

APPENDIX E

LEADER DEVELOPMENT TRAINING

To be successful in combat, the Army must continually train to develop and maintain combat-ready soldiers, leaders, and units that can perform assigned tasks to specific standards.

E-1. FUTURE SIMULATIONS TRAINING

Commanders train their staffs to plan, coordinate, and synchronize their units' operations from initial mobilization and deployment. These operations include the full spectrum of Army operations; offense, defense, stability, and support. Current simulations lack adequate replication of urban scenarios, terrain, and weapons effects. The introduction of WARSIM 2000 and OneSAF should help to solve these simulations modeling deficiencies.

a. For lower echelon units, battalion and below, constructive simulations (JANUS) complement collective battle staff training that occurs during virtual simulation similar to the close combat tactical trainer and *live* events. For echelons above battalion, it becomes difficult to use simulators or *live* maneuver to train. Studies to date indicate the crossover point for simulation versus simulator is at the battalion level. Some training events from battalion and below can be trained effectively using various types of simulators. Above battalion level, effective training almost has to be conducted with a simulation (Figure E-1).

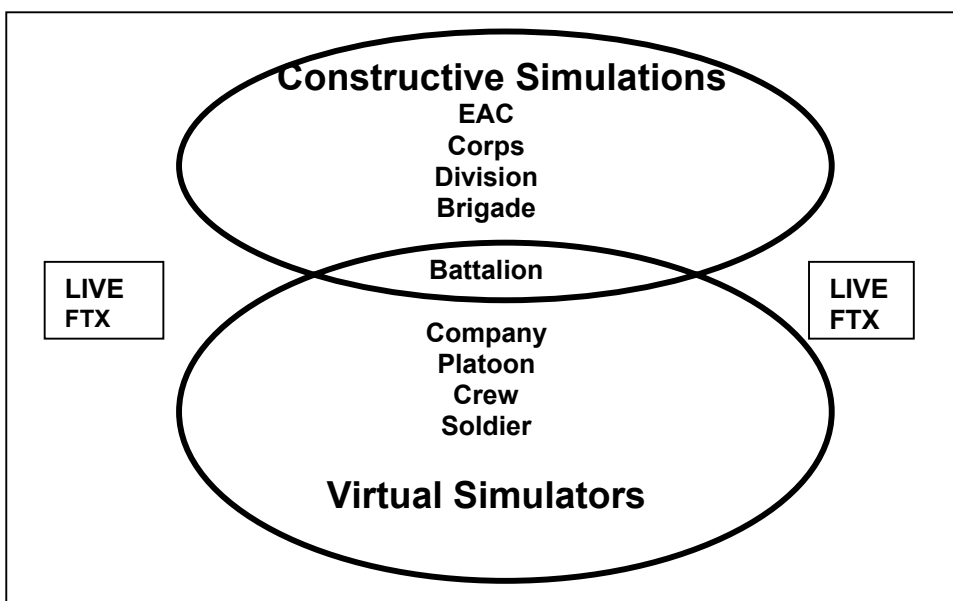


Figure E-1. Echelons and uses.

b. Simulations that support leader and battle staff training focus on collective tasks rather than individual leader tasks. Simulations, used in this context, rely on the human dynamics in the command setting and use real-time actions in a tactical environment with a unit's go-to-war systems. This process forces commander and staff interaction that

provides feedback and helps refine the integration process. Battle staff training encourages team building, task coordination, and standardization of staff actions.

(1) Constructive simulations can provide commanders large areas for conducting training, access to sensitive areas through computer and mapping technology, and futuristically provide a much better level of fidelity in terms of urban operations terrain and scenario replication.

(2) Simulations can portray large, capable, and doctrinally correct OPFORs. All of the soldiers portrayed in the units in a simulation do not have to be present in order for the training to be realistic. An attractive feature of simulations has always been the reduced staffing necessary to conduct this type of training exercise.

(3) Simulations can stress CPs and provide the realistic conditions under which commanders must make decisions. Brigade and below simulation (BBS) and corp battle simulation (CBS) are well known for the stressful environments created during an exercise. The stress is realistic and can assist in conditioning the training audience before CTC rotations.

(4) Simulations allow different units to train under the same conditions and to the same standards. This technique is a unique feature of simulations as the exact weather, opposing force organization, location of units, and equipment can be used to train many different units on the same terrain with the same conditions.

(5) The size and number of personnel in a battle staff vary depending on the echelon and other demands unique to that commander. However, the BOS are represented by the following staff officers: intelligence, operations, fire support, communications, logistics, air defense, and engineer (Figure E-2).

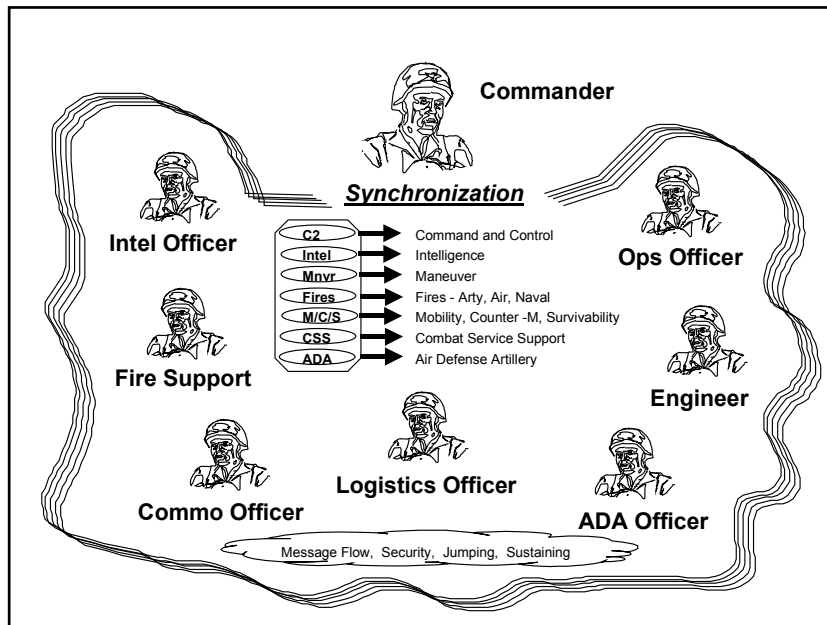


Figure E-2. Battle staff and command post.

(6) Characteristics and benefits of simulations used to support battle staff training are listed below:

- Builds and sustains staff teamwork.
- Builds and sustains effective and efficient organizations.
- Provides training and validation of command and staff procedures (SOPs, TACSOPs, FSOPs).
- Provides proficiency to the individual staff officer while building proficiency in a fully integrated staff.
- Allows practice of battle drills and tactical missions (movement to contact, hasty defense).
- Allows commanders to determine if their staff and subordinate commanders understand the commander's intent and concept of operations.

c. The major development efforts for FAMSIM is WARSIM 2000. WARSIM 2000, in conjunction with OneSAF, exploits new technologies to enable commanders and staffs at battalion through EAC to train in a realistic simulation environment (Figure E-3). The increased realism of WARSIM 2000 over existing models allows units to use ABCS systems to synchronize across the complete range of operations. WARSIM 2000's design allows warfighting CPs to use organic ABCS equipment to interact with the simulation from training sites in the field, as well as from simulation centers. WARSIM 2000 will also be capable of depicting a joint and combined environment across the operational continuum.

Urban Operations Simulations		
CAMTF TRAINING TASKS	WARSIM <small>Joint Land Component 2000</small>	One SAF <small>One Semi-Automated Force (OneSAF)</small>
CORPS	●	
DIVISION	●	
BRIGADE		●
BATTALION		●
COMPANY		●
PLATOON		●

Figure E-3. Urban operations simulations crosswalk.

d. Future simulation capabilities simultaneously integrate live, virtual, and constructive environments (Figure E-4). The timeline in Figure E-4 below depicts when

this capability may be realized. Constructive simulation is a viable solution for battalion and above training and the federation of WARSIM and OneSAF models should alleviate the following training simulation problems:

- Eliminate the need for swivel chair interface
- Allows focus on subordinate units fighting the fight
- Digital and analog feeds to C4I systems including FBCB2
- May provide for distance learning opportunities
- Facilitates simultaneous multi-echelon urban operations training

(1) At company and below the best training solution is live and virtual. This is accomplished by linking the close combat tactical trainer (CCTT) to OneSAF and VLET to engagement skills trainer (EST) technology.

(2) Entity based models like OneSAF can allow the leader to fight from a TOC or vehicle if linked to virtual or live environments and also has the potential for distance learning.

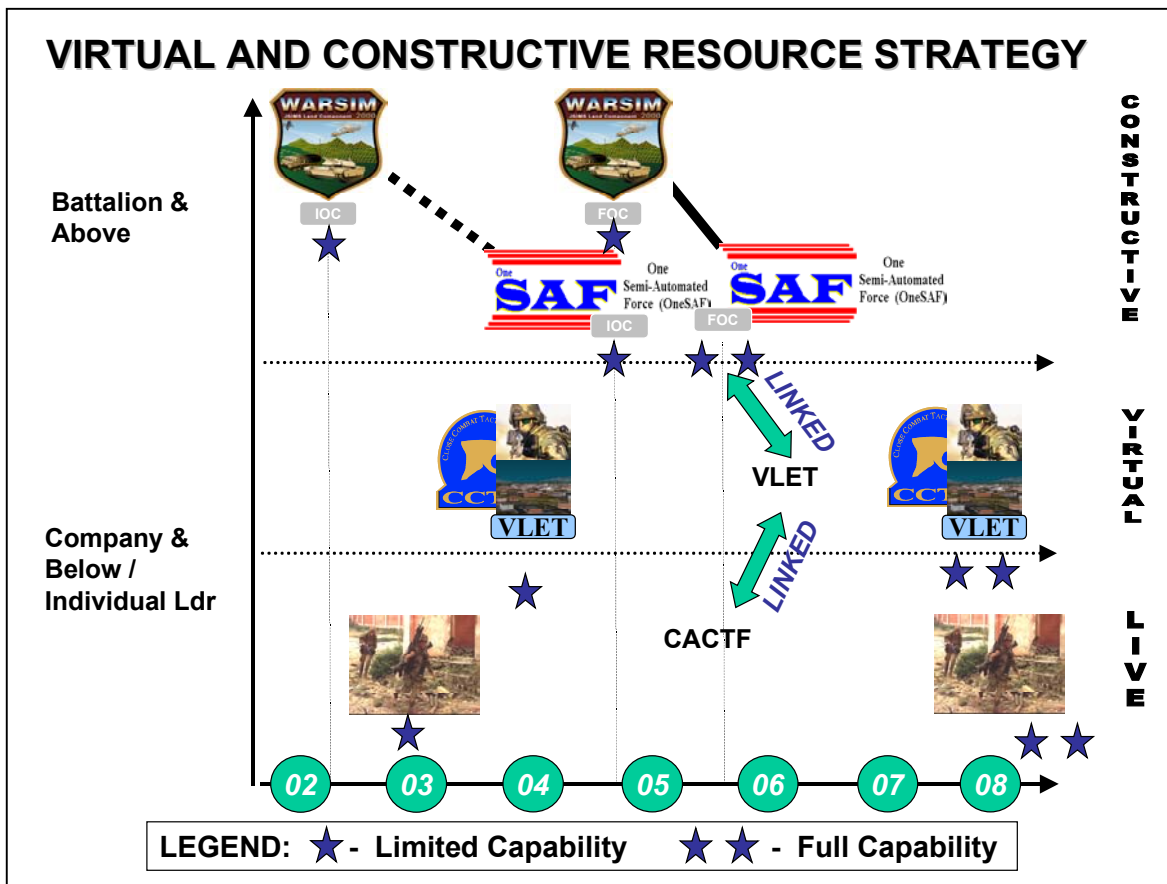


Figure E-4. Live, virtual, constructive training strategy.

E-2. URBAN OPERATIONS LEADER TRAINING

The CAMTF urban operations training strategy consists of initial, intermediate, and culminating stages.

a. These phases of training, depicted in Figure E-5, describe the sequence in which urban operations training tasks should be conducted.

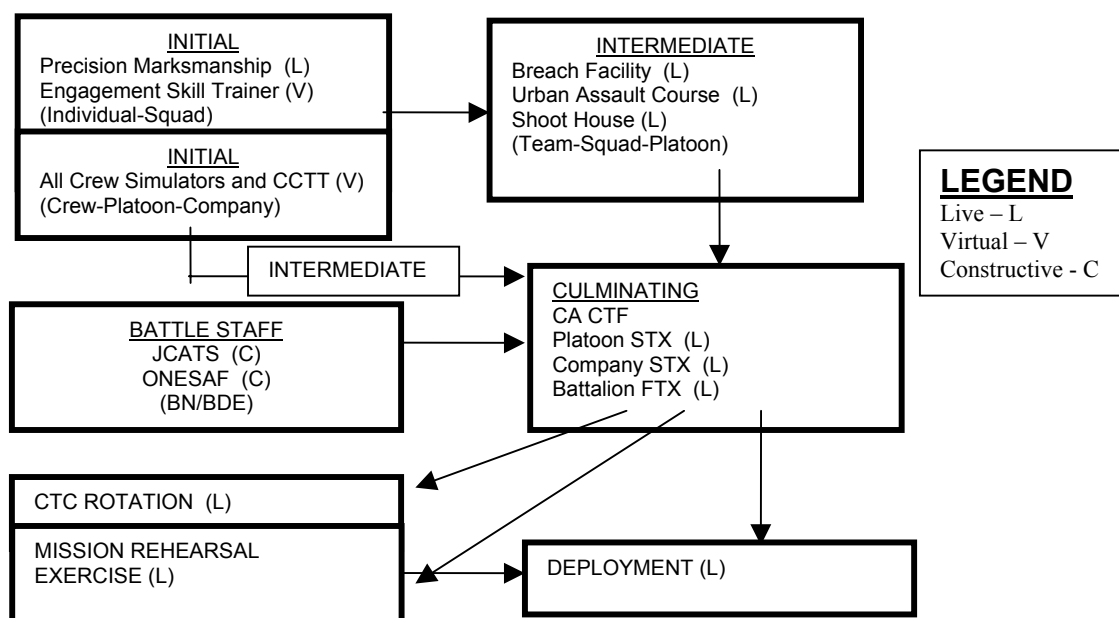


Figure E-5. Live/virtual/constructive training strategy.

(1) **Initial Phase.** The initial phase of training covers those individual and collective tasks that soldiers and leaders should be proficient at before arriving at any of the urban operations training sites. They consist primarily of basic marksmanship skills and soldier tasks needed to perform any tactical operation.

(2) **Intermediate Phase.** The intermediate phase consists of training conducted at the breach facility, shoot house, and the urban assault course. Urban operations training tasks should be conducted here before advancing to the combined arms collective training facility with the exception of Aviation, Armor, and other branches that have no practical use for the shoot house, breach facility, or urban assault course.

(3) **Culminating Phase.** The combined arms collective training facility is the culminating phase of urban operations training and focuses on multiechelon collective skills for all branches of the combined arms team.

b. Urban operations leader training currently exists in our leader professional development courses. Units have developed internal urban warfare training programs and TRADOC schools have assembled technical mobile training teams (MTTs) for marksmanship, combatives, and breaching techniques. An example of a leader's urban operations training program is as follows:

(1) **Education Phase.**

- Urban warfare reading/video list.
- Urban operations equipment.
- Review of doctrinal publications (FM 7-10, FM 90-10-1[3-06.11], for Infantry) and corresponding publications for other branches.
- Small-unit urban movement techniques and considerations.

(2) ***Planning and Execution Phase.***

- Prepare company OPORD or BOS related products.
- Brief platoon/company OPORD/BOS related products to commander or staff representative.
- Participate as briefer in urban environment TEWT.

(3) ***Sustainment Phase.***

- Participate in company/platoon TEWT or other urban operations event.
- Execute/facilitate a company or platoon TEWT.

c. A sample urban leaders' course POI, which is intended to provide unit trainers with a tailorable urban operations training program, is provided below. It is a *train-the-trainer* course for team leaders through platoon leaders to train tactics, techniques, and procedures of advanced urban operations skills. The length and focus of the POI can be tailored to support the commander's training objectives and unit METL. The target audience is newly arrived, or soon to be, small unit leaders. The recommended course length is about two weeks or 120 to 140 hours of instruction. Recommended POI subjects are as follows:

(1) ***Course Overview.***

- Introduction.

(2) ***Precision Marksmanship.***

- Firing techniques.
- Target discrimination.

(3) ***Breaching Techniques.***

- Explosive.
- Ballistic.
- Mechanical.

(4) ***Offensive Operations.***

- Planning considerations.
 - METT-TC.
 - Snipers.
 - CASEVAC.
 - Communications.
 - ROE.
- Platoon attack a built-up area (task organization)
 - Assault (isolate, enter, clear).
 - Rooms, hallway, stairs, superstructure, subsurface.
 - Markings.
 - Movement techniques.
 - Streets.
 - Alley ways.
 - Obstacles.
 - Other danger areas.
 - Open areas.
 - Roof tops.
- Combined arms.
 - Armor/mechanized platforms.

- Aviation assets.
 - Artillery.
 - Engineer.
 - Limited visibility.
- (5) ***Defensive Operations.***
- Planning considerations.
 - METT-TC.
 - Snipers.
 - CASEVAC.
 - Communications.
 - ROE.
 - Characteristics of urban areas.
 - Hasty defense.
 - Occupation and preparation of positions.
 - Hasty firing positions.
 - Improving the defense.
 - Deliberate defense.
 - Priorities of work and other considerations.
 - Defensive plan at platoon level.
 - Defense of a strongpoint.
 - Defense against armor.
 - Combined arms.
 - Armor/mechanized.
 - Aviation assets.
 - Artillery.
 - Engineer.
 - Limited visibility.
 - Fundamental combat skills.
- (6) ***Stability and Support Operations.***
- Principles of stability and support.
 - Stability and support activities.
 - NEO.
 - Humanitarian assistance.
 - Disaster relief.
 - Show of force.
 - Attack and raids.
 - Rules of engagement application.
 - Convoy operations.
 - Checkpoints.
 - Fire support.
 - Sniper employment/counter sniper measures.
 - Civil disturbance.
- (7) ***Urban Training Facilities.***
- Breach facility.
 - Urban assault course.

- Shoot house.
 - CACTF.
- (8) ***New Technologies.***
- Rifle launch entry munition.
 - Unmanned vehicles.
 - UAV.
 - UGV.
 - Ladders.
 - Night vision devices.

E-3. REALISTIC TRAINING OFF FEDERAL FACILITIES

Realistic training for urban operations is critical to force readiness. Training opportunities that are both realistic and challenging may not be available at federal installations or other facilities specifically established for the conduct of urban operations training. Training in off post civilian urban settings may become necessary in order to support readiness and training requirements.

To accommodate both military training needs and the unique concerns of civilian communities in which realistic urban training events are proposed, the following Department of Defense uniform procedures have been established for planning and approval of training activities in civilian urban settings:

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**UNIFORM PROCEDURES FOR
PLANNING AND APPROVING REALISTIC URBAN TRAINING**

1. REFERENCES.

- a. Secretary of Defense Memorandum, (date), Department of Defense Policy for Realistic Urban Training off Federal Facilities.
- b. 10 USC § 167, Unified Combatant Command for Special Operations Forces.
- c. 10 USC §§ 3013, 5013, 8013.
- d. Department of Defense Directive 5111.10.
- e. Unified Command Plan 99.

2. PURPOSE. This enclosure establishes uniform planning and approval procedures for realistic urban training (RUT) events conducted in civilian urban settings in the United States, its territories and possessions.

3. APPLICABILITY. This procedure applies to all RUT events in civilian urban settings conducted in the United States, its territories and possessions, by Active or

Reserve Forces, including National Guard Forces in Federal service. This policy does not apply to National Guard Forces while in State status (under title 32) or to aviation operations that do not require an exemption from standard Federal Aviation Regulations.

4. **DEFINITIONS.** For the purposes of this enclosure, the following definitions are applied:

a. **Military Operations on Urban Terrain.** MOUT is all military actions planned and conducted on a topographical complex and its adjacent natural terrain where man-made construction is the dominant feature. It includes combat-in-cities, which is that portion of MOUT involving house-to-house and street-by-street fighting in towns and cities.

b. **Realistic Urban Training.** RUT is high-intensity, close-quarter battle training and the use of live or non-lethal fires, demolitions/explosives (for example, breaching), and air and naval supporting platforms at the objective in civilian urban settings. It includes MOUT training that equals the definition of realistic urban training,

c. **Civilian Urban Setting.** A civilian urban setting is an area or areas located in or near a civilian community. This proposed realistic urban training event should not be located on federal, installations, state, local, or private facilities. These settings should not be developed or established for the purpose of training events especially where training activities are not expected to have an effect on civilian residences or commercial areas because of noise, traffic, or other foreseeable effects of the training activity.

5. **PROCEDURES.** The following procedures apply to the planning and approval of RUT in civilian urban settings.

a. It is the responsibility of the combatant commander or the service to ensure compliance with these procedures and the intent of the policy established by reference. Approval authority for RUT events may be delegated to a general or flag officer within the chain of command of the combatant command or service conducting the training.

b. Proposed training events are reviewed to determine whether they are necessary and appropriate for unit readiness. Training must support unit METs and JMETS.

c. Upon approval of the proposed training and not later than 14 days before the commencement of training, the combatant command or service notifies the SECR)PF through the CJCS (by way of message) of the approved training. At a minimum this notice will include the following:

(1) Name and location of the unit conducting training.

(2) A description of the scope of the, training and types of activities to be conducted during the training event (for example, live fire, breaching, use of aircraft).

(3) Start and end dates of the training.

(4) Training location.

(5) A statement that all necessary coordination has been accomplished IAW the procedures outlined below listing the names and positions of each official contacted IAW subparagraph d below.

d. Coordination with civilian officials.

(1) During the planning phase for the training event, the commander responsible for planning the training must coordinate with and obtain approval for the event from the appropriate federal, state, and local civilian authorities. Civil officials shall approve in writing. Commanders shall consult their legal and public affairs officers to assist in determining the appropriate civilian officials with whom to coordinate the training event. In determining the appropriate civilian officials for coordination, local government officials (for example, mayor, borough chief, county commissioners or supervisors), and local and Federal law enforcement agencies are consulted. At a minimum, a senior level official with responsibility for each affected civilian urban settings is consulted.

(2) Issues to be addressed with civilian officials, during coordination, shall include details on specific proposed training activities (such as whether the event involves live fire, the use of rotary- or fixed-wing aircraft, close quarters battle training, whether the exercises are to be conducted in daylight or at night, and so forth.), precautions to ensure public and participant safety, proposed public or resident notification/outreach procedures, and any other issues that might result in public interest or concern regarding the conduct of the exercise.

(3) To the maximum extent possible civilian officials are to be briefed in person on the exercise concept.

(4) The US congressional representative, or his/her staff, in whose district the training is taking place, and the US senators for the state, or their staffs, are advised of the proposed training event and provided information to the extent requested. Written approval or concurrence from the representative or senators is not a precondition to exercise execution. However, if objections or issues by the representative or senators are raised and cannot be resolved, the issues are immediately elevated to the Joint Staff, J3, and the service or combatant commander point of contact.

(5) For each training site, license agreements with civilian or government property owners or managers are executed. Agreements address liability and conditions on usage of property. Property owners are informed of the nature of the training to include written notification whether the activities will include Breaching charges (amount of explosive), live ammunition (type: for example, shotgun, frangible, and so forth.), rotary or fixed-wing aircraft, and whether the exercises will be conducted in daylight or at night. Before execution, license agreements must be reviewed for legal sufficiency. Copies of the

license agreements shall be provided to the senior civilian officials responsible for the affected civilian urban settings.

(6) A record of coordination activities is maintained for each training event. The record includes the names and positions of the officials that coordinate and approve the event. It also includes a summary of the information for the officials regarding the event (for example, date, time, and location of the training; types of activities to be conducted; proposed public notification/outreach plans, and so forth.). A follow-on letter is distributed to the senior civilian officials responsible for the affected civilian urban settings that confirms the training event and lists the names of the civilian officials that the plans for the training event.

(7) Training events that will be conducted on a recurring basis at the same area or location may be based on a single MOA with the appropriate authorizing civilian officials. The terms of the MOA must comply with the requirements of this attachment. The MOA, which authorizes the recurring training, is reviewed by the service or the combatant commander to ensure it complies with the procedures. Once the MOA is approved, individual training events conducted pursuant to the MOA can be conducted without further Joint Staff or OSD review. However, services and combatant commanders ensure that SO/LIC and the Joint Staff are notified 14 days in advance of the training events conducted pursuant to such MOA. Services and combatant commanders must ensure that such MOAs are periodically reviewed to ensure they continue to fulfill the intent.

(8) If nondisclosure agreements are required, they are reviewed by command legal representatives. Nondisclosure statements should clearly explain that the agreement does not preclude persons from informing others of general, nonsensitive information about the training exercise.

(9) To the extent practicable, consistent with OPSEC and safety considerations, recommendations of civilian officials regarding community notification/outreach and press procedures will be followed. Community notification/outreach procedures may include door-to-door notification conducted by the local law enforcement agency. Where notification/outreach and press recommendations cannot be followed, civilian officials will be so advised.

e. Other instructions include:

(1) Legal and PA representatives are present for final planning meetings and on-site for the duration of all training activities.

(2) The on-site PAO handles all press queries after coordinating with the on-scene commander.

(3) All requested training must be in accordance with all applicable statutes, law, DOD directives and other guidance, and implementing service directives.

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