Using Technology to Train America's Decisive Force

By LTG David G. Perkins, COL Robert (Pat) White and **CPT Nathan K. Finney**

A s the Army reshapes its force structure and begins consolidating its operational experience after a decade of war, the Army Chief of Staff is focusing on maintaining and then enhancing the quality and readiness of Army forces. An effective way to do this is through integration of our training domains (operational, institutional and self-development) to include lessons learned and by encouraging career and lifelong learning.

Currently available technology and emerging training capabilities support individual and collective training at home station, link to Army Centers of Excellence (CoEs) and institutions, and conduct multi-echelon and con-

1. REPORT DATE **MAY 2012**	2. REPORT TYPE	3. DATES COVERED **00-00-2012 to 00-00-2012**
4. TITLE AND SUBTITLE **Using Technology to Train America's Decisive Force**		5a. CONTRACT NUMBER
		5b. GRANT NUMBER
		5c. PROGRAM ELEMENT NUMBER
6. AUTHOR(S)		5d. PROJECT NUMBER
		5e. TASK NUMBER
		5f. WORK UNIT NUMBER
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) **U.S. Army Combined Arms Center,Fort Leavenworth,KS,66027**		8. PERFORMING ORGANIZATION REPORT NUMBER
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)
12. DISTRIBUTION/AVAILABILITY STATEMENT **Approved for public release; distribution unlimited**		
13. SUPPLEMENTARY NOTES		
14. ABSTRACT		
15. SUBJECT TERMS		

16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT **Same as Report (SAR)**	18. NUMBER OF PAGES **3**	19a. NAME OF RESPONSIBLE PERSON
a. REPORT **unclassified**	b. ABSTRACT **unclassified**	c. THIS PAGE **unclassified**			

current training in relevant scenarios that potentially complement and support live training at the combat training centers. This requires increased collaboration with industry, academia and technology leaders to drive the development of integrated training capabilities as well as provide technology that integrates training and education and addresses innovative ways to provide training in the future.

According to the Army's posture statement for 2012: "Today's Soldiers have achieved a level of professionalism, combat experience and civil and military expertise that is an invaluable national asset." To exploit this experience as well as ensure that the Army retains quality leaders, soldiers and Army civilians, Army leaders must provide realistic and tailored training—from individual soldiers to units, across echelons, and from home

---

SMA William O. Wooldridge, USA Ret., 1922–2012

The first Sergeant Major of the Army, William O. Wooldridge, died March 5 from a lung infection at Beaumont Army Medical Center at Fort Bliss, Texas. He was 89.

SMA Wooldridge had been serving for a year as 1st Infantry Division sergeant major in the Republic of Vietnam when he was chosen from among 4,700 candidates to fill the new position created by Army Chief of Staff GEN Harold K. Johnson. SMA Wooldridge was sworn in on July 11, 1966. For the next two years as the top enlisted advisor to the Chief of Staff, he developed the position, visiting soldiers on installations and in combat zones until his term ended in August 1968.

"His legacy lives on in the United States Army Sergeants Major Academy, the centralized NCO promotion system and our professional NCO Corps," said current SMA Raymond F. Chandler, who added, "He was an innovator, a true inspiration to all soldiers and the epitome of a professional warrior."

SMA Wooldridge was born in Shawnee, Okla., and grew up on a farm in Texas. He enlisted in the Army in 1940 at age 18, having been turned away two years before. In a 2001 Center of Military History interview held at his home near Fort Bliss, SMA Wooldridge explained why he joined. "I had this one thing on my mind," he said. "I wanted to wear a soldier uniform. I wanted to be a soldier, and I wanted to get the hell out of Brown County, Texas." Which he did, in a career that took him around the world and spanned three wars and 14 campaigns.

SMA Wooldridge served with the 1st Infantry Division in the North Africa and Sicily Campaigns and the Normandy D-Day landings in 1944. That fall he was awarded the Silver Star for gallantry at the battle for Aachen, Germany; he received a second Silver Star while serving as a platoon sergeant dur-

ing the Battle of the Bulge in December. After returning to the United States in May 1945, he was assigned to numerous posts, among them Post Headquarters at Schofield Barracks, Hawaii, and Headquarters, Eighth U.S. Army, where he was promoted to first sergeant.

In January 1963, he became sergeant major of the 1st Brigade, 1st Infantry Division at Fort Riley, Kan. He was appointed division sergeant major in June 1965, deployed to Vietnam with the division in August and served there until selected as the first Sergeant Major of the Army. When his term ended, SMA Wooldridge returned to Vietnam as the sergeant major of the Military Assistance Command-Vietnam. He was the only Sergeant Major of the Army to return to field duty after serving in the top enlisted position. On returning to the United States, SMA Wooldridge was assigned to White Sands Missile Range, N.M., in the fall of 1969. After 30 years and 10 months of service, he retired in 1972 and lived in Santa Teresa, N.M.

Among SMA Wooldridge's awards and decorations were the Silver Star (with Oak Leaf Cluster), Legion of Merit (with Oak Leaf Cluster), Bronze Star Medal, Purple Heart, and Air Medal (with 5 Oak Leaf Clusters). He was also authorized to wear unit decorations from the United Kingdom, France, Belgium and the Republic of Vietnam.

SMA Wooldridge lived by the words he wrote in *Army Digest* in 1967: "Take care of each man as though he were your own brother—he is." After his retirement, he attended Army events and offered his support to the SMAs who followed him. "He loved soldiers," said SMA Chandler. "Even when he was sick, he was worried about that thing he loved so much—the Army and its soldiers."

SMA Wooldridge was remembered at a memorial service at the U.S. Sergeants Major Academy at Fort Bliss in March. After the ceremony, command sergeants major walked behind a horse-drawn caisson carrying the casket to Fort Bliss National Cemetery, where SMA Wooldridge was interred with military honors.

Survivors include his wife, Patty, and four children. □

station to the combat training centers. An integrated training system that incorporates every element, including CoEs and the institution, is crucial to the readiness of our forces.

The bedrock of the future training system will be scalable and tailorable training support that provides the desired capabilities at the point of need. The key element is a realistic, persistent and challenging replication of the expected operational environment, no matter the source from which soldiers are training—a resource the Army calls the Integrated Training Environment (ITE). When implemented, the ITE provides commanders the ability to manage their unit's training and to conduct training so realistic that they will not be able to tell if the information on their mission command systems is real or simulated. This will allow commanders to train multiple scenarios under various conditions, using a flexible, progressive training methodology.

Essential to the ITE and the future training system is its use of a distributed, blended learning environment with a heavy reliance on live, virtual, constructive and gaming (LVCG) training enablers. Live tools involve humans operating real systems in the live world—think instrumented force-on-force maneuver training at the National Training Center. Virtual tools—such as the Common Driver Trainer or Unit Conduct of Fire Trainer—involve humans operating simulated systems. Constructive tools, such as the war-gaming models Warfighters' Simulation or Joint Conflict and Tactical Simulation, involve simulated humans operating simulated systems. Finally, gaming tools involve using desktop computer gaming technology—think first-person shooter or thinker games such as the Army's Virtual Battlespace 2 or UrbanSim. LVCG capabilities will be used to strengthen one of the pillars of the Army's readiness: the integration of our active and reserve components. There should be little doubt that the reserve component will remain the nation's operational reserve, and we should train them as such. Both the active and reserve components must have the capabilities they need to train their units to the appropriate level of proficiency.

One way to get at this is to provide training at U.S. Army Reserve regional training support centers, where there is a smaller density of units. While this works well for the Reserve, these facilities will be available to the active Army and National Guard as well. All components will be able to train their battalion and brigade staffs to proficiency, while also being able to train reserve platoons and active companies to live-fire proficiency. To accomplish this, we will integrate multipurpose range complexes, situational training exercise lanes, simulations, gaming, home-station instrumentation training and virtual simulations such as the close combat tactical trainer. All components will eventually be supported by the National Simulation Center at Fort Leavenworth, Kan., or a regional simulation center in Europe or the Pacific. Acquiring these capabilities requires increased support and collaboration with the technology and training industries.

Using technology to integrate and increase the effectiveness of training is not a one-time event. We must use technology to enable training and education throughout a soldier's entire career. Examples of this are the systems we have put in place to manage and move data tied to training management, such as the Army Training Network and Army Training Information Systems.

According to an article by Cassandra Yardeni in the March 2010 *NCO Journal*, the Army Training Network is a digital, Web-based platform that "blends together doctrine, how-to procedures, training products, training solutions and collaboration tools for the training community." This provides soldiers a one-stop shop where they can find every tool they need to develop, execute and assess training as well as provide feedback. Supporting this, Army Training Information Systems enable soldiers and leaders to employ state-of-the-art information technologies in a fully integrated and networked training support system to provide realistic, timely, user-responsive and cost-effective training for units and individuals. This includes training management support as well as comprehensive, configurable and content-rich training products and media. These systems support the entire training domain—from tools to training development and training methods—throughout a soldier's career.

Technology-based training systems not only make training more accessible but also save both time and money by allowing greater repetitions or cycles of training events that would be otherwise resource-prohibitive.

The close collaboration and cooperation of the Army, academia and industry must continue. Developing the leaders, soldiers and Army civilians for the nation's decisive force will take comprehensive training and education balanced with experience. A decade of conflict has provided us the most experienced combat force in generations, and as we move beyond Iraq and Afghanistan we will have to increasingly rely on realistic and challenging training to maintain the skills and knowledge we have gained. The most efficient and effective way to accomplish this is through the integration of live, virtual, constructive and gaming technologies for individual and collective multi-echelon and concurrent training, from squad to division/joint task force levels. Harnessing these technologies will help the Army develop agile, adaptive and versatile leaders for tomorrow. □

LTG David G. Perkins is the commander, U.S. Army Combined Arms Center and Fort Leavenworth, Kan. Previously he commanded the 4th Infantry Division and was the U.S. Division-North commander in northern Iraq. **COL Robert (Pat) White** *is the deputy commander for training at the Combined Arms Center. Previously he commanded the 2nd Brigade, 1st Armored Division in Iraq and served as the executive officer for the commander of U.S. Army Training and Doctrine Command.* **CPT Nathan K. Finney** *is an Army strategist currently serving at the Combined Arms Center as the commanding general's speechwriter.*