



UNITED STATES ARMY
THE CHIEF OF STAFF



DACS-ZAA

27 November 1991

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

1. PURPOSE: I visited the Joint Readiness Training Center on 17 and 18 November for the purpose of observing the training rotation of the 3rd Brigade, 82nd Airborne Division, and receiving an overview of JRTC facilities and operations. I then traveled to Ft Bliss, Texas on 18 and 19 November, to address the Sergeants Major Academy, visit the USA Air Defense Artillery Center, observe unit training of the 3rd Armored Cavalry Regiment and 11th Air Defense Brigade, and address the 12th Annual Bradley Awards Banquet of the General of the Army, Omar N. Bradley, Chapter of the Association of the United States Army. The final portion of my trip was to Ft. Leavenworth to attend the Senior Leaders' Warfighter Conference 19, 20, and 21 November. I was accompanied to Ft. Chaffee by COL Ulrich Quanta, Commander, German Airborne School, and to Ft. Bliss and Ft. Leavenworth by SMA Kidd. This MFR summarizes my visit.

2. OBJECTIVES:

- a. To observe training at all levels.
 - b. To discuss JRTC initiatives, the move to Ft. Polk, fratricide avoidance training, quality of life issues, and JRTC future.
 - c. To discuss ADA Center-School issues and future.
 - d. To address the US Army Sergeants Major Academy and discuss NCO leader development issues with the leadership.
 - e. To visit JTF6 and discuss current issues/future initiatives.
-

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

f. To accomplish at the Senior Leaders' Warfighter Conference the following: share with the senior Army leadership training ideas to help maintain a trained and ready Army; to initiate a structured doctrinal discussion targeted on a revision of FM 100-5; to determine the parameters of a revised FM 100-5; and to frame doctrinal issues for further development.

3. SUMMARY OF SIGNIFICANT EVENTS AND DISCUSSIONS.

a. We were met at the Fort Smith Municipal Airport by BG George A. Fisher, Jr., CG, Joint Readiness Training Center. We then departed to the drop zone to observe an airborne assault. (Info)

b. At the drop zone, I received an overview of the operation and observed a night parachute assault by the 1st Battalion (Abn), 505th Parachute Infantry Regiment, 82d Airborne Division. I was impressed by the high degree of professionalism and warrior spirit demonstrated by the soldiers of the 82d. (Info)

c. Following the airborne operation, I met with BG Fisher for discussions on the JRTC and doctrine for light forces. General Fisher expressed his comfort with the current doctrine, but thinks there is generally a problem with planning for and execution of operations at the small unit level. He also stated that a lack of reconnaissance assets at the brigade level was a major limitation to the brigade commanders ability to see and influence the battlefield. We finished with a discussion of personnel and quality of life issues which were expanded upon the following day. (Info)

d. I began the second day with breakfast and discussions with Major General Shelton, Cdr, 82nd Airborne Division, and Brigadier General Fisher in the post dining facility. (Info)

e. I then traveled to the JRTC HQ for an update on current/future operations, and briefings on the scenario and OPFOR. Key observations:

(1) My guidance to BG Fisher on the move of the JRTC to Ft Polk was to accomplish the move in a way that takes care of people, individuals and families, and maintains the momentum of training. (Info)

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

(2) Currently 9 battalions rotate through JRTC annually; this will expand to 16 Bns in FY92 and FY93; and with the scheduled move to Ft Polk, will grow to 24 Bns in FY 94. This growth is essential in our efforts to maintain the edge, by providing a greater opportunity for both AC and RC battalions to gain the CTC experience. The 3d Bn (Abn), 325th Parachute Infantry Regiment was deleted from the troop list to attend. The reason given was cost. I would like to know more about this. (Action: DCSOPS)

(3) In FY 91, 4125 reserve component personnel were trained at the JRTC, and this number will increase to an estimated 5500 in FY 92. I had an opportunity to speak with a group of Reservists from the 326th Area Support Group who were meeting at Ft Chaffee. I used the opportunity to commend them for what they do, and to acknowledge the key role the USAR plays in the success of the Total Army as demonstrated during Desert Shield/Storm. (Info)

(4) I was very pleased with the level of development and realism of scenarios for both conventional and special operations forces. (Info)

(5) I was asked if we still planned to bring the 199th SIB to Ft Polk as the OPFOR. I indicated that we would do that and noted that the 199th would be receiving the Armored Gun System. (Info)

f. I next visited the OPFOR HQ and received a briefing on lessons learned and viewed an equipment display. Key observations:

(1) JRTC like the other CTC's, has a very professional OPFOR, consisting of an outstanding group of young officers, NCOs and soldiers who provide a unique training opportunity for our units. I talked with the leaders and soldiers and thanked them for the outstanding contribution they make to maintaining the readiness and capability of our Army and the unique sacrifice they and their families are called upon to make. (Info)

(2) I was briefed that an additional 80 personnel will be required for a second OPFOR company when JRTC expands to a two

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

battalion rotation; and that the action has support from the FORSCOM Cdr, and the DA Staff. I would like an update on where we are. (ACTION: DCSOPS.)

g. I then traveled to the After Action Theater and to the Live Fire Annex. Key observations:

(1) Although the current system for monitoring the battlefield and providing feedback for AARs is severely limited, JRTC personnel are in the interim period doing an outstanding job of collecting and presenting data based upon an average of 200 enemy contacts per rotation. With the move to Ft Chaffee, and full instrumentation by FY 95, the JRTC will provide the same degree of resolution enjoyed by the NTC. (Info)

(2) I was especially pleased with the efforts and innovations being implemented to ensure realism on the live fire phase. Currently, all organic platoon weapons can be fired on the live fire complex. (Info)

h. I returned to the JRTC HQ for a working lunch with senior Observer/Controllers. Key points from our discussions on lessons learned:

(1) Rehearsals with all players are critical, and units need to devote more time for planning and rehearsals. (Info)

(2) The OH 58D has provided a significant improvement in detecting enemy movement at night. (Info)

(3) I was briefed that there are positive trends in the intel area; particularly the IPB process, and the impact intelligence has on the staff planning. A weakness is occurring after the initial planning, when after the event of hostilities, the IPB process has generally been unfocused. Another weakness is in the lack of a trained intelligence NCOs in the BN S-2 Shop. (Info)

(4) We talked in detail about fratricide prevention training. JRTC has done a good job of incorporating all aspects of potential fratricide play, ie. direct fire, indirect fire, mines, booby traps, civilians, host nation, etc. They believe their efforts have reduced the incidences by 40% over

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

the past year. I told them to crank into their system lessons learned from the recent Gulf War. I do not want an overreaction, or take away aggressiveness, but I do want our leaders exposed to those realistic, confusing situations/reports which occur on the battlefield. (Info)

(5) I asked if our units are coming back together now, back to the basics, with their first rotation after the Gulf War. Answer was a resounding yes. (Info)

i. I departed the JRTC Headquarters enroute to the MOUT site where I received a briefing and demonstration. I was very pleased with the innovative work with demolitions that has been done to add training realism. (Info)

j. At the completion of the demonstration, I met with the local media and expressed my appreciation for the outstanding contribution the soldiers and civilians at JRTC and Ft. Chaffee are making to our Army and the Nation. I told them the American Public expects us to win on the battlefield, and that training at places like the JRTC saves lives and enables us to win with very little loss of life. (Info)

k. I next went to a field location and visited with COL Dan McNeil, 3d Brigade Commander, LTC John Stroggins, Battalion Commander and CSM Acosta, 82d Abn Div CSM. I was very pleased with what I heard. The main point expressed by each was the excellent opportunity JRTC provides for their soldiers and leaders to get back to the basics. (Info)

l. I then met with the company grade observer/controllers. Key points discussed:

(1) I told them that they represent the "glue" that holds the Army together and that the CTC's represent where we get our heads back into the game. After past wars, we did not maintain our combat edge, but that this time we have already begun to "break the mold" and will maintain the combat edge which we have gained over the past twenty years. (Info)

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

(2) I told them that they were in the "main stream," where we put theory to practice and get our Army units back together. And that we will continue to fund the JRTC at the levels needed. (Info)

(3) I asked if they were seeing improvement as units progressed through their rotation. Their response was affirmative; that the attitudes were very positive, and lessons learned were being quickly applied. There was a general consensus that night operations and not using all organic assets as a combined arms force were recurring weaknesses. There was also consensus that light/heavy rotations were the way to go. (Info)

(4) I thanked them for their outstanding performance in helping our Army to retain our combat edge, and for the personal sacrifices they and their families are making in support of our Nation and Army. (Info)

m. Overall, my visit to the JRTC and Ft Chaffee was outstanding. I had a first hand opportunity to observe tough, realistic training, and talk with soldiers and leaders alike. I came away very pleased with the professionalism I observed and positive attitudes and comments expressed to me. I plan to return to JRTC for a visit on the 8th of February. I departed JRTC at 1630 hours enroute to Ft. Bliss, Texas. (Info)

n. I arrived at Ft. Bliss at 1740 hrs and was met by BG John H. Little, CG, Air Defense Artillery Center. That evening, I addressed the 12th Annual Bradley Awards Banquet of the General of the Army, Omar N. Bradley Chapter of the United States Army. An estimated seven hundred people attended. I spoke to the group about the status of our Army today, and where we are headed in the future. I told them that we are in fact breaking the mold of the past, as we maintain our edge--a trained and ready Army. The evening was very enjoyable, and at the conclusion, I was presented a key to the city by Mayor Tilney. (Info)

o. I began the third day of my trip with a breakfast/meeting with BG Little. General Little briefed me on the highly successful quality of life programs sustained at Ft Bliss during Desert Shield/Storm; and the

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

transition to Depot Level Repairables and the special situation created at a FORSCOM/TRADOC installation. We also discussed the future of Air Defense; missile defense, reconnaissance, stationing, and the expanding role of the National Guard. (Info)

p. We then walked to the Air Defense Center/Post HQ, where I promoted (frocked) BG Little to Major General and received a series of overviews/briefings on the Air Defense Center/School. Key points of the briefing included:

(1) I explained that the real challenge for TRADOC, which represents the essence of our training, is in maintaining the number of quality platform instructors. Our real payoff comes from the platform. (Info)

(2) I explained that we are reluctant to make the tough calls in personnel reduction, but from their level they must push on. I understand they have management problems, but we have duplication of effort across the Army that we simply cannot afford. I gave the example of how we have combat developers assessing the same piece of clothing at several different installations. And if we are not careful, we will go through the roof on overhead. I emphasized that even though we are shifting large numbers of people back to CONUS from Europe, this is not growth. What we are doing is dramatically reducing our end strength. (Info)

(3) The school leadership raised a concern about the number of instructors needed. This is based upon the student population and as we reduce accessions, increase separations, and generally downsize the force, the number of instructors required will decrease in proportion to the falling student population. Then when the force stabilizes, accessions increase, and new systems are fielded, the student population and number of instructors required will significantly increase. We may be placed into a situation of trying to rehire instructors who we previously released. (Info)

(4) I closed the session by informing the leadership that the PATRIOT is a winner and, like AVENGER and STINGER, is one of the critical systems that will be funded. (Info)

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

q. I next visited the 3d Armored Cavalry Regiment Support Squadron. I was very pleased with the tour, briefings, and the opportunity to talk with soldiers and leaders about lessons learned during Desert Storm. (Info)

r. I next visited with soldiers and leaders of the 11th ADA Brigade and observed a Patriot Missile CPX. Once again, I was very impressed with the caliber of leadership and degree of professionalism demonstrated by our soldiers. (Info)

s. During my visit to the Patriot CPX, I met with the local media, and expressed the gratitude of our Army for the outstanding contribution the soldiers of Ft Bliss make to the defense of our Nation. I reiterated our commitment to maintaining the combat edge we have achieved over the past twenty years; that we must make maximum use of our resources, and that we are committed to the Total Army--Active and Reserve. (Info)

t. I next visited the Sergeants Major Academy, where I spoke to the approximately 600 students. I briefed the group on how we are breaking the mold and will have "No More Task Force Smiths." I explained that they did not have to be born leaders to be sitting where they are today, but leaders trained through our school system. I told them that the essence of our profession is in the question, "when the time comes, how well will those people we have touched in our lives fight." I affirmed my commitment to Leader Development at all levels. (Info)

u. After my address, I met with COL Van Horn (Cmdt, USASMA), SMA Kidd, and CSM Ronny Strahan (CSM of USASMA) for a working lunch to discuss NCO Leader Development issues. We discussed the following key points:

(1) Selection process for SMA. In 1987 98% of USASMA graduates were promoted to SGM. In the past four years this average has dropped to 34%. We need to examine both our selection process and the course structure. I need more information on this. (ACTION: DCSOPS and DCSPER.)

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

(2) Battle Staff Course (BSC). This is an excellent program, but a relatively small number of students are participating. There is room for growth. As was reflected in my JRTC visit, this is an important course and we need a strategy to leverage it. (ACTION: DCSOPS)

(3) USASMA is regularly sending representatives to the CTCs for feedback/lessons learned. (Info)

(4) I asked about the NCO Journal, and if the quality of input from the field had improved. Answer: much better return now, and they think the problem has been corrected. (Info)

(5) I was asked if I would support an extension to the length of the USASMA course. My answer was yes, but only if they relook the number of students enrolled. (Info)

(6) CSM Course will conduct a trial program (3 classes) for wives, similar to what we do at Ft. Leavenworth for the PCC. (Info)

(7) I would like to know more about the feasibility of requiring an academic efficiency report for the BSC and 1SGs course, and also requiring attendance at the 1SGs course prior to assuming a position of 1SG. (ACTION: DCSPER.)

(8) We discussed standards for NCO academies (AC and RC). In our quarterly leader development updates and action plans, I want to consider and discuss this issue. (ACTION: DCSOPS, TRADOC)

v. My final visit at Ft. Bliss, was to the JTF6, where I was met by Brigadier General John M. Pickler. Key points:

(1) Unit will complete in excess of 400 missions this year. This number reflects a substantial growth in the number of missions and is attributal to supporting JTF6 with dedicated funds. Results to date have been extremely successful with a high degree of satisfaction with both participating and supported units. (Info)

(2) I was provided a very interesting and informative briefing. At the conclusion, I took a few minutes to explain where

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

America's Army is headed and then thanked the personnel of JTF6 for the outstanding contribution they are making to the military and to our Nation. (Info)

w. I departed Ft. Bliss enroute to Ft. Leavenworth where, for two days, I conducted the Senior Leaders' Warfighter Conference. The following is a summary of the significant events and discussions from the Senior Leaders' Warfighter Conference:

(1) Five 4-Stars and 133 other general officers attended this significant conference dedicated to sharing information on training and doctrine. We opened the conference with a dinner Tuesday night, 19 November. After dinner, I addressed the group and presented an East-German Army Dagger to Ft. Leavenworth as a symbol of our victory in the Cold War. In my remarks, I reminded the audience of the need to break the mold, accommodate change, and not permit any more Task Force Smiths. I explained that my objectives for the conference were to set the tone for Army-wide intellectual discussions and decisions. I emphasized that structured doctrinal discussions are required to help us learn more about our Army. I recommended the attendees read Colonel Jim McDonough's doctrine article (*Military Review*, October) and Colonel Bob Doughty's Book, *The Seeds of Disaster*. (Info)

(2) Wednesday's activities focused on training and were led by Forces Command. The day consisted mostly of briefings and I was pleased to note that many of the presentations included participants from both Reserve and Active Components. General Ed Burba opened this portion of the conference with an analogy that compared battle focused training to football--learn the basics of "blocking and tackling" and "plays/drills" at home station; then "scrimmage" in FTXs before playing your first "game" (War, NTC, EXTEVs). Throughout the day we heard well-prepared presentations by senior leaders on training Active and Reserve Component combat and CSS units, the training implications of Desert Shield/Storm, and the Total Army implementation of FM 25-101. FORSCOM is preparing a more detailed report on the day's events. (Info)

(3) Also on Wednesday, in separate rooms of Bell Hall, three panels made up of active and reserve generals and colonels from all over

DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

the Army discussed the following topics in preparation for Thursday's doctrinal discussions:

- (a) The continuum of military operations.
- (b) Strategic, operational, and tactical levels of warfare.
- (c) Doctrinal implications of mobilization and deployment. (Info)

(4) In the evening, at dinner, we listened to General (Ret) Vessey speak to us about our responsibilities in the future. He commended the following goals to us:

- (a) Retain our technological superiority--preferably pursuing "leap-ahead" technology.
- (b) Structure our force to meet the threats spanning from insurgency to war.
- (c) Continue to integrate the Reserve Component.
- (d) Maintain the support of the American people.

(Info)

(5) Thursday's activities produced a balance of presentations and free-flowing discussion. It was an historical event where active and retired general officers had the opportunity to discuss and influence the shaping of our doctrine. Our host for the day, General Franks, opened this portion of the conference by outlining the previously mentioned objectives and emphasizing the need for open dialogue. SOUTHCOM, USAREUR, FORSCOM, and the previous day's panels gave presentations and led the discussions. We discussed how we will modify our battle-tested doctrine, expanding its scope across the continuum of operations and shifting our focus toward power projection. In the discussion, I charged TRADOC to begin working the mobilization and deployment issues now and not wait for FM 100-5 to address them. I also mentioned that we need to explain that not everyone who gets mobilized will go to war. TRADOC is preparing a more comprehensive report on the day's events. (Action: TRADOC)

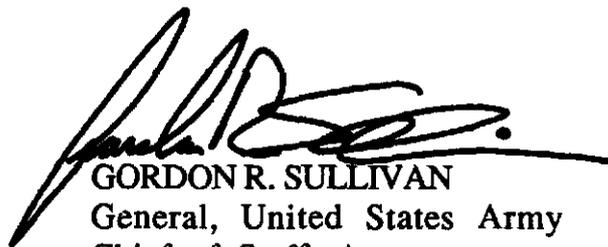
DACS-ZAA

SUBJECT: Trip Report--Joint Readiness Training Center, Ft. Chaffee, AR,
Ft. Bliss, TX, and Ft. Leavenworth, KS, 17-21 November, 1991

(6) Also on Thursday, I participated in a brief interview with Soldiers Radio and Television (SRTV) and with *Soldiers Magazine*. I explained the purpose of the conference and its importance to the Total Army. I emphasized the theme of "No More Task Force Smiths" and was pleased to add that we are breaking the mold of history by staying trained and ready. (Info)

(7) This was a very profitable conference and it satisfactorily achieved all my objectives. The SLWC was a milestone in the process of breaking the mold and informing the doctrinal debate. It is important to note that most of the Army's key leadership dedicated two days to the most significant challenges we face--maintaining the edge (training) and accommodating change (doctrine). I am encouraged by the progress we are making and I commend FORSCOM, TRADOC and the people of Ft. Leavenworth for making this a most successful conference.

Encl



GORDON R. SULLIVAN
General, United States Army
Chief of Staff, Army

DISTRIBUTION:

SAAA	SAILE	SASA	DACS-DK	DACS-ZK	DAMH
SAAG	SAIS	SAUS	DACS-DM	DACS-ZD	DAMI
SACW	SAL	SAUS-D	DACS-DP	DAEC-CA	DAMO
SAFM	SAMR	SAUS-OR	DACS-SM	DAEN	DAPE
SAGC	SAPA	DAAR	DAJA	DASG	NGB
SAIG	SARDA	DACH	DACS-ZB	DALO	

CF:
CG, FORSCOM
CG, USA Combined Arms Command
CG, USA Air Defense Artillery Center

CG, TRADOC
CG, JRTC