informs the budgetary process through the Program Objective Memorandum. This plan documents an evolutionary process of identifying long-range planning guidance, outlines direction and objectives required to execute the CTC program vision, mission and

scope to ensure maximum benefit from investment in the Army Combat Training Centers.

CTC Modernization

CTC Modernization is an integral, enduring aspect of the Army's overall modernization efforts to achieve Army 2030. CTC Modernization goals are aimed to create 21st Century training centers able to provide large-scale collective training venues for the Army 2030 in terms of instrumented AARs, state of the art ranges, force-on-force operations and combined arms live fire exercises against a highly capable near-peer OPFOR replicated in a multidomain operational environment.

CTC Accreditation

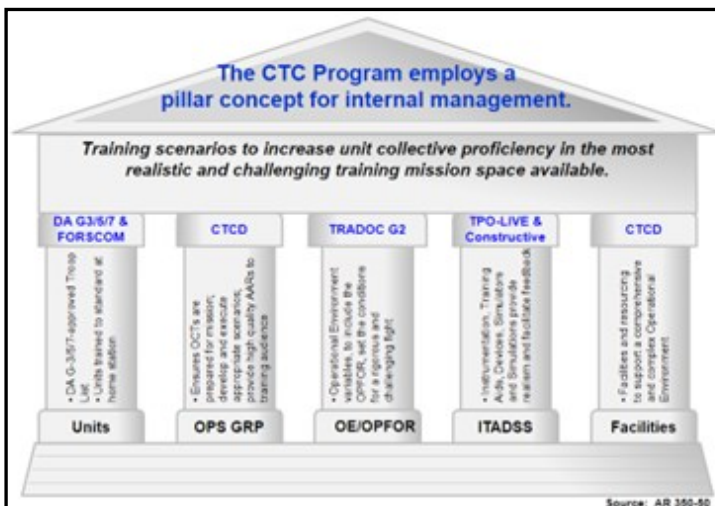
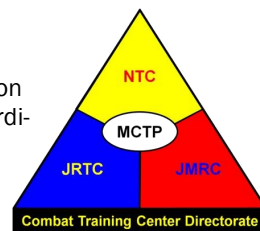
PSD serves as the lead agency working on behalf of CAC-T and TRADOC to plan, prepare and execute the CTC Accreditation program.

The CTC Accreditation objectives are standardization between the CTCs, equitable resource allocation and identification of systemic issues. These objectives and the CTC Accreditation program serve to inform CTC Modernization.

PSD and CTCD use a 5-pillar approach in the conduct of CTC Accreditation: Training Units, Operations Groups, Operational Environment / OPFOR, Instrumentation / Training Aids / Devices / Simulators / Simulations (ITADSS) and Facilities.

CTC Mission Command Systems

The persistent evolution of computing and mission command systems drives PSD's role as an action staff to assist CTC Modernization with the latest mission command systems that allow the centers to integrate into rotational training unit (RTU) networks and communications systems. The capability to integrate with RTU communications systems and networks is critical to enabling Operations Groups to fully observe and understand the RTU conduct of tactical operations and performance in real time and is key to providing meaningful feedback to the RTU and learning. The Program Support Division, Combat Training Center Directorate provides a staff action office to support the Army Leadership in maintaining a 21st Century training center program for the Army of 2030 and beyond.



CALL examines multinational inoperability during recent exercise

The Center for Army Lessons Learned (CALL) dispatched collection and analysis teams to Fort Cavazos and Fort Bliss, Texas, to examine multinational interoperability during the recent Warfighter 23-4 held from April 19-27.

Preparations for the lessons learned collection commenced in October 2022 following an execution order from the Headquarters Department of the Army. CALL received instructions to assess the mission partner environment across five priority focus areas: computer information systems, information management/knowledge management, intelligence, fires, and sustainment. These areas are crucial for enabling effective operations between U.S. forces and partner nations in contingency scenarios.

The training units participating in the warfighter exercise included III Armored Corps, 1st Armored Division, 1st Cavalry Division, and the 3rd (United Kingdom) Division. This provided a unique opportunity to study combat readiness and allied interoperability in a large-scale combat operational environment.

Collaborating closely with the Mission Command Training Program, the CALL team observed the units and gained insights from observer/coach-trainers. In addition, a total of 14 interviews were conducted with commanders and primary staff to gather their perspectives on the successes and challenges of operating in a multinational environment.

The CALL teams comprised 45 subject matter experts drawn from various U.S. Army Centers of Excellence and the American,

British, Canadian, Australian, and New Zealand (ABCANZ) Armies Program. Extensive preparations included a detailed mission analysis, assembly, and training of the collection team, reviewing the exercise scenario, providing instruction on observation writing, and establishing procedures for recording and tracking input in an observation tracking system.

Leveraging their expertise, each team member contributed more than 200 observations across the priority focus areas. The gathered information will undergo comprehensive analysis to identify key insights and trends that will improve how the U.S. Army operates with its allies and partners.

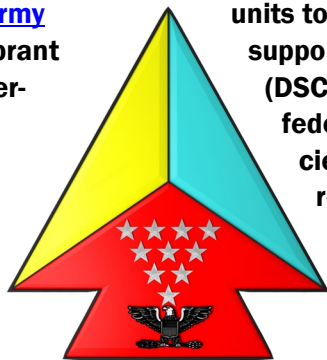


In addition, CALL collaborated with the Mission Command Center of Excellence to conduct a focused collection and assessment of currently fielded command and control systems, along with recommendations for future capabilities. The two teams worked closely together in the planning and execution of the collection effort. Observations from each team were shared in a common database for mutual analysis and utilization in their respective report development.

The final CALL report is slated for completion in August and will serve as a valuable resource for the U.S. Army to enhance its ability to effectively operate with allies and partners. To access CALL lessons learned and best practices, visit the following link: <https://armyetaas.sharepoint-mil.us/teams/>

MCTP supports Vibrant Response 2023

MCTP supported [US Army North](#) (ARNORTH) for Vibrant Response (VR) 2023 exercise at Camp Atterbury, Indiana April 17 to May 15. The exercise had about 1,850 participants from across the Joint Force, including Active, Guard, and Reserve components; The primary training audiences were Virginia-based Joint Task Force Civil Support, Michigan-based Task Force 46, and Utah-based Task Force 76.



units to practice defense support of civil authorities (DSCA) operations with federal and state agencies to validate their response to respond to a Chemical, Biological, Radiological, Nuclear (CBRN) catastrophic event in the U.S.

MCTP supported by observing, coaching, and training the task forces' ability to receive, organize, and employ critical lifesaving or life-sustaining federal CBRN response forces, Immediate Response Forces (IRF), and other Title 10 forces as per the National Response Framework (NRF) and Incident Command System (ICS).

The task forces exist to be ready to command and control specialized response forces' ability to deploy, employ, and sustain specialized military response forces upon the request of civilian authorities to save lives and relieve human suffering during emer-



MCTP cadre review exercise training feedback in a "wall-walk" during a Vibrant Response exercise at Camp Atterbury, Indiana, May 8, 2023.

gencies or natural disasters.

MCTP cadre, civilian professionals, and contractors consolidated to deliver ARNORTH and the training audiences the right stimulus level to meet their training objectives. They also provided an impartial, external perspective allowing the task forces to see themselves more holistically and improve or validate their staff processes.

At the end, [Maj. Gen. William Prendergast](#), an ARNORTH task force and exercise leader said, "all the units showed continued and excellent growth throughout the exercise and are ready to respond to help protect lives and end human suffering."



MCTP cadre conduct an azimuth check meeting to discuss training progress during a Vibrant Response exercise at Camp Atterbury, Indiana, May 7, 2023.

NSC conducts testing for JLCCTC 9

Over the last several weeks, the National Simulation Center's (NSC) TRADOC Proponent Office-Constructive Simulations (TPO-C) conducted technical and functional testing for the Joint Land Component Constructive Training Capability (JLCCTC) v9. JLCCTC supports Army training worldwide for commanders and their staffs at Home Station, Institutions, and Combat Training Centers (CTC). TPO-C led the Validation Event with assistance from a cohort of experts from TRADOC Centers of Excellence (COEs) Command Mission Training Complex's (MTC), Mission Command Training Program (MCTP), and across the Army Training Enterprise for each testing area. Ms. Deborah (Deb) Adams and Mr. David Sergeant led the team performing analytical testing of the model's capabilities and its associated data against the verified requirements. Deb and David have over 40 years combined experience leading capability development and testing events. Together, they help to ensure the best possible product is fielded to Army units conducting collective training, and Warfighter Exercises.

Organizing large amounts of data is critical to determine if the training capability meets all requirements. As an Operations Research Analyst, Mr. William (Bill) Welch of the NSC's Analysis and Test (A&T) Office is responsible for linking requirements to test cases and facilitating the Data Authenti-

cation Group which is the forum to support the capability developer validation process. Bill working with Deb and David align the qualitative and quantitative data analysis to ensure JLCCTC will provide realistic and rigorous training for Army formations across echelons.

Following the Validation Event, the NSC will prepare for the Operational Readiness Event (ORE) from 17 July to 11 August when the MCTP will deploy the latest JLCCTC software to ensure it is ready for fielding. This version of JLCCTC is expected to deliver an approximation of combined arms decisive action in a Large Scale Combat Operations (LSCO) Environment and simulate the warfighting functions (WFF) in support of Home Station, Warfighter, and CTC training events.



ATSC supports the Commandant's Training Council

The Army Training and Support Center (ATSC) hosted the Non-Commissioned Officer Leadership Center of Excellence (NCOLCOE) Commandant's Training Council (CTC) from 16-20 May at Fort Eustis, Va. ATSC provided demonstrations, facilities, and support for the NCOLCOE consisting of 55 Command Sergeants Major and Sergeants Major from across all Army Commands.



The demos highlighted ATSC programs, services, and products that support Soldier training, allowing the leaders to leverage these opportunities when they returned to their home stations in support of Soldiers.

The event included 55 members that will be commandants, deputy commandants, and chiefs of training across all three components of the Army (Active, Guard, and Reserve).

Command Sgt. Maj. Mildred Lara, the Deputy Director for NCO Professional Development Directorate explained that the main purpose was to bring the leaders together to give them new updates and information they need for their position. She stated that the program was a total success for NCO professional development. The CTC was able to bring important aspects needed for the members to address, and discussions from the tactical to strategic level proved a great opportunity for supporting soldier training.

According to Lara, one of the highlights was the breadth of discussions they were able to have. She explained that the goal is always to equip the commandants to ensure Soldiers are getting the best training possible.

Among those in attendance were: Command Sgt. Maj. Daniel Hendrex, Training and Doctrine Command; Sgt. Maj. Phillip Blaisdell, HQDA G-3/5/7 and, Command Sgt. Maj. Jason Schmidt, NCO Leadership Center of Excellence.

ATSC provided presentations, static displays, and a demonstration to the assembled leaders to inform and educate them on ATSC's current efforts in support of the Army.



Sgt. Maj. James Card, the ATSC Senior Enlisted Advisor, gave a presentation discussing the capabilities of the organization. ATSC's mission is to deliver integrated products, services and infrastructure to enable education and training to the Soldier and Civilian. Each of the TRADOC Proponent Offices (TPO) briefed vital aspects of their capabilities and offerings.

TPO-Live discussed how they support capability development and user activities associated with live training on ranges (TRADOC



Proponent Office for Ranges), Force on Force and Synthetic Training Environment – Live Training System development and the Standards in Training Commission.

The Training Support Analysis and Integration Directorate manages the Training Support System and all the training aids, devices, simulators, and simulations for Army training.

TPO Army Training Information System manages requirements for the Training Information Infrastructure and Mobile Learning, to include the Army Training Help Desk, the Lifelong Learning Center, My Training Tab, and Points of Delivery.

The Visual Information Office briefed how they support the Army and TRADOC mission through a team of producers, directors and graphics professionals who work on a unit's behalf while leveraging capabilities at the Enterprise Multimedia Center to create videos, graphics, and multimedia projects to support the Army and TRADOC training and command messaging requirements.

The Commandant's Training Council came away better equipped to support Soldiers training and retention across the Army.

Digital Training Management System Q&A Sessions

The Digital Training Management System (DTMS) is the Army's system of record for recording, tracking, and planning training. As the Army's training management proponent, the Training Management Directorate (TMD) manages and maintains DTMS. This responsibility includes identifying and resolving user or system issues and modifying the system in line with Headquarters Department of the Army guidance to incorporate policy changes impacting how users record and track training information. Over the past year, Army enterprise changes have placed a premium on communicating with Army DTMS users. As a result, TMD now hosts periodic DTMS Q&A sessions as a forum to share information and valuable insights on DTMS capabilities.

TMD understood the potential impact of implementing changes within DTMS, such as those associated with the Army Combat Fitness Test (ACFT) implementation and the Army's transition to the Integrated Personnel and Pay System – Army (IPPS-A). While these changes were discussed during the DTMS Users Group with points of contact of Army commands, Mike Higginbottom, the Training Management Capability Division Chief, identified that TMD needed to reach a wider audience.

To communicate changes and explain DTMS functionality, "we needed to get to the people who use DTMS on a daily basis," Higginbottom said.

Although the Army Training Manage-

ment System (ATMS) assists individual customers with specific issues, Higginbottom said he believes the Q&A sessions offer the ability to "better educate users on the capability of the system." Inviting DTMS points of contact, administrators, and operators expands TMD's reach and opens the aperture to share information across the entire DTMS community of practice.

begin with a short information briefing on a relevant topic. The introductory topic then flows into an open forum for questions and discussion on any DTMS-related issue. Higginbottom selected Anthony Woodard, the ATMS Help Desk lead, to host the Q&A sessions. Woodard's experience working DTMS issues, knowledge of how the system works, prior military service, and understanding of how software changes impact users, enable him to provide valuable expertise. In addition, DTMS points of contact and administrators taking part in the session often share their knowledge and expertise which improves the experience for all participants.

The first DTMS Q&A session, held in August 2022, focused on the most common user issue: correctly building DTMS accounts. This issue requires DTMS managers to create accounts to manage training records in DTMS based on the user's legacy user identification, and results in almost half of all calls to the Help Desk.

Subsequent Q&A sessions in November 2022, January 2023, and March 2023, dealt with how to enter ACFT

scores, the impact of medical profiles on ACFT scores, the IPPS-A transition impacts on DTMS, and how to enter weapons assignments and qualifications.

The next Q&A session is tentatively scheduled for early June 2023. Notifications with the specific date go out via email through the DTMS Users Group and banners posted on the ATN Home Page and the ATMS Help Desk page. A few days prior to the session, TMD will post the MS Teams link on ATN, the ATMS Help Desk page, and on DTMS. Individuals interested in attending the Q&A sessions can also follow TMD



on [Facebook](#), [Twitter](#), and [milBook](#) ([Training Management Directorate's Army Training Forum](#) or [DTMS Managers and Users Knowledge Center](#)) to receive session notifications and other Training Management related information.

The June Q&A session will focus on DTMS changes resulting from Army Directive 2023-08 (Army Body Fat Assessment Exemption for ACFT Score). The directive exempts Soldiers scoring a minimum of 540 on the ACFT and a minimum of 80 points in each of the six primary ACFT events from the Body Fat Percentage measurement, even if the Soldier did not "Pass" the AR 500-9 Height / Weight screening. TMD is modifying DTMS to implement the new policy requirements into the DTMS user interface and allow accurate recording of the training information.

The DTMS Q&A sessions are an excellent resource for obtaining accurate information on the system. Each session covers topical issues and provides an opportunity to explore other items of interest to the community. It is also an opportunity for participants to ask questions and tap into the knowledge and experience of the larger group. Another benefit of the Q&A sessions is the ability of participants to expand their network within the community of practice and gain a better understanding of DTMS to help address future questions or issues.

However, Soldiers don't have to wait for a Q&A session to get help with DTMS. Contact the [ATMS Help Desk](#) by phone, email, or chat. The [DTMS Knowledge Base](#) on [ATN](#) also provides access to the DTMS User's Guide, DTMS Quick Reference Guide, and tutorials that can assist in learning more about the system.



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TMD schedules the Q&A sessions when significant changes to DTMS may require users to have a more in-depth understanding. Each DTMS Q&A session follows a standard format and is conducted on MS Teams. The sessions

CAC-T's heroes of the month — June

Julian Flores, CALL

CALL would like to recognize Julian Flores, IT Specialist, as the employee of the month. Over the past ten months, Julian has exceeded all expectations by accomplishing multiple high-level actions to rebuild custom productivity and collaboration solutions for the organization after a degraded legacy SharePoint farm. In this effort, he learned how to build Microsoft PowerApps and support backend data flow with Microsoft Power Automate, opening new possibilities for maximizing the use of organizational data while enhancing previous functionality for CALL. He also accomplished all that while taking on a massive goal in professional development by earning the CompTIA Security+ industry certification, ensuring he has the skills and knowledge to ensure that CALL solutions effectively support Federal, DoD, and Army standards for cybersecurity. His actions have supported advancements in CALL's reputation for setting the standard regarding IT support and development throughout the Combined Arms Center and the rest of Fort Leavenworth, as well as being an outstanding role model for other Army Civilian Professionals, especially concerning initiative and innovation.



Michael Baker, CTCD

Michael M. Baker, Program Analyst, Program Support Division (PSD), Combat Training Center Directorate (CTCD) is nominated as the employee of the month for his contributions to the Combat Training Center (CTC) Program. His work coordinating developing Army's modernization capabilities, military construction (MILCON) programs and merging these efforts with the budgetary programmatic requirements have proven key to the Army's success in maintaining a premier CTC Program. Baker's prowess in capturing critical issues and staffing coordinated options across Army headquarters, as well as his effectiveness as the lead for the Facilities Pillar, the lead for the semi-annual CTC Working Group and his substantive contributions to HQDA-level efforts have proven indispensable to the success of CTCD in performing its' core functions. The result of Baker's work enables Army Leaders to make critical decisions sustaining the Army's Combat Training Centers as a modernized, world class training program at the five Combat Training Centers essential to a multidomain operations-capable Army 2030.

Tim Douglas, NSC

Tim Douglas is NSC's current operations officer and continually displays excellent work ethic to support the organization's core functions. While the operations cell was shorthanded this month, Douglas assumed additional duties through seamless transitions executing all battle rhythm events, taskings, and reporting requirements. Additionally, Tim volunteered to support the JLCCTC v9 Validation Event and facilitated the daily Data Authentication Group panel while other team members were on leave. His attention to detail enabled capability developers to make informed decisions regarding the validation event by processing over 100 Program Trouble Reports during his tenure supporting the analysis team. His efforts this month went above and beyond expectations and fully demonstrated his commitment to excellence.

Eric Tangeman, TMD

Eric Tangeman is recognized for engaging with DAMO-TRC and coordinating with all Army ACOMs, ASCCs, USAR, and ARNG to reestablish the Army Training and Evaluation Program

(ARTEP). His efforts are focused on establishing operational domain training development processes, policy, governance and products that better enable unit leaders to prioritize, plan and prepare, execute, and evaluate and assess unit training. His briefing to the Fall 2022 OPNS CoC resulted in their endorsement to the Fall TGOSC. He has subsequently drafted the DA EXORD to implement the ARTEP program, which will be presented to the June Senior Leader Readiness Forum for approval.

Michael Lofton, ATSC

Michael Lofton leads the Army's Synthetic Training Environment Live Training System (STE-LTS) requirements development and integration which prepares to deliver the Army 2030. Recently, Lofton led the effort for coordinating with area of operations counterparts from the U.S. Army Combined Arms Center – Training, Program Executive Office Simulation, Training and Instrumentation, and Synthetic Training Environment Cross-Functional Team (STE CFT) to develop a "shared understanding" of the Synthetic Training Environment - Live Training System (STE-LTS) Assessment Brief.

The brief provides Army senior leaders with a further understanding on how to enable timely and accurate decisions, issue guidance, and aid the STE CFT to prepare a STE-LTS update to the Commanding General, Army Futures Command, Gen. James E. Rainey.

Additionally, Lofton coordinates efforts within U.S. Army Training and Doctrine Command Proponent Office Force-on-Force (TPO FoF) to develop STE-LTS requirements documents, a template to address Home Station Instrumentation issues, and the STE-LTS Concept of Employment (CONEMP) draft. His efforts expedite refinement of TPO FoF STE-LTS products and now provides a defined way forward of critical dates to complete future requirements.

Lofton retired as an Infantry LTC in 2009 after 20 years of service and is a long-time veteran at ATSC. He served as both a Captain and Major (1999-2001) and developed the Integrated MOUT Training System Operational Requirement Document. As a contractor (2010-2012) he developed the OPFOR Surrogate Wheeled Vehicle Capabilities Production Document. Finally, his current position as a DA Civilian Futures Team Chief (2014-present).

Lofton is a member of a Rock and Country Band called "Olde Virginia Company" who plays regularly at local restaurants such as "The Corner Pocket", "Brass Tap" in Williamsburg, VA, and many others. Here is his website if you would like to see where he is performing next, <https://www.olde-virginia-company-music.com/>.

Maj. Jimmie King, MCTP

Maj. Jimmie King, MCTP Operations Group C, was the lead project manager for MCTP's support of the Vibrant Response 2023 exercise at Camp Atterbury, Indiana, from April 17 to May 15. He piloted the exercise-support planning and resourcing and coordinated several training events, such as Defense Support of Civil Authorities (DSCA) courses Phase 1 and 2, ahead of the exercise to enable MCTP cadre to provide high-quality informed coaching and training support. During the exercise, he was also the lead OC/T covering the training audiences' Protection function staff and operations. His efforts were critical to the successful deployment, training support, and redeployment of MCTP's participating cadre, civilian professionals, and contractors.

