



U.S. Atlantic Command and Unified Endeavor '95

U.S. Navy (Kenneth J. Riley)

By JOHN J. SHEEHAN



Though volumes have been written on the lessons of the Persian Gulf War, many analysts overlook what is perhaps the most important point: an enemy should not give the United States and its coalition partners six months to prepare for battle. It is unlikely that an enemy will afford us as much time in the future to get command and control structures and logistics systems in place before an attack. It is more likely that the commander of a joint task force (JTF) and his forces will have to arrive in-theater ready to fight as a joint team. How can we assure that the forces which forward supported CINCs receive can fight jointly? What is the most effective and efficient way to train JTF staffs? How can we best leverage technology in joint training? U.S. Atlantic Command (ACOM) is working on the answers to these and other important questions.

General John J. Sheehan, USMC, is commander in chief, U.S. Atlantic Command, and Supreme Allied Commander Atlantic. Prior to assuming his current position, he served as director for operations (J-3), Joint Staff.

The current environment has forced us to find other ways of preparing for and responding to crises around the world. Training JTFs and their component staffs to operate as coherent units prior to deployment overseas is our goal. ACOM has been improving the capabilities of CONUS-based forces since its establishment in 1993. In the area of field training exercises, feasible service exercises have been modified to encompass joint mission essential tasks. We believe that joint warfighting capabilities can be enhanced the most by focusing on JTF commanders, components, and staffs. These command post exercises will incorporate the strides made in computer assisted exercises as well as modeling and simulation.

Unified Endeavor (UE) exercises use an existing three-star service component commander and his staff and train them to form and operate a JTF. From January to April 1995, the Army's III Corps was the core element for one of these exercises, Unified Endeavor '95.

Background

Unified Endeavor '95 represented the first ACOM developmental, simulations-based JTF staff training exercise. It was divided into an academic training phase, an operation order (OPORD) development phase, and a plan execution phase. Each phase focused on a period when JTF operations are the most critical to mission success and spread out to allow the commander and his staff to train to task in a manageable yet realistic fashion, given the busy world of operations tempo and commitments.

The scenario was set in Southwest Asia and envisioned a notional JTF-780 made up of an Army reinforced heavy division, an Air Force reinforced composite wing, a Marine expeditionary force forward (MEF), a carrier battlegroup and an amphibious ready group, and special operations forces. The opposing force (OPFOR) fielded seven combined arms divisions. The exercise was a distributed training and technical success as well as a proof of principle for the joint training plan (JTP)-driven JTF training initiative.

Phased Training

The objectives of each phase of UE '95 were aimed at a particular audience. Unlike some exercises, it had a goal of reducing cost in time, personnel, and operations and maintenance funds.

Fundamentally, it sought to add value to training the JTF staff and supporting component staff members. Without a major deployment of forces to drive the actions of the staff, the exercise offered a degree of focus, control, and flexibility unattainable in large scale field training exercises.

Phase I—Academic Training. Seminars led by key members of the ACOM staff were held for the core element of each designated JTF and component staff, plus selected augmentees. This training focused on the roles of JTF commanders and their staffs, staff procedures, joint planning, joint doctrine, and joint tactics, techniques, and procedures (JTTPs) with the commander acting as principal trainer. He set the objectives and provided guidance to the chief of the JTF training team (JTT), ACOM J-72, before the exercise. Then JTT designed and executed training with constant feedback from the JTF commander. A senior observer (a former CINCSOC) served as mentor to the JTF commander and staff which enhanced the experience of the exercise.

The first phase took place over five days in the battle simulation center at Fort Hood, which was the JTF home station. The seminars were conducted at the executive and action officer levels.

Phase IA was three days and taught commanders and principal staff members the fundamentals of joint operations. It ended with the opportunity to obtain the commander's guidance on operational concepts. Phase IB was a day-long seminar immediately preceding phase II and was designed to refocus principal staff planners on the exercise scenario and commander's intent for the campaign. This phase dealt with JTF formation and joint planning procedures. Phase IC was also one day of seminars prior to phase III. It was designed to refocus the entire staff on the exercise and centered on functional tasks and preparing staff sections and personnel for their responsibilities. ACOM developed seminar outlines (lesson plans) for each seminar.

Phase II—OPORD Development Exercise. This phase, which lasted a week, emphasized JTF staff planning procedures and the application of joint doctrine and JTTPs to the commander's concept of operations. Participants included the supported theater staff (U.S. Central Command) as well as the supporting CINC (ACOM), Joint Intelligence Center, JTF commander and staff, and component staffs. The Chairman was the principal trainer, with the ACOM staff and JTF training team helping to meet the objectives. The senior observer mentored the Chairman and staff.

In this phase, the JTF planning staff, including component liaison teams and augmentees, assembled at the JTF home station to build staff procedures and working relationships. In the near future, at the option of the JTF commander, this phase may be hosted at the ACOM Joint Training, Analysis, and Simulation Center (JTASC) in Suffolk, Virginia, to afford a self-contained exercise environment free of daily obligations at home stations. Component planning staffs will normally remain at their home stations to reduce cost and retain realism. During UE '95, the 8th Air Force commander deployed his JFACC planning staff to Fort Hood. Based on the operational situation, the Navy component commander remained at his home station as did the commander of II Marine Expeditionary Force. This second phase helped in team building and in developing and validating procedures. After the introduction in phase IB, the JTF staff was presented with a crisis situation based on a real world scenario. They then developed an OPORD, complete with supporting component orders as well as a time phased force deployment data list (TPFDL). The JTF commander's course of action development and wargaming efforts were supported by various modeling and simulation capabilities. The completed OPORD was reviewed by key members of all staffs and groomed for execution during the next phase.

UE '95 offered focus, control, and flexibility unattainable in large scale field exercises



U.S. Air Force (Lee E. Rogers)

U.S. Air Force (Russ Pollanen)

Fort Hood—site of Unified Endeavor '95.

distributed simulation architecture allowed commanders to take part from home stations

Phase III—OPORD Execution Exercise. This week-long phase, which was held as soon as feasible after phase II, also included both the supported and the supporting CINC staffs, Joint Intelligence Center, JTF commander and his staff, and components. The entire headquarters staff assembled at Fort Hood, an excellent site with the infrastructure to support a robust but realistic JTF headquarters environment. This phase focused on execution procedures, decisionmaking, and applying joint doctrine and JTTPs to operations. The JTF commander, ACOM staff, JTF training team, and senior observer played the same roles as in phases I and II. Following IC, JTF-780 executed the plan developed in phase II in a simulations-driven wargame against a “thinking” and reactive OPFOR. This phase used a sophisticated confederation of service simulation models to exercise a broad range of joint warfighting skills and fully tax the training audience.

Exercise Design and Support

With developmental help from the Joint Warfighting Center, the aggregate level simulation protocol (ALSP) confederation of models replaced deployed warfighting personnel and equipment as the driver for staff training in the UE '95 phase III OPORD execution exercise. The distributed simulation architecture allowed the JTF commander as well as most of his component commanders to take part from their home stations to replicate the separation of an actual contingency and realize savings by minimizing deployments. The ALSP confederation was used because it accommodates two-echelon training audiences, offers a comprehensive intelligence package, reduces simulation cost and risk by employing existing service models, and adds value for component participants by making JTF training meaningful for service and joint communities.

JTF Training Division (J-72) at ACOM, which has overall responsibility for the conduct of training, gathers data on real world operations to provide an after action review and discern lessons learned for the commands involved. J-72 recently concluded such a mission supporting the JTF in

Confederation Models Used in Unified Endeavor '95

Model	Warfare Area
Corps Battle Simulation (CBS)	Ground
Air Warfare Simulation (AWSIM)	Air
Research, Evaluation, and Systems Analysis (RESA)	Naval Air, Surface, and Subsurface
Tactical Simulation Model (TACSIM)	Intelligence
Electronic Warfare Simulation (JECEWSI)	Joint Electronic Combat/Electronic Warfare

Operation Uphold Democracy in Haiti. It also manages joint doctrine issues for ACOM, develops and promulgates ACOM JTTPs, develops JTF standard operating procedures, and assists in the design and evaluation of CONUS joint exercises and training. To this end, teams, groups, and documents were developed and successfully employed during UE '95. They included:

Training Teams. All three J-72 teams consist of operational-level, joint warfighting subject matter experts from each service. JTF training teams (JTTs) develop, execute, and maintain the phase I academic training program. They also lead the design, planning, and execution of phases II and III. During execution, teams are augmented as needed by functional (intelligence, logistics, public affairs, et al.) subject matter experts from the ACOM staff and supporting agencies. JTTs work closely with the designated JTF commander to tailor the basic training program to meet the JTF commander's training objectives and operational requirements.

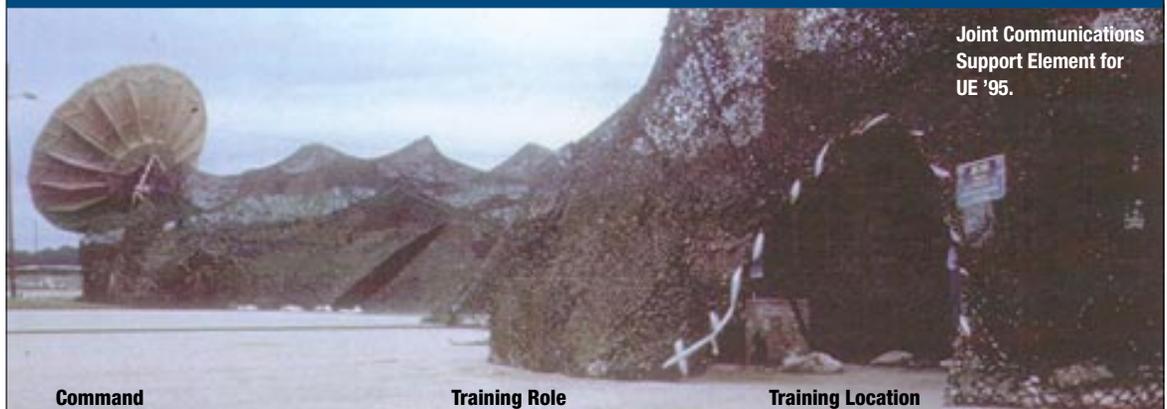
Observers/Trainers. In phases II and III of UE exercises, JTT assumes the role of the joint observer/trainer (O/T) group which consists of both JTT and operational analysts. As observers, O/Ts provide feedback to the JTF commander and his staff on actions during the exercise. This is accomplished mainly through after-action reviews (at

JTF command/principal staff level and action officer/NCO level) and the JTF commander's exercise report. As trainers, O/Ts lead most of the academic training seminars and provide on-the-spot training throughout the exercise. Emphasis is placed on helping JTF members get over their initial growing pains in JTF operations and thereby learn more throughout the drill.

Control Group. The mission of the joint exercise control group (JECG) is to establish and maintain a realistic operational backdrop through simulation, role-playing, and scripts to foster and guide the training audience in meeting training objectives. Under J-72, the JECG staff is formed around a nucleus from various ACOM directorates who have first-hand knowledge of the exercise plan. Other members are drawn from those ACOM components and supporting agencies with the subject matter expertise needed to meet role-player and controller requirements. The First Brigade, 87th Division (Exercises), of the Army Reserve served as the UE '95 interactive OPFOR, a professionally staffed, task-organized unit which can represent the actual capabilities, structure, and doctrine of real world threat forces.

Academic Training. To date a total of 52 warfighting and peace operations seminars have been developed. After evaluations of UE '95 are completed, the seminar outlines and graphics will be made available to all users of the Joint Electronic Library (JEL).

Commands Involved in Unified Endeavor '95



Joint Communications Support Element for UE '95.

Command	Training Role	Training Location
U.S. Atlantic Command	CINC	Norfolk, Virginia
III Corps	CJTF	Fort Hood, Texas
CCDG 12	NAVFOR	Portsmouth, Virginia
II Marine Expeditionary Force	MARFOR	Camp Lejeune, North Carolina
III Corps (-)	RFOR	Fort Hood, Texas
8 th Air Force	AFFOR/JFACC	Barksdale, Louisiana/Fort Hood, Texas
SOCACOM	JSOTF	Fort Hood, Texas
1 st PSYOP Battalion	JPOTF	Fort Hood, Texas
1 st Brigade, 87 th Division	OPFOR	Birmingham, Alabama

U.S. Air Force (Randy S. Mallard)

Training Plan. The JTF headquarters mission training plan (MTP) is developed from the universal joint task list (UJTL) which identifies tasks that a JTF headquarters may have to perform from formation of the JTF headquarters to redeployment. The plan was used in UE '95 and the feedback was positive. After coordination with the services and CINCs, ACOM will provide it to the Joint Warfighting Center for inclusion in the joint publications system.

Operating Procedures. ACOM has drafted JTF headquarters standing operating procedures (SOP) for joint operations. Although designed for the ACOM AOR, there was a deliberate effort to make it similar to other SOPs such as EUCOM ED 55-11. The draft was tested in UE '95 and, like the MTP, feedback was incorporated into the SOP to improve it prior to release.

Future Events

JTASC is a state-of-the-art simulation and training center which supports the ACOM joint training mission. It will contain the computer and

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communication capacity for advanced distributed simulation, distance learning, and video teleconferencing with ACOM components as well as for on-site computer exercises and training. JTASC will provide a JTF commander and his staff with the means to conduct all phases of JTF training in one location using actual C4I facilities in exercise spaces. During a visit to JTASC, the Vice Chairman, Admiral William Owens, noted that "For the first time, the JTASC will allow the commander and all the people who support the joint task force to come together... though they were virtually participating together in war." By FY97, JTASC will routinely host two JTF staff training cycles per year, conduct JTF mission rehearsals to support crisis action preparation, and provide simulation support for Tier 2 field training exercises.

The Marine Corps, and specifically II MEF, was the centerpiece of UE '96-1 in late 1995. For UE '96-1, the MEF will provide the commander and the core of the JTF staff for a EUCOM-based scenario, while the 347th Wing from Moody Air Force Base will stand up as the Air Force component to JTF. The details of UE '96-1 are currently under development but promise an even more challenging training period for all concerned. 8th Air Force will participate as the JTF core unit for

UE '96-2 in the summer of 1996, just as have III Corps and II MEF.

Value Added

While UE '95 could have been mounted more effectively and efficiently, it cost 95 percent less than Agile Provider (AP) '94 and involved just over 4,000 personnel, half of whom received JTF staff training applicable throughout the world. These officers and service members are just the first in a cadre capable of forming the backbone of any JTF. On the other hand, AP '94 required nearly 45,000 personnel to accomplish many of the same goals with little cohesive JTF staff training. Because of the nature of JTF missions, the ACOM JTF training program is designed to offer comprehensive education across a range of warfighting requirements. This is especially important due to the many and varied regional CINCs who ACOM supports.

The computer model let us specifically focus on several doctrinal issues, including the roles of the joint force fires coordinator (JFFC), Joint Targeting Coordination Board (JTCB), and Joint Munitions Board (JMB). For the first time we incorporated realistic battle damage assessment and the implications of logistics limitations in real time and with good fidelity. Our computer modelling capability will improve significantly when JTASC's full capacity is on-line. Eventually, the facility will offer CONUS-based and possibly even forward deployed forces the full range of exercise and operational rehearsal support for any contingency.

Finally, all the participants agreed that working together as a JTF staff against a "thinking" OPFOR and under realistic conditions was the exercise's greatest benefit. Members of all services learned from each other and confirmed the truth that the American way of war today really is team warfare. As forces shrink and commitments increase, we must take full advantage of joint training to be more effective. As joint force integrator/trainer, ACOM will continue to leverage technology as well as develop new solutions to training problems.

Unified Endeavor '95 demonstrated the challenges as well as benefits of team warfighting. It pushed the envelope of joint operations in ways that confirmed the value of doctrine and tested concepts to improve how we will fight in the future. It focused on the actions of JTF and service component staff members without deploying sizeable numbers of supporting forces. UE '95 was a major step in refining joint training and exercises and making them more effective and efficient. Only team warfare can guarantee the Nation's preeminent military position.

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