

**Center for Law and Military Operations (CLAMO) Practice Note**  
*The Judge Advocate General's Legal Center and School*

**Joint Multinational Readiness Center Transformation: An Adaptive Expeditionary Mindset**  
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*The [Joint Multinational Readiness Center] trains tailored forces and headquarters for full spectrum, joint, and combined operations. It provides Current Force, Stryker Brigade Combat Teams, and Units of Action tough, realistic, Army/Joint battle-focused training. The focus is on training adaptive leaders for full spectrum operations by integrating Joint, Interagency, Multinational (JIM) players, exploiting distributive live-virtual-constructive (LVC) capabilities, and focusing on execution of simultaneous, non-contiguous operations scenarios on the Joint Operational Environment (JOE) battlefield.<sup>1</sup>*

The Combat Maneuver Training Center's mission is changing and evolving. The training center's location at Hohenfels, Germany, remains the same; its name, however, has changed to the Joint Multinational Readiness Center (JMRC). As part of the transformation, strategic working groups are currently reviewing JMRC's mission and analysis indicates that while the mission will transform, the legal positions will only experience marginal changes.

The JMRC is a ten-by-twenty kilometer training area located in southeast Bavaria, Germany. In this training area, small units—up to brigade-size—conduct mission rehearsal and training exercises for situations ranging from peace operations to high intensity conflicts. These units prepare for deployments to the Balkans, Iraq, and Afghanistan, and support our nation's battles in the war on terror by improving and validating their skills at JMRC before departure.

The U.S. Army changed the training center's name to the JMRC to reflect the rapid changes in the expeditionary Army. The word "Joint" is appropriate because of the Air Force, Navy, and Marine Corps involvement in JMRC, which will likely expand as the JMRC transforms. For example, an Air Force "Bull's-eye" Observer/Controller (O/C) team currently provides liaison for simulated and live-fire training events at Hohenfels and Grafenwoehr, Germany. Also, Marine platoons have previously trained at the JMRC. In the future, Marines and additional Air Force servicemembers may become an integral part of the Operations Group Training Team.<sup>2</sup>

In the contemporary operating environment, working with coalition partners is crucial. The word "multinational" was added because units from allied and partner nations, such as Poland, Romania, and the Czech Republic, already participate in training events at JMRC with U.S. forces. Strategic success in the global war on terror will depend upon the U.S. forces' ability to effectively operate with coalition forces. For example, in 2005, in Operations Enduring Freedom and Iraqi Freedom, ninety-seven percent and seventy-seven percent, respectively, of all non-U.S. coalition forces originated from the European Command area of operations.<sup>3</sup> Consequently, the JMRC recognizes the necessity of training U.S. forces with multinational forces for coalition operations. In addition, these and other countries may have the opportunity to train as the primary training unit and not just for joint operations with a U.S. unit. Our allies' armed forces could also have their servicemembers serve in either a temporary or assigned status as members of the Operations Group.<sup>4</sup>

"Readiness" is important to the JMRC's title because it reflects the adaptive, expeditionary mindset of the Army and the training center. The JMRC will form into task organized deployable O/C teams.<sup>5</sup> Observer/Controller teams have recently assisted in training U.S. forces in multinational exercises in Bulgaria, Romania, Russia, Poland, and Afghanistan. The JMRC is also studying the feasibility of expanding the O/C concept to include an additional role for O/C teams. For example, this additional role may take the form of exportable training teams consisting of O/Cs, analysts, and support personnel conducting operations in support of the global war on terror.

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<sup>1</sup> Joint Multinational Readiness Center, Mission, <http://www.jmrc.hqjmtc.army.mil/mission.htm> (last visited Mar. 14, 2006).

<sup>2</sup> Operations group is organized into the following teams: Brigade Command and Control, Battalion Task Forces, Fire Support, Intelligence, Aviation, Combat Service and Support, Special Operations Division, and Live Fire.

<sup>3</sup> Brigadier General David Perkins, Commander, Joint Multinational Training Command, Briefing at the Army Training Leader Development Conference (28-29 Sept. 2005); *see also* U.S. Central Command, International Contributions to the War on Terrorism, <http://www.centcom.mil/sites/uscentcom/Shared%20Documents/Coalition.aspx> (last visited Mar. 23, 2006) (providing current coalition partner statistics).

<sup>4</sup> As a member of the Operations Group, servicemembers are responsible for planning, executing, observing, and controlling each training evolution.

<sup>5</sup> An O/C team, for example, the Brigade Command and Control team (at JMRC—the Mustangs), observes unit performance, and coaches, teaches, and mentors brigade staff counterparts.

Exportable training teams increase training opportunities for the U.S. Army. The U.S. Army is transforming into “plug and play,” rapidly deployable, modular, brigade combat teams.<sup>6</sup> This transformation will increase the number of brigades available for the nation’s security goals to as many as forty-eight. The number of “dirt” training centers (JMRC, National Training Center, and Joint Readiness Training Center), however, has not increased. Therefore, there will be a greater demand on training center space, which may not meet the immediate demands of battalion and brigade units to conduct necessary warfighter skill training, testing, and validation. Exportable training teams will help meet the increased demand for training a growing force that is currently restricted by finite training center space.

The proposed JMRC Exportable Training Model consists of four key components: support the Army Force Generation concept; train for deployment; Reception, Staging, Onward Movement and Integration (RSOI); and occupy Intermediate Staging Base (ISB), Forward Operating Bases (FOBs), and Tactical Assembly Areas (TAAs). Furthermore, an expeditionary instrumentation system has been developed as part of this exportable training model for immediate training feedback. The end state for military units will be Combined Arms/Joint-Coalition air and ground gunnery training and validation, and live-fire exercises in the Hohenfels training footprint, in another country, or at an individual’s home station.

The change to JMRC may have a number of impacts on the Judge Advocate General’s Corps (JAG Corps). The Brigade Staff O/C team at JMRC is called the “Mustang” team. The JMRC judge advocate (JA) O/C is currently a captain, with the call sign “Mustang 05.” As the Army transforms and the JMRC evolves, the “Mustang” captain position may become a major’s assignment to reflect the changes from a Brigade Operational Law Team (captain), to a Brigade Combat Team Command Judge Advocate (major) or the current Stryker (major) manning table. Currently, there are no legal noncommissioned officers assigned to JMRC. To better reflect the new brigade modified table of equipment (MTOE) or joint or multi-national units, either the Army or the Marine Corps may consider adding a staff noncommissioned officer paralegal to the “Mustang” team.

Judge advocates about to embark to the JMRC will continue to face many of the same challenges. Specifically, they should proactively:

- (1) Engage in the staff Military Decision Making Process (MDMP);
- (2) Teach Rules of Engagement (ROE) and the law of armed conflict;
- (3) Address real-life and exercise-related administrative law and claims actions;
- (4) Create efficient tracking systems and methods; and
- (5) Provide effective, real-life military justice advice and legal assistance.

In conclusion, the JMRC O/C team will continue to coach, teach, and mentor judge advocates as the Army and the JAG Corps continues transforming into a more lethal, mobile, and agile fighting force. The JMRC is transforming along with the Army and the JAG Corps, working to ensure JMRC’s continued support to the forces of the future. Within this transformation, the Judge Advocate General’s Corps JA O/C team at JMRC remains committed to ensuring JAs and paralegals receive the best training experience possible.

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<sup>6</sup> See TRADOC News Service and Web Operations, Modular Forces, [http://www.tradoc.army.mil/pao/Web\\_specials/Leadership\\_of\\_Futures/modforce.htm](http://www.tradoc.army.mil/pao/Web_specials/Leadership_of_Futures/modforce.htm) (last visited Mar. 23, 2006).