

CLAMO Report

Center for Law and Military Operations (CLAMO), The Judge Advocate General's School

Combat Maneuver Training Center (CMTC): Training in Transition

This is the fourth in a series of five CLAMO articles that address the combat training centers and the judge advocates who support them.¹ The judge advocate-observer-controller at the Combat Maneuver Training Area (CMTC), Captain Eric T. Jensen, contributed substantially to this article. This series will be complemented by periodic update articles entitled *Combat Training Centers (CTCs): Lessons Learned for the Judge Advocate*.

Introduction and History

The CMTC is the premier maneuver training area in United States Army Europe (USAREUR). It combines state-of-the-art technology, experienced observer-controllers, and intensive battlefield effects to create the most realistic training offered to military units that train in the European Theater. It provides force-on-force maneuver training for armored and mechanized infantry battalions, company level situational training exercises (STXs), and individual replacement training for forces that are entering the Bosnia theater of operations. Most recently, its focus has shifted back to high intensity conflict in an effort to reorient units that have undergone months, even years, of peace support operations in Bosnia.

The CMTC is located near Hohenfels, Germany, in the heart of Bavaria, between Nuremberg and Regensburg. It was first used as a military training area by the Wehrmacht in 1937. From 1939 until 1945, the area was a POW camp and later it was used as a camp for displaced persons until 1949. The United States first used it as a training area in 1951, and the CMTC was opened in 1989.

The CMTC is a 10 km x 20 km rectangular box consisting of 43,985 acres or 68.73 square miles. Appendix A depicts its size in comparison to the National Training Center (NTC). The training area is hilly and densely wooded.

Because of the CMTC's limited size, units often take advantage of local training areas all of which are within seventy kilometers of the CMTC: Roth, Neumark, Lauterhofen, Grafenwoher, Amberg, Schwandorf, Bodenweher, Regensburg, and Hemau. (See Appendix B). The battalion or brigade

support areas are regularly established in Amberg, and aviation units stage from Grafenwohr.

The Players (CMTC Organization)

The CMTC personnel, referred to as the operations group (OPSGRP), consist of a headquarters, an exercise control cell, opposition forces (OPFOR), and eight teams of observer-controllers (O/Cs). The headquarters provides command and control. Exercise Control consists of the Operations Center, the CMTC-Instrumentation System, and the Training and Analysis Feedback Section. The OPFOR consists of three infantry companies and one tank company, with equipment that includes tanks, BMPs, anti-tank BRDMs, and Hind helicopters. The OPFOR augmentees include two additional infantry companies, an engineer company, an electronic warfare team, approximately thirty role players, and linguists. The OPFOR may be configured into regular and irregular forces, depending upon the scenario.

The Scenario

The Army established the CMTC in the midst of the Cold War to train units in high intensity combat operations (HIC). However, as the world situation changed, the role of the CMTC changed. In 1995, the CMTC accepted the mission of training units for peace support operations and embarked on a major training shift. Instead of units setting up a defense and conducting offensive operations and a movement to contact, the CMTC began training units to operate in base camps, conduct meetings with local mayors, work within a joint military commission (JMC) to deal with former warring factions, and inspect warring faction forces, cantonments, and weapons sites.

The shift in training emphasis from HIC to peace support operations, brought on by Bosnia, provided a unique opportunity for judge advocates (JAs). As the role of the JA increased in peace support operations, the training opportunities for the JA increased in peace support exercises. When division and brigade headquarters deployed to the CMTC to conduct mission rehearsal exercises (MRE), they were presented with a Bosnia-type scenario and forced to change their mode of operation to comply with a low intensity or peace enforcement environment. This required greater reliance on the JAs by division and brigade commanders and necessitated that JAs be highly

1. The first three articles were published in the February, March, and June 1998 editions of *The Army Lawyer* and addressed the Joint Readiness Training Center (JRTC), the National Training Center (NTC), and the Battle Command Training Program (BCTP), respectively. The last article in this series will address the Joint Training Analysis and Simulation Center (JTASC).

trained and ready to advise the commander on a broad spectrum of issues. Many of the issues were new even to seasoned JAs.

The CMTC responded to this increased need for JA training by creating a permanent brigade JA O/C on *Mustang Team*. The role of the *Mustang* O/C has expanded over the past three years. *Mustang 05*, as this position is called, is now not only a fully integrated part of *Mustang Team*, but provides assistance to the other O/C teams in developing effective training events that involve potential legal issues. The CMTC JA O/C and the JA O/Cs at the other CTCs² are also spearheading an effort by CLAMO to synthesize the lessons learned at all the CTCs. This will allow the training centers to coordinate training issues, training approaches, and suggested solutions (tactics, techniques, and procedures) to uniformly apply the best training methods.

The CMTC trend of training units in peace support operations (PSO) continued through 1997. However, as the troop support for Operation Joint Forge³ moves to CONUS-based units, USAREUR units are again focusing on HIC training. As reflected in the training letters that were provided by USAREUR unit commanders to the CMTC, and in the numbers below, many units are now specifically asking *not* to be presented with typical PSO scenarios. These units now wish to concentrate on staff functions in a HIC environment.

Training Scenario Trend

	FY94	FY95	FY96	FY97	FY98
HIC	13	17	3	7	13
PSO	0	0	9	5	3

Number of Battalions trained at the CMTC in High Intensity Conflict (HIC) and Peace Support Operations (PSO).

Method of Training

The CMTC method of training has developed over time. It now includes the latest in technological advances, combined with trained and experienced O/Cs who serve as coaches and mentors through the training process. It played an important role in preparing units for deployments to Desert Shield/Storm and to Bosnia for Operations Joint Endeavor/Guard/Forge. The success of the CMTC-trained units has validated the CMTC methods and approach.

The CMTC uses technology to create, see, and monitor the battlefield. Part of the technology is an instrumentation system that simulates the battlefield environment (as does the system at the NTC). This system is comprised of Multiple Integrated Laser Engagement System (MILES) and MILES II for all vehicles and personnel, satellite monitoring of significant vehicle movements in “the box,” and a computer application of all of this data in order to provide a real time “ground truth” picture to analysts and O/Cs. With this system, the O/C can show a rotational unit where its vehicles and personnel were at a particular time on the battlefield. It also provides data on kills

(including who was killed and when) and allows the O/C to recreate the battlefield at the after action review (AAR).

Complementary to the instrumentation system are the eight O/C teams, each with a different mission and responsibility to assist the unit in its training objectives. They “cover” the spectrum of deploying units, from brigade headquarters to the dismounted scout team conducting infiltration. In doing so, the O/C teams shadow their maneuver unit counterparts from start to finish, teaching, coaching, and mentoring as they go. *Mustang Team* covers the brigade staff and commander, while the *Timberwolf* and *Grizzly Teams* work with the maneuver battalions. *Falcon Team* covers Army Aviation, while *Bullseye Team* covers the Air Force. *Vampire Team* creates battlefield effects through indirect fire and oversees the artillery assets, while the *Adlers* cover the Battalion Support Area, and the *Warhogs* serve as the live fire O/Cs. Augmentee O/Cs may assist teams as necessary to provide necessary coverage to the lowest required level and to provide a unique training opportunity for the augmentees.

The culmination of the unit’s training exercise is the AAR and take home package (THP), which combine the technologi-

2. The JRTC, the NTC, and the BCTP.

3. The third and ongoing operation in the series of Balkan operations focused on Bosnia. Operation Joint Endeavor spanned from approximately 20 December 1995 to 20 December 1996; Operation Joint Guard spanned from approximately 20 December 1996 to 20 June 1998; Operation Joint Forge began approximately 20 June 1998 and continues to date.

cal resources and the O/Cs observations to create an opportunity for the unit to learn from events which occurred on the battlefield. The AAR is facilitated by the O/C and allows each unit to talk openly about what went right, what went wrong, what they would do again, and what they would do differently. All of this is done with the aid of the computer images created and stored by the instrumentation system.

The THP reflects the O/Cs observations, portrayed against the backdrop of the instrumented images. This gives units a tangible product to take back to their home stations. This can be used as a reference as it addresses operational deficiencies and endeavors to become proficient in every aspect of military operations.

The Judge Advocate Focus

The size limitations of “the box” at the CMTC makes it ideal for a battalion task force size element. However, the brigade headquarters will typically deploy to the CMTC and serve as the higher headquarters as each of its battalions rotate through their training exercise, one at a time. Within this brigade headquarters is the JA. As a member of the brigade staff, the JA has the opportunity to participate in the military decision making process as the staff receives and executes several missions from its higher headquarters. The JA will advise the commander on legal issues presented by the scenarios, as prepared by the CMTC or requested by the training unit. These issues include, but are not limited to, rules of engagement; targeting; international agreements and law of war; enemy prisoners of war (EPWs); interaction with host nation civilians, local government officials, representatives from the United Nations, and other international and non-governmental organizations; fiscal law; and administrative law matters. A well prepared and fully integrated brigade JA will not only learn a great deal as he deals with difficult legal issues, but will also benefit greatly from interaction with other staff members who gain a greater appreciation for the JA’s role on a brigade staff.

The CMTC shift of focus from HIC to PSO focused attention on legal issues and the importance of the JA. Fortunately, a return to an emphasis on HIC has not diminished the role of the JA. The JAs who come to the CMTC must adjust to the change in legal issues that arises with the change in mission. Unlike the sterile battlefield that existed at the CMTC in 1989, HIC rotations include numerous complex battlefield scenarios. The JA can continue to expect to see issues involving interaction with local civilians such as refugees, local officials, hostile civilians, and paramilitary forces, as well as a broad mixture other typical PSO issues. However, now the brigade JA must also focus on law of war violations, targeting issues, fratricides and ensuing investigations, development of displaced civilians and refugees plans, EPW care, evacuation of the sick and wounded, and a host of other issues that directly impact com-

mand and control. Some issues will not be traditional “lawyer” issues; however, the brigade staff will be better prepared to deal with such issues if the JA is proactive and well integrated into the brigade staff team.

Judge Advocate Preparation

All judge advocates must maintain a “go to war” state of mind. The variety of legal issues encountered in a CTC training box and on the battlefield, as described above, require an effort to become proficient in areas of the law that exceed the bounds of one’s normal daily duties. To professionally and proficiently provide legal support to the commander on the battlefield, JAs must also dedicate the necessary time to understanding the commander, his staff, the battlefield operating systems (BOSs), the operators, and their weapons systems.

All of the training centers offer the JA the prime opportunity to integrate with the staff and to learn the military decision making process during the preparation stages prior to an exercise. The CMTC, NTC and JRTC refer to this as the leadership training program (LTP). The BCTP’s equivalent of this program is the battle command seminar. All are conducted approximately three months prior to an actual rotation. All JAs and their legal noncommissioned officers or specialists must attend the LTP. The three-day CMTC LTP walks the commander and his staff through past lessons learned, the various BOS systems, the military decision making process, operations orders, intelligence preparation of the battlefield, reconnaissance and surveillance planning, fire support, battle and maneuver synchronization, and then ends by focusing on the process of planning and executing a mission. This instruction and experience is invaluable to a JA and cannot be obtained in such a condensed mode elsewhere.

Another key step in preparing for a rotation to CMTC or one of the other training centers is to contact the CLAMO and the O/C team. The CLAMO can provide judge advocates a training guide,⁴ lessons learned, and other preparatory materials. Early contact with the O/Cs tells them the JA is “leaning forward in the foxhole.” The O/Cs can answer questions and provide a full picture of what the JA can expect to encounter.

Conclusion

As the CMTC transitions from peace support operations to high intensity conflict training for deploying USAREUR units, deploying JAs must also make a transition. The JA must now not only be an expert on the two ends of the spectrum—PSO operations and HIC, but must also be able to apply the principles of both types of operations on a complex battlefield designed to test his full integration within the brigade staff. The CMTC continues to provide excellent training for all soldiers,

4. To date there are training guides published for JRTC and BCTP. In the future, a guide for NTC will be developed and the JRTC Guide will be revised.

including JAs. As the JA departs the CMTC after the rotation, he will have worked hard, learned much, become a better sol-

dier, better lawyer, and a more valuable asset to the commander. Captains Eric T. Jensen and Tyler L. Randolph.