Seminar War Games

By Terry Nelson

The Army Transformation is on a fast track. The Army Chief of Staff established the foundation for transformation with the publication of The Army Vision on Oct. 12, 1999. This vision was followed by significant efforts to update key Army doctrinal publications. FM 1, The Army, was published in June 2001. FM 1 delineated the roles, purpose and functions of the Army. In June 2001, FM 3-0, Operations, was released. This document describes the keystone doctrine for full spectrum operations. On Oct. 17, 2001, Concepts for the Objective Force White Paper, was released with the purpose of building the foundation of advanced capabilities and core technologies needed for the Objective Force and setting the conditions for irreversible momentum to the Objective Force.

The Objective Force will be organized, manned, equipped and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable and sustainable across the full spectrum of military operations. The Objective Force will be composed of modular, scalable, tailorable organizations equipped and trained for prompt and sustained land operations that can transition quickly between changes in task, purpose and directions by maneuvering into and out of contact without degrading operational momentum. Trained and equipped leaders and soldiers at the lowest levels will make decisions on the future battlefield.

The Army Transformation is not just about new systems; it is about major changes in doctrine, organizations, training, materiel, leader development, personnel and facilities(DOTMLPF). Not only will the operational Army change, but the institutional Army will change as well. The development of effective soldiers and leaders is more important to the realization of the campaign qualities of the Objective Force than technological advances.

Although "change" is often viewed as a difficult process within organizations, our Army has undergone significant change throughout its history that required its soldiers to adapt. Change is part of our strong military heritage. The process to transform the Army to the Objective Force unfolds along a path of deliberate and theoretical discussions that will result in irreversible momentum toward achieving the Objective Force. These theoretical discussions have been frequently conducted on a recurring schedule at the highest levels of senior leadership within the Army as the journey continues to define and refine the Objective Force.

Informed by history and theory, concepts describe the nature and practice of future warfighting. Concepts provide the basis for future developments across the doctrine, organization, training, materiel, leadership development, personnel and facilities. They help us decide on investments in science and technology that will provide required capabilities when they are needed. While concepts might be limited by technological possibility, they are not limited to present day or near-term required capabilities. To be useful, concept development must be broadly based and encompass both the art and the science of future warfighting. Concept development must include continuous refinement through experimentation, assessment and analysis.

Key to the successful development of concepts to support the Objective Force is a series of seminar war games that engage TRADOC and Army major command senior general officer leaders. Seminar war games were initiated to review and investigate issues, build understanding and foster commonality of purpose and unity of effort. These gatherings focus on issues derived from the operational environment and earlier concepts. Critical concept and requirement products developed during the seminar war games have received validation through another series of reviews at the Department of the Army. The Chief of Staff Army has regularly convened Four-Star Requirements Review Councils to validate and approve these developed products.

The concept of conducting seminar war games was

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initiated early in the Army Transformation process. The consideration of critical Objective Force concepts and the Future Combat System (FCS) Operational Requirements Document (ORD) was central to the development of the Stryker Brigade combat teams and functioned as a precursor to the seminar war game. It brought together key strategic leaders from the development and user communities very early in the development process. Led by the CG TRADOC, the forum addressed key DOTMLPF issues, gave clarity to these issues and provided focus for the way ahead. The result was a shared understanding of concepts, needs and related issues that promoted unity of effort and consistency in products developed at the proponents' home stations. The war game has proved itself in accelerating production of integrated, full-spectrum concepts and requirements, producing products much more quickly than the linear, decentralized requirements development process used previously.

In 2001, the Training and Doctrine Command intensified its efforts to define the future Objective Force. TRADOC focused on war gaming those critical concepts that required senior Army leadership decisions in the near term. Key concepts that were reviewed during the initial seminar war games included units of employment, units of action, battle command, maneuver sustainment, maneuver support, training, doctrine, leader development as well as the Unit of Action/FCS ORD. These war games not only enabled senior leaders to flush out the specific concept under review but also enabled other functional proponents to assess their functional areas to determine required synchronization and interdependencies.

Each war game addressed a standard scenario that the Objective Force may encounter in the full spectrum of military operations. The Caspian Basin scenario was frequently used because it provided the potentially complex environment needed to test operational capabilities.

Prior to each seminar war game, a set of objectives and issues were developed to focus the event and enable the group to formulate operational imperatives or specific requirements for attaining concepts under development. Senior leaders were frequently assigned player roles during the war game that caused them to further define their concepts in the context of the overall warfighting environment. Although the outcome of each war game was not examined further in any constructive simulation, each work group led by senior general officers reached consensus in validating their product. An examination of how "we used to do things" was not an option during war games. The defining question became "how do we do things in the future given a new operational environment?"

Seminar war games have been critical events for the Army Space and Missile Defense Command (SMDC). These events produced the most significant recognition of Space contributions to the Objective Force to date. Recognition spanned from comments of the CG, TRADOC, to specific support provided by the School proponents during work groups and reinforced during plenary sessions. TRADOC war games highlighted the criticality of Space operations and information operations (IO) to future warfighters. Although Space and IO are not recognized as battlefield operating systems (BOSs), these capabilities have surfaced as key enablers of full spectrum operations during each war game.

Space control operations are now recognized as a critical component of entry and decisive operations. There is general consensus that Space control could be considered as an information operations enabler. Support for Space control has enabled SMDC to accelerate requirements documents under development in this area.

SMDC war game objectives are twofold. First, the command's goal is to depict how Space and missile defense contributes to achieving future force operating capabilities defined in overarching TRADOC con-

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cepts. Secondly, the war games are used to broaden and refine our own Space concept to develop the desired capabilities and to influence national Space strategy and Joint requirements to support Army needs. SMDC has participated in the TRADOC seminar war games from their conception. The Directors of the Force Development and Integration Center and the Space and Missile Defense Battle Lab have routinely supported each of the war games. Additionally, the Commanding General, SMDC and Deputy Commanding General for Operations have also attended the war games.

War games will continue to be a high priority within TRADOC and the Army in the year 2003. Future plans call for war games to address issues such as homeland security and to refine the unit of action and unit of employment operational and organizational concepts.

Vigilant Warriors 2003 will be the capstone event in a yearlong series of seminar war games, workshops, studies and experiments. Vigilant Warriors 2003 will address Joint interdependence issues that confront combatant commanders and Joint force commanders in accomplishing assigned missions. TRADOC and Joint Forces Command will collaborate in examining force structure, scenario development and Joint operational concepts to include assisting in the development of a single Joint capstone concept. The game scenario will contain multiple, near-simultaneous crises, stretching across the globe with the potential for multiple major combat operations and lesser contingencies. Vigilant Warriors 2003 provides the opportunity to experiment with the Joint capstone concept by examining functional and Service component issues and transformation initiatives. The war game will require each Service to assume both its Title 10 responsibilities and to serve in a Joint functional role.

TRADOC seminar war games are providing the opportunity to the entire Army and Joint community to address the tough issues that will face the Services in the future operational environment of 2020 and beyond.

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same, and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to the Uniformed Code of Military Justice. So help me God."

Another special visitor to the unit, the Army Space Forces Commander, COL David Shaffer, spoke to Adams the next day.

"The man was still smiling from ear to ear, like the Cheshire cat. I kidded him a little about not waiting for me to administer the oath, but… I don't blame him. It's not every day you can get re-upped by the Chief of Staff of the Army."

Adams concurred.

"Even in these turbulent times, the fact that the Chief of Staff of the Army took the time to re-enlist me shows an affirmation of the connection between the leaders who must decide freedom's policies and the soldiers tasked to enforce it. It was a significant honor that I consider one of the major highlights of my military career," said Adams, who re-enlisted for four years.

Shaffer and the Space Forces Command Sergeant Major, Reginald Ficklin, made the extensive trip for the same purpose as Shinseki, to show their concern and connection to forces deployed far from home at a special time of the year.

The JTAGS mission is to provide continuous 24 hours a day, 7 days a week in-theater processing and dissemination of tactical ballistic missile and infrared data, intelligence alerting and early warning in support of the Theater Event System and the CENTCOM Combatant Commander's mission.

The hot, dry climate of this region bears many similarities to these soldiers' home state of Texas, but, still, it's a far cry from "home for the holidays."

Shaffer said he was pleasantly surprised, however, at the high morale of the troops he visited.

"I went out there to motivate them, and instead, they motivated me. I came away so impressed by their attitude that I've been bragging about them to everyone, ever since."

The motivation factors did seem to work both ways though.

"Having the brigade commander and sergeant major come all the way out here really tells us that we're not forgotten, even though we're so far away from home and loved ones," said PFC Wesley Wright, JTAGS Operator.