



Victory Through Training

CAC-T September All Hands



For the Combined Arms Center-Training September 20 all hands, local civilian and military employees gathered in the Lewis and Clark Center's Eisenhower Auditorium. Remote members of CAC-T joined the event via Teams. CAC-T Deputy Commander Col. Scott Woodward and Senior Enlisted Advisor Sgt. Maj. Chris Kohunsky addressed the group about current CAC-T initiatives. The leaders also recognized several CAC-T members for their contributions to the organization and others for their year's of service to the federal government. Photos by Tisha Swart-Entwistle, Combined Arms Center-Training Public Affairs.



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Annual training guidance: The commander's intent for training



Soldiers from 1st Battalion, 17th Infantry Regiment, 2nd Stryker Brigade Combat Team, 2nd Infantry Division, conducted Platoon Live Fire Exercises at Chipori Range South Korea, May 4, 2023. Each platoon performed mounted and dismounted maneuver, integrating all organic platoon weapon systems, in preparation for an upcoming company live fire exercise. (U.S. Army photo by Sgt. Joshua DuRant)

Army leaders seek to conduct challenging, relevant, and realistic training performed at the highest standards to prepare units to fight and win. Critical to commanders achieving their training objectives is the ability to implement the training management cycle. This includes:

- identifying the prioritized mission-essential tasks,
- conducting planning and preparation to train the task priorities,
- executing the training to standard,
- evaluating performance on the task and the commander's assessment of unit training proficiency

Long-range planning and preparation requires commanders to gather the information needed to establish training plans. Commanders analyze the training guidance received from their higher commander to identify the prioritized tasks and weapons to train, the required proficiency level to achieve, and the date at which the higher commander expects to achieve the proficiency level. Commanders conduct long-range planning to sequence training events with resources over time to determine who, what, when, and where to train.

Once the unit briefs the training plan and the commander two echelons above approves it, commanders publish the plan to subordinate units. Annual training guidance (ATG), along with the long-range training calendar, provides the method for commanders to communicate their vision of the long-range training plan to their subordinates.

Annual training guidance

The output of the long-range planning process is the ATG. The commander issues formal instructions to subordinate units by publishing the ATG to describe their long-range training plan. The ATG format is at the commander's discretion (FM 7-0 table 3-1 note 1, and para 3-9) so the ATG may look different in different commands. The published ATG provides subordinate commanders and leaders with a clear vision of training expectations giving the unit direction, purpose, and motivation to train effectively. FM 7-0 recommends elements for inclusion in the guidance (para 3-6 and Appendix A-6) regardless of the format, but as a minimum the ATG includes:

- The unit's prioritized mission essential tasks, weapons qualification requirements, collective live fire tasks to train during the FY and the required proficiency level to achieve.
- The date to achieve the directed training proficiency level.
- Scheduled training events for the FY. The events are described in the training guidance with associated training objectives for each event. The long-range training calendar provides a graphic depiction of the flow of training over the year but is not by itself a sufficient description of the scheduled training event.
- The command's time management system for the FY. The time management system helps commanders allocate training resources and protect training time from training distractors while accounting for necessary Army requirements.

Commanders require this minimum information to develop their long-range training plan. It is incumbent that commanders seek out training guidance from their higher commander if it is not already



provided, or if the guidance lacks the necessary specificity to properly focus a unit's training plan. Commanders can anticipate ATG from their higher headquarters on a predictable schedule. The doctrinal schedule is anchored by fiscal year which begins on 1 October each year.

The fiscal year framework

FM 7-0 provides a FY framework for publishing ATG which helps synchronize training and training resources from the Army level through company level. During the year of execution, all components and all echelons of the total Army are either executing a mission (deployed), conducting force generation operations, or executing a training plan developed to prepare them for future missions. Even deployed units have specified training that occurs in theater to maintain proficiency in essential tasks or to generate a capability the combatant commander needs. Units need direction from their higher headquarters long before 1 October of the execution year to allow them to develop their own long-range training plan, coordinate and synchronize resources, and prepare their units to begin execution.

Table 3-1. Regular Army training guidance publication cycle

Echelon	Annual	Semi-Annual (Refinement to ATG as required)	Quarterly (Refinement to ATG as required)
ASCC	16 months prior to FY (June)	N/A	N/A
ACOM	16 months prior to FY (June)	N/A	N/A
Corps	14 months prior to FY (August)	8 months prior to mid-year (August)	N/A
Division	12 months prior to FY (October)	6 months prior to mid-year (October)	N/A
Installation	10 months prior to FY (December)	N/A	N/A
Brigade	9 months prior to FY (February)	5 months prior to mid-year (November)	2 months prior to quarter
Battalion	6 months prior to FY (April)	4 months prior to mid-year (December)	1 month prior to quarter
Company	4 months prior to FY (June)	2 months prior to mid-year (February)	2 weeks prior to quarter

*Annual training guidance format is at the discretion of the commander and includes the long-range training calendar. *Company commanders may issue training guidance informally at training meetings.

*Publication dates also apply to similar command-level TDA organizations or activities. For example, a Training and Doctrine Command Center of Excellence normally commanded by a major general follows the same planning cycle as a division commander.

ACOM	Army Command	FY	fiscal year
ASCC	Army Service component command	TDA	table of distribution and allowances
ATG	annual training guidance		

Company/troop/battery commanders publish their annual training guidance, but may refine their guidance informally during training meetings. Refinements or changes to the training guidance are codified in published quarterly training guidance at brigade and below.

Training guidance publication windows

FM 7-0 staggers the suggested publication windows to allow subordinate commanders time to understand their higher commander's guidance, visualize the desired end state of their future training year, describe the visualization in time and resources, lead their staff in the long-range planning process, and assess their training status. These commander activities, described in FM 3-0 and FM 5-0, drive the training management cycle in the same way they drive the operations process.

Each echelon and component of the Army have suggested windows in which to plan and publish their ATG. Figure 1 shows the regular Army publication table and figure 2 shows the reserve component publication table. Both tables, available in FM 7-0, provide the suggested publication windows as well as the number of months the guidance should be published before the beginning of the new training year.

Looking at a regular Army division organization, the doctrinal publication window is 12 months prior to the beginning of the training year, in other words, in October. The installation and subordinate brigades have a recommended publication window of 10 months and nine months before the start of the training year, respectively. The publication windows continue sequentially until the companies pub-

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Annual training guidance....

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Echelon	Training Guidance Published NLT	Planning Horizon
Flag Officer CMD, Separate Brigade, Regiment or Group	18 months prior to FY (April)	5 years
Brigade or Separate Battalion	10 months prior to FY (December)	5 years
Battalion	6 months prior to start of FY (April)	2–3 years
Publication dates also apply to similar command-level TDA organizations or activities. For example, a readiness division that is commanded by a major general follows the same planning cycle as a division commander.		
Companies may publish training guidance or, in collaboration with the battalion commander, publish as consolidated battalion training guidance.		
CMD FY	command fiscal year	TDA NLT table of distribution and allowances no later than

The planning horizon for reserve component units extends beyond a single FY. Reserve component units focus their annual training guidance on the elements of their long-range training plan which will occur in the given FY.

lish their ATG and long-range training calendar four months prior to 1 October. The recommended sequence provides planning and preparation time for subordinate units.

Optimize available planning time

One-third/two-thirds rule

Subordinate commanders need the ATG from their higher commander to properly plan and resource their training. The recommended planning timeline in FM 7-0 roughly follows the one-third, two-thirds rule discussed in FM 5-0. The commander uses one-third of the available time before execution for their planning and allocates two-thirds of the available time before execution to their subordinates for planning and preparation.

If a brigade publishes their ATG nine months out, that provides their subordinate battalions three months to plan with publication of the battalion ATG six months before execution. The companies then have two months to plan with publication of the company ATG four months before execution. In a static environment, this process is routinely replicable. However, the world interjects its requirements into the system, and commanders need to react to the situation at hand, not the desired situation.

Requirements of the Army may necessitate a shortened planning window. Commanders must consider ways to optimize the available planning time when planning time is limited. If a command can't meet the suggested publication windows, they must still provide training guidance to their subordinate commands. Parallel and collaborative planning can help address shortened planning windows.

Parallel and collaborative planning

FM 7-0, appendix A, paragraph A-5, mentions parallel and collaborative planning as potential methods to optimize available time. Parallel and collaborative planning allows organizations to develop feasible, coordinated training plans before the FY training year begins without the constraint of the doctrinal training guidance publication windows. Training plans which are developed using parallel and collaborative planning must still receive the approval of the commander two levels up.

Collaborative planning allows a commander and subordinate organizations to work together simultaneously to build their long-range training plans and ATG. Subordinate units participate in planning by sharing information, perceptions, ideas, and collaborate on decisions in conjunction with their higher echelon. Collaborative planning should result in training plans which are well nested and synchronized with the higher commander's training guidance.

Parallel planning involves the higher headquarters and their subordinate organizations planning their training nearly simultaneously, typically facilitated by warning orders from the higher commander. The higher commander communicates decisions to their subordinates as they are made to allow subordinate commanders to use the decisions in their planning. Parallel planning shortens the planning time but requires frequent communication between commanders and staffs to share information to help subordinates plan. Commanders may be more directive when using either of these techniques to shorten the planning process. Subordinate commanders and staffs should focus their planning effort on the course of action that has the highest likelihood of being adopted.

Is your annual training guidance published?

The ATG is the output of the long-range training plan process. The ATG and the long-range training calendar allow commanders to communicate their long-range training plan, in other words their training vision and end-state, to their subordinates. The ATG includes the prioritized tasks, weapons, directed proficiency levels, scheduled events with training objectives, coordinated resources, and time to train to established standards. Commanders who provide their subordinates with sufficient guidance, planning time, and resources can anticipate achieving their training objectives through challenging, relevant, and realistic training performed at the highest standards to prepare units to fight and win.

For more information on developing annual training guidance, read FM 7-0, Training and visit the [Army Training Network \(ATN\)](#).

Operational readiness exercise tested JLCCTC 9.0

By Capt. Sarah Abercrombie

The National Simulation Center (NSC) and the Mission Command Training Program (MCTP) conducted an Operational Readiness Exercise (ORE) for the Joint Land Component Constructive Training Capability (JLCCTC) 9.0. July 31 to Aug. 25, 2023.

The ORE was just one of the several milestone events used to assess JLCCTC 9.0's useability for Soldier training. The ORE served as the final testing event by scaling-up exercise design requirements to simulate a traditional warfighter exercise.

By testing beyond a traditional lab setting, NSC's TRADOC Proponent Office-Constructive capability developers were able to more accurately assess JLCCTC 9.0's suitability in warfighting function replication, new equipment support, and fidelity in modeling battlefield effects.

To model the size and complexity of a warfighter exercise, the ORE was conducted across four training sites, SECRET FVEY through TS/SCI enclaves, and involved over 150 participants.

JLCCTC is the only simulation available to train echelons above brigade and is the premiere simulation used to support warfighter exercises.

MCTP subject matter experts provided an invaluable perspective on JLCCTC 9.0's software engineering and capability upgrades as they applied to warfighting functions and general useability to fulfill user requirements to support the exercises.

The ORE produced qualitative and quantitative data. These metrics included overall system availability, technical interoperability, intuitive trainability, and functional accuracy in modeling. At the conclusion of the ORE, following a deliberate analysis, NSC

and MCTP reviewed testing results and observations to produce an accreditation recommendation for the Combined Arms Center-Training deputy commander.

Although JLCCTC 9.0 was not accredited at that time, TPO-Constructive is in the process of reviewing and prioritizing JLCCTC developmental efforts, and in partnership with Product Director, Constructive Simulations Support (PDCSS), a development plan will be established to support another validation event.



Joint Pacific Multinational Readiness Center closer to joining CTC program

By Erik Borgeson, Program Analyst

The Combat Training Center Directorate (CTCD) embarked on the first step required by Army Senior Leaders to consider inducting the Joint Pacific Multinational Readiness Center (JPMRC) into the Combat Training Center program under “Army Regulation 350-50, Combat Training Center Program.”

Department of the Army G-3/5/7 is the office of primary responsibility for the program comprehensive review (PCR) and is supported by CTCD which serves as the lead activity coordinating PCR events, requirements and supporting agencies.



Joint Pacific Multinational Readiness Center

program and is characterized by the participation of all five CTC Program Pillar Leads including agencies from Department of the Army G-3/5/7, Training and Doctrine Command G-2/7, Program Executive Office Simulation, Training and Instrumentation, TRADOC Proponent Office Live, TRADOC Proponent Office Constructive, TRADOC Proponent Office Force-on-Force, TRADOC Proponent Office Ranges and TRADOC Proponent Office OPFOR-S.

The pillar leads in concert with the United States Army Pacific Command (USARPAC) and the 196th Infantry Brigade will proceed with detailed analysis of the capabilities and requirements of the JPMRC based on the Army Senior Leader priorities and guidance, Army modernization efforts and the requirements to train Army 2030 forces in multidomain operations.

The purpose of the PCR process is to provide Army senior leaders with the information necessary to make the decision to induct the JPMRC as the 5th combat training center into the Army’s CTC Program.

Joint Pacific Multinational Readiness Center

Since 2017, USARPAC and the 196th Brigade have worked toward building the JPMRC into a world class combat training center. Through partnership with the National Training Center (NTC) and the Joint Readiness Training Center (JRTC) the JPMRC has successfully executed exportable maneuver CTC rotations with brigade combat teams of the 25th Infantry Division in Hawaii, the 11th Airborne Division in Alaska and with multinational



partners and allies west of the International Date Line in Australia, Philippines, and Indonesia.

The JPMRC as a CTC must be fully exportable and deployable and able to establish coverage in multiple non-contiguous training areas simultaneously spanning the breadth and length of the United States Indo-Pacific Command (INDOPACOM) area of responsibility.

The three operational environments that JPMRC trains in are the archipelago, arctic and jungle. The JPMRC uses the combined power of live training, virtual, and constructive simulations to stimulate division, corps, USARPAC, and INDOPACOM joint forces thereby training critical Pacific theater warfighting requirements.

JPMRC is becoming fully interoperable with joint service and partner instrumentation and leveraging capabilities to train allied and multinational partner nations in addition to

U.S. Army forces in the Pacific. This includes Australia, Bangladesh, Canada, Indonesia, Japan, the Philippines, South Korea and many other allies and partners across the Pacific. The JPMRC brings to the theater a capability that builds readiness and enhances interoperability throughout the Indo-Pacific region.

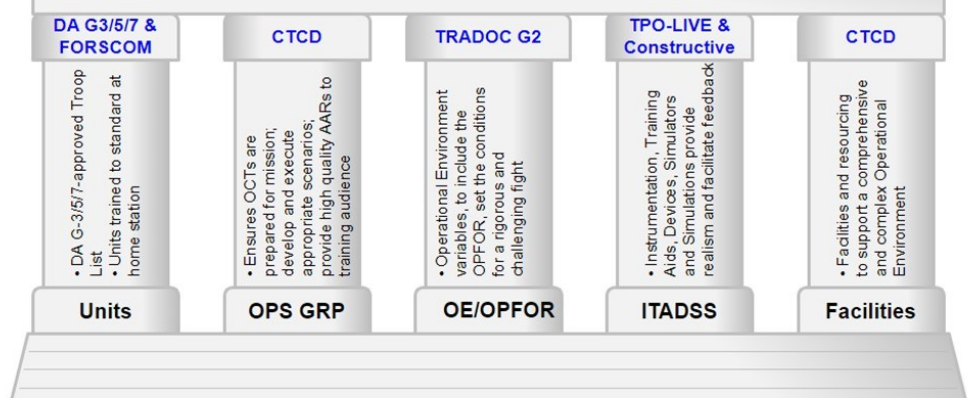
JPMRC rotations provide realistic training opportunities that portray peer and near-peer threats for CTC rotations in Hawaii, Alaska, and an exportable capability throughout the Indo-Pacific. Previously the JPMRC was an Army training center focused on building readiness in the 25th Infantry Division and since 2017 the JPMRC has expanded operations to include Air Force, Navy and Marine Corps organizations, assets and training to meet the needs of USARPAC and INDOPACOM.



196th Infantry Brigade

The CTC Program employs a pillar concept for internal management.

Training scenarios to increase unit collective proficiency in the most realistic and challenging training mission space available.



Source: AR 350-50

Five pillars of Combat Training Center accreditation under Army Regulation 350-50-Combat Training Center Program.

Empowering Soldiers: The importance and benefits of the Army Training Help Desk



The Army Training Help Desk (ATHD), a component of the Army Training Information System (ATIS), is a

customer support center for Soldiers and civilians that resolves problems with distributed learning courses and other training information content. The ATHD performs multiple functions that are centered around the idea of providing support “anytime, anywhere,” as stated in the 2015 Army Learning Model. To provide the “anytime, anywhere” support, the ATHD has multiple functions, consisting of six major elements as follows:

- Operation and maintenance of a toll-free 1-800 phone number and web presence for customer contact

- Operation and maintenance of a Frequently Asked Questions (FAQ) database, enabling self-service resolution of common distributed learning and training information problems

- Provides feedback to training proponents for use in course evaluations, updates, and revisions

- Provides support for up to 10,000 inquiries per week

- Serves as the training hub for tier 1, 2, and 3 help desk agents throughout the Army

- Establishes policies and procedures to regulate the entire ATHD Federation

The ATHD leverages a web-based e-Service system that allows for positive tracking of incidents and a smooth handoff of cases between each support tier in the ATHD. Customer support tiers consist of tier 0 through tier 3, each with Subject Matter Experts who are trained how to best help Army learners. They train



not only in how to use the help desk application, but also in how the ATHD system operates and the procedures to respond to, manage, and transfer a wide variety of requests for assistance. In doing so, ATHD and the ATHD Federation serve as a central support that bridges institutional and operational training support and helps learners access the variety of information sources within States Training and Doctrine Command (TRADOC).

The ATHD Federation is composed of three different organizations that work as a larger unit to provide a seamless customer support experience addressing problems and issues concerning all aspects of Army training.

The ATHD is preparing to transition the ATHD service platform to the Army Enterprise Service Management Platform (AESMP) in 2024. The transition of the system will continue to provide enhanced benefit to Army learners worldwide.

To contact the ATHD, customers can submit their questions via the web at <https://athd.army.mil>, via email at athd@athdmail.mil, or contact an ATHD Training Agent at the toll-free number 1-800-ASK-ATSC (275-2872).



MCTP HHD welcomes new first sergeant during change of responsibility



Headquarters and Headquarters Detachment, Mission Command Training Program change of responsibility ceremony Sept. 6, 2023 at McHugh Training Center, Fort Leavenworth, Kan.

By Maj. Christopher Hart

The Headquarters and Headquarters Detachment, 1st. Sgt. Deltori J. Thompkins passed the unit colors to 1st. Sgt. Jared W. Gabriel during a change of responsibility ceremony at McHugh Training Center, Sept. 6, 2023.

Thompkins thanked the leaders and noncommissioned officers for their support during his tenure, especially his battle buddy, Capt. Michael J. Embs for their support.

“I am very grateful to have served with a senior captain of your caliber. I truly appreciate your commitment to excellence and genuine care for soldiers and families.”

He went on to thank the sergeant majors and NCOs across the Combined Arms Center, thanking them for their mentorship and continued support as he received during command.

“From start to finish, you all represent all that is good about our Army, and the incredible noncommissioned officer corps,” Thompkins said.

Gabriel moved over from per-



Headquarters and Headquarters Detachment, Mission Command Training Program new senior NCO, 1st. Sgt. Jared W. Gabriel, speaks during the change of responsibility ceremony Sept. 6, 2023 at McHugh Training Center, Fort Leavenworth, Kan.

forming duties as an Operations Non-

commissioned Officer for the Mission Command Training Program.

“I am 100 percent confident that you are ready for the challenges to come and I am excited to work alongside you,” Embs said of Gabriel.

During his remarks, Gabriel acknowledged the achievements of Thompkins and his commitment to continued success.

“Your presence, guidance, and mentorship have been invaluable to this unit.” Gabriel said. “You have left high expectations for me to follow, and I will strive everyday to meet those expectations.”

Gabriel then addressed the members of HHD.

“It is an honor and a privilege to serve as your first sergeant, and I am committed to upholding the standards and values that make our unit great,” Gabriel said.

Mission Command Training Pro-



gram supports the collective training of Army units as directed by the Chief of Staff of the Army and scheduled by Forces Command to provide commanders and leaders the opportunity to train on Mission Command in Unified Land Operations.



Headquarters and Headquarters Detachment, Mission Command Training Program outgoing senior NCO, 1st. Sgt. Deltori J. Thompkins, speaks during the change of responsibility ceremony Sept. 6, 2023 at McHugh Training Center, Fort Leavenworth, Kan.

Kenyan delegation embraces U.S. lessons learned expertise — strengthening global partnerships

On September 12, 2023, Military Analyst (Forward) Willis Heck, a member of the Joint Multinational Readiness Center (JMRC) Center for Army Lessons Learned (CALL) detachment, conducted an extensive briefing for the Kenyan Delegation. The presentation covered various topics, including the structure of CALL and the responsibilities of the CALL detachment, which operates in close proximity to a combat training center.



Willis Heck, center, provides an informational brief to the Kenyan Defense Force personnel during their trip to the Joint Multinational Readiness Center. Heck is a Military Analyst (Forward) at the JMRC Center for Army Lessons Learned detachment.

The briefing explored the five phases of the Army lessons learned process outlined in “Department of the Army Pamphlet 11-33 Guide to The Army Lessons Learned Program,” dated July 28, 2022. As a valuable resource, the Kenyan Defense Forces (KDF) were provided with “CALL Handbook #15-11, the CALL 30th Anniversary Handbook,” offering a deeper insight into CALL departments and their organizational structure.

The Kenyan delegation expressed gratitude for the briefing and conveyed their intention to utilize the provided information in establishing a robust lessons learned program within the KDF. During their visit, they had the opportunity to access the public release section of the CALL publication library, departing with a substantial collection of useful publications.

The JMRC CALL detachment remains dedicated to supporting various commands, including

JMRC, 7th Army Training Command, U.S. Army southern European Task Force, Africa and U.S. Army Europe and Africa in nurturing enduring global partnerships.

The visit by KDF personnel to JMRC served as an initial benchmarking opportunity, enabling them to gain insights into U.S. tactics, techniques, and procedures essential for the development of observer coach/trainers. This visit also facilitated assistance for KDF's civil and counterinsurgency training objectives, ultimately bolstering partner capacity.

CALL MAFs play a pivotal role as the public face of CALL within their respective supported commands' communities. If you are interested in embarking on this rewarding journey as a CALL MAF, we are actively seeking two motivated leaders to join our team. Assignments are available at U.S. Army Central in Shaw AFB, SC, or V Corps at Fort Knox, KY. For more information, please visit the following link: "Join the CALL Team."

<https://armyeitaas.sharepoint-mil.us/teams/lessonslearned/SitePages/Military-Analyst-Forward.aspx?source=https%3A%2F%2Farmyeitaas.sharepoint-mil.us%2Fteams%2Flessonslearned%2FSitePages%2FForms%2FByAuthor.aspx>



CAC-T's employee spotlight — October

TMD

Training Management Directorate recognizes the Army Training Management System Help Desk staff for the support provided to align 147 distinct Army UICs in DTMS for the Army element of Defense Intelligence Agency (DIA). Earlier this year, the ATMS Help Desk staff worked with the DIA-Army Element point of contact to align DTMS unit accounts to ensure their Soldiers training proficiencies and accomplishments were recorded and reported accurately. The Army Element of DIA showed their gratitude for this effort by providing the ATMS Help Desk with a DIA plaque of recognition.

NSC

National Simulation Center recognizes John Kroeker, Global Simulations Center. Kroeker was instrumental in developing a plan to integrate the Estonian Infantry Division into Danger Ready 1. The exercise included two division-level training audiences with all supporting response cells. This was the largest exercise conducted at Ft. Riley MTC and utilized nearly double the equipment required for a division-level CPX. Mr. Kroeker's knowledge of simulation to mission command information system architecture and troubleshooting procedures allowed 1ID to successfully stimulate their systems and train their staff and the Estonian staff in preparation for the upcoming Austere Challenge/Warfighter 24-3 exercise.



Lt. Col. Chris Watkins, Center for Army Lessons Learned.

CALL

Center for Army Lessons Learned highlights Lt. Col. Chris Watkins. Watkins serves as CALL's Operations Officer and expertly juggles the myriad of CALL mission requirements with detailed planning and superb coordination. In his spare time, Watkins, armed with a compound bow, expertly planned, prepared, and executed a highly successful hunt in Wyoming. From his primitive camp site, Watkins harvested a 5x5 bull elk on his second day of his hunting trip after a 6-mile trek into the wilderness.

CTCD

Combat Training Center Directorate highlights Kelly Manning. In her capacity as the Management Support Specialist assigned to CTCD, Manning works tirelessly to manage operations for a 31-person directorate comprised of four subordinate divisions: Resource Management, Program Support, Joint-Interagency division and the TRADOC Proponent Office – Opposing Forces Systems. Manning's prowess as a planner and manager ensures the directorate is supported, resourced, and informed enabling the director, the deputy director, and remaining members of the directorate to focus on the mission of managing the Army Combat Training Center program. Her proactive approach and foresight result in a directorate that meets mission objectives, regulatory requirements, tasks, and mandatory training for military and civilian personnel alike.



Kelly Manning, Combat Training Center Directorate.

MCTP

Mission Command Training Program recognizes Lt. Col. Charles McMillian. During the period of WFX 23-5, McMillian served as an Intelligence OC/T in Operations Group Bravo. He was vital to the improvement within the 42 ID intelligence warfighting function at the division level and within its subordinate brigades. McMillian greatly assisted Lt. Col. Mann and Maj. Gen. (R) Walters in building the Intel and Fires Mid After Action Review and Final After Action Reviews as well as the intelligence portions of the division MAAR and FAAR. Additionally, McMillian seamlessly integrated augmentee intel OC/Ts from three First Army Brigades into the OPSGRP B intelligence warfighting function. During the execution of the WFX, he synchronized and managed their collection efforts to inform the 42 ID G-2 shop how their subordinate S-2s were integrating the division common intelligence picture, if it was effective, and how to improve.



Lt. Col. Charles McMillian, Mission Command Training Program.