

From the Commandant's desk

2017 Year in Review

Looking Back at 2017 & Looking Forward to 2018

After 18 months serving our Redlegs as Field Artillery Commandant, I am more convinced than ever that our branch has never been more needed nor more relevant than it is today. We are now, but must continue to work hard to remain the world's premier Artillery force. As we look at our Nation's potential adversaries, we see competitors who have modernized their formations while we've been busy in Iraq and Afghanistan. We must be ready to deter, and if deterrence fails, decisively defeat an enemy's Army, starting with their fires formations.

Command Sergeant Major Parsons and I have traveled extensively in the United States and overseas, to both Army National Guard and Active component units, to engage the operational force. The dialogue we've had with you, the Soldiers and leaders of our formations, has enabled us to make some adjustments to the branch priorities and lines of effort, which you will see reflected in our 2018 vision for the branch.

Our 2017 Field Artillery Vision for the branch states we will "Be the world's premier Field Artillery force; modernized, organized, trained, and ready to integrate and employ Army, Joint, and Multinational fires, across multiple domains, enabling victory through Unified Land Operations."

This vision contains five lines of effort (LOE), encompassing the Doctrine, Organization, Training, Materiel, Leader Development, Personnel, Facilities and Policy (DOTMLPF-P) domains, and provides us with a common azimuth of fire which has enabled us to put together solid training strategies and programs in 2017.

As we look forward to 2018, we will further tighten our focus. As a result of the input we've received from Redlegs in the operational force, from our leaders in TRADOC, and from those inside our schoolhouse, we will slightly adjust our LOE and supporting efforts.

Enable readiness within the Operational Force

Our number one LOE has been and will remain – *Enable readiness within the Operational Force.*

In 2017, we supported this LOE by collecting and disseminating lessons learned, enhancing the Fires Knowledge Network, and by providing opportunities for branch-wide discussion and collaboration. The single most effective means of enhancing readiness has been through conducting frequent visits with our Army's FA units and with their division, corps, and Army service component command (ASCC) leaders.

In our travels, we've met with units on the ground, asked questions, listened to concerns, and conducted leader professional development forums in every place we've been. These face-to-face interactions built trust, understanding, and a real sense of a shared mission. I believe that this has had a significant impact on communication between the operational Army and the institution and is something we will sustain in the years to come.

A big part of our visits to FA formations involves engaging with Maneuver leaders to assist them in optimizing the effectiveness of our Fires formations. As we engage senior leaders across our Army, we will continue to hone our ability to effectively integrate and synchronize Fires with all other Warfighting functions.

Information collected from these engagements will continue to inform our cyclical and focused updates to programs of instruction (POI) for Initial Military Training (IMT) and Professional Military Education (PME), in an effort to optimize the education of our FA force. High quality, rigorous institutional training and instruction foster professional and personal growth throughout our force. When leaders and Soldiers are properly trained, we all benefit from a competent and confident FA force.

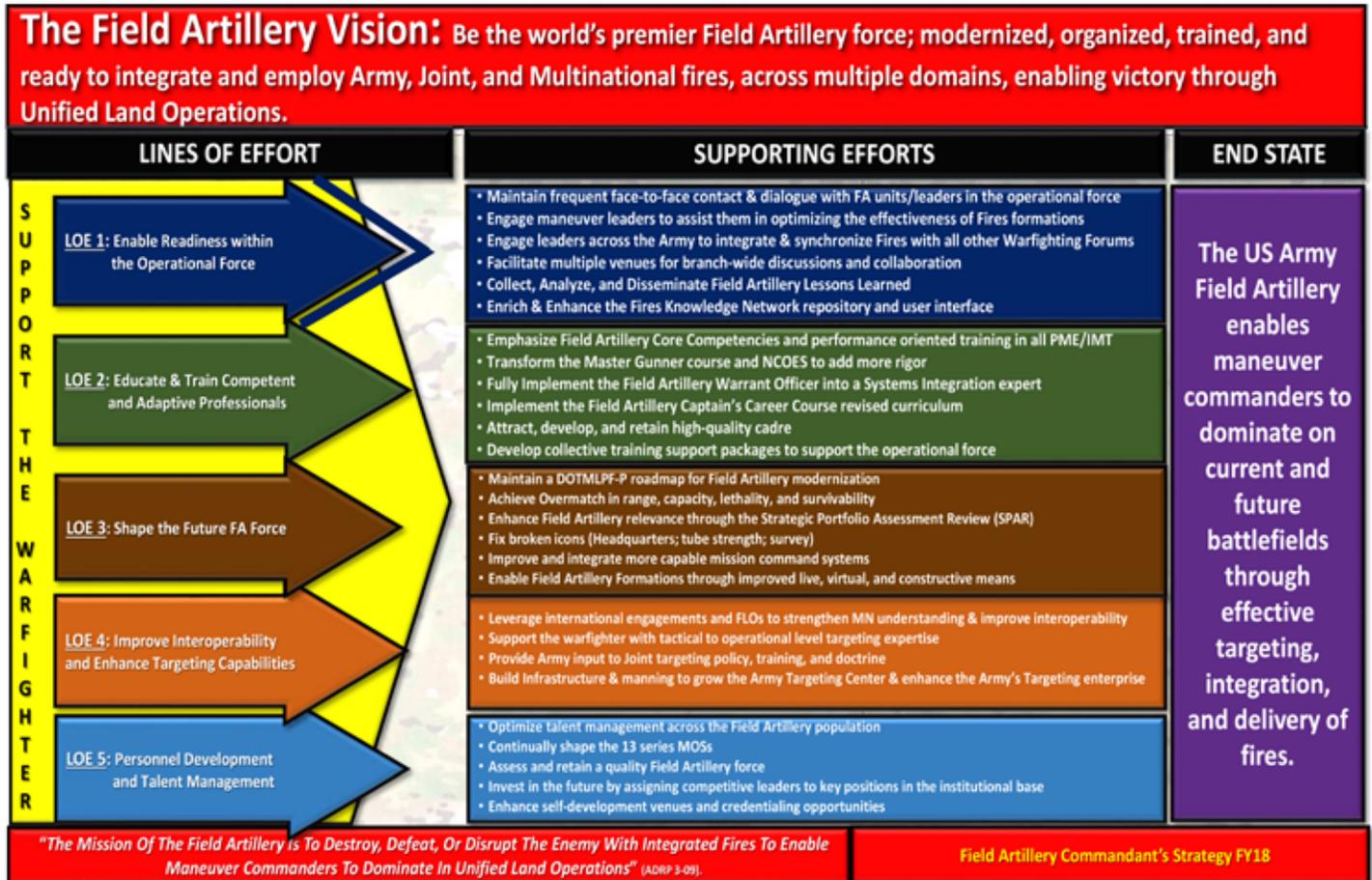
Re-emphasizing battle field design

From our observations over the past year, I believe that we must continue to focus leader energy on aiding our Maneuver commanders to optimize planning and synchronization of Warfighting functions to make fires more permissive. As I talk with Maneuver

Continued on Page 4. See FA Commandant

From the FA Commandant... Continued from Page 3

Field Artillery Commandant's Strategy FY18



and Fires leaders, it is evident that we must get better at the early and iterative process of Fire Support Coordinators and Fire Support Officers dialoguing with their Maneuver commanders and their staffs about battlefield design. This is an absolute must to effectively integrate and synchronize Fires and Maneuver.

We must be more sophisticated in our fire support approach. We must help design a battlefield architecture that enables Maneuver commanders to bring all elements of combat power to bear simultaneously at the time and place of their choosing on the battlefield. Techniques that may have been effective in counter-insurgency (COIN) operations, such as establishing blanket low-level coordinating altitudes, result in unnecessary clearance of fires drills and ineffective indirect fires when applied in a decisive action training environment (DATE). We must operate more efficiently when training in a DATE, to optimize our valuable time at our Combat Training Centers (CTC).

Our Fires force must enable all users of airspace

to synchronize, plan, and execute a cohesive air de-confliction resolution. To do so, we must design our battlefield geometry to coordinate airspace integration to ensuring that conflicts between ground fires and air operations are minimized. We do this by effectively using fire support coordination measures (FSCM) and airspace coordination measures (ACM) that are integrated with one another in a cohesive plan. It is only through the integrated use of FSCM and ACM which balance and are agile enough to adjust the levels of permissiveness and restrictiveness, that responsive Fires may be obtained.

The missions and assignments of our leaders during the decade following 9/11 have resulted in many of our Redleg leaders having grown up with an unconventional fire support background. Years of performing non-Artillery duties have yielded over the past five years to a focus on Large Scale Combat Op-

Continued on Page 5. See FA Commandant

From the FA Commandant... Continued from Page 4

erations (LSCO), but it remains imperative for senior Field Artillery leaders to take on the role of mentoring subordinates in the art and science of integration and synchronization of Fires and Maneuver at the high end of the spectrum. We must continue to see positive trends in improving rehearsals, tactical fire direction and battlefield design.

Of note, in 2017 we conducted three iterations of the Brigade Combat Team (BCT) Commander Pre-Command Fires Orientation Course, to familiarize these leaders with the roles, functions, and tactics, techniques, and procedures (TTP) of Fires integration. This course has proven invaluable in improving the integration of fires and maneuver at the BCT level, over the past year. One of the many highlights is practical instruction in the integration of the Fire Support Element (FSE) with the Air Defense Airspace Management/Brigade Aviation Element (ADAM/BAE) cell. The ADAM/BAE cell provides situational awareness that encompasses a broad spectrum of military and non-military air activities. We've renewed focus on digital sustainment training and enhanced Institutional training on the Advanced Field Artillery Tactical Data System (AFATDS) which will increase the Fires cell's ability to leverage a real-time, three dimensional airspace clearance tool. When synchronized, these two sections provide a powerful capability to the BCT commander and staff. Optimizing that capability will require leader energy to ensure that we are adequately trained to provide BCT commanders the necessary situational awareness and capability to deconflict, and when necessary clear airspace in real time.

Additionally, in 2017 we secured funding to resume teaching the popular and highly demanded Joint Operational Fires and Effects Course (JOFEC). JOFEC educates leaders from all services on Joint capabilities and targeting methodology to create both lethal and non-lethal effects. JOFEC has proven to be an excellent opportunity for Army and sister service personnel to receive training on the joint and service targeting processes. The operational impact of JOFEC has been significant and tangible. JOFEC has helped fill a gap in leader education on Fires at the Operational level, in support of Joint Force Commander mission and priorities. This course was resumed based on requests from the field to provide a solution to close a leader gap in operational fires education. JOFEC

accomplishes this by providing students instruction on and application of Joint doctrine, the Joint Operational Environment, the Joint targeting process, Joint functions and staff responsibilities, Joint and service capabilities and platforms, and how Joint Fires and effects are synchronized. The course has prepared students to plan and coordinate Fires at the operational level of a Joint headquarters in military operations, including integrating across all domains. JOFEC is scheduled to be continued into 2018.

To build upon our success with JOFEC, and to address operational needs identified by the Combatant Commands, we intend to grow the Army Multi-domain Targeting Center (AMTC) in 2018 to facilitate instruction of Target Material Production (TMP), inclusive of Intermediate and Advanced Target Development. This growth, combined with a planned reach-back capability for operational level units in the field, will be a significant supporting effort in the months and years to come.

POI Updates

We are well down the path of merging the fire direction and control Military Occupational Skill (MOS) of cannon (13D) and rocket (13P) systems into one integrated MOS – 13J. In order to process missions for both cannons and rockets, the MOS courseware has been updated in conjunction with the fielding of our latest version of AFATDS, version 6.8.1.1. This update dramatically improves the integration of organic and joint targeting sensors and effective data sharing of Army and Joint Mission Command systems. This will enable the targeting process and fire support planning to deliver accurate and timely fires in support of the Commander's scheme of Maneuver.

Fire Support Specialist (13F) courseware has been updated to include the Mission Essential Packages (MEP) for the Knight, Fire Support Vehicle and Bradley Fire Support Vehicle. The Firefinder Radar Operator 13R courseware was updated to remove the old Q36 and Q37 Radars and add the Q50 and Q53 Radar systems.

The Warrant Officer Basic Course (WOBC) has undergone an entire POI rewrite, moving from COIN to LSCO focus, removing Radar maintenance, and

Continued on Page 6. See FA Commandant



From the FA Commandant... Continued from Page 5

implementing enhanced Fires integration capabilities through use of Fires mission command systems. WOBC also received Classroom XXI digital upgrades, to allow for better instructor to student interaction in support of the Army Learning Concept for Training and Education 2020-2040.

The Warrant Officer Advanced Course (WOAC) is also being updated, with increased instruction on Advanced Target Development, to provide students a better understanding of intelligence collection processes, the Joint Targeting Cycle and weaponeering. The FA Branch worked diligently this past year to gain approval to begin pilot courses for A+ Certification under the Army University Credentialing Program, in an effort to align FA WOAC with other branch schools. This will begin January 2018.

The FA Basic Officers Leaders Course (BOLC-B) received a significant upgrade to its POI. To facilitate the teaching of Joint Fire Observer (JFO) skills to our lieutenants, we added JFO Interactive Multimedia Instruction (IMI). The JFO IMI is a software program that students can access on Blackboard and provides students with virtual equipment 'hands on training.' The program allows students the ability to get familiar with equipment they will utilize in the force. The JFO IMI instructs students on how to operate a Defense Advanced GPS Receiver (DAGR); it also incorporates the Lightweight Laser Designator Rangefinder (LLDR), the Advanced System Improvement Program (ASIP) radio, and the Multiband Inter/Intra Team Radio (MBITR). Currently, we are working on adding the Joint Effective Targeting System (JETS) and the Harris 117G radio to the mix.

Additionally, the Fire Support Department increased the amount of digital training provided to our Lieutenants. Students receive hands on training with the Pocket Forward Entry Device (PFED) and then incorporate the PFED into their live fire training. During the Fire Support Coordination lanes and Redleg War, students utilize the PFED to call for fire; thus providing the fighting force competent leaders in the digital Fires realm.

The department also completed a standardization review of JFO academic products across FA BOLC-B, 13F AIT and the JFO resident course. This included a revision of JFO simulation scenarios that incorporate

more Decisive Action situations to better prepare the students for training at our Combat Training Centers (CTCs).

This year in gunnery, we have updated the base reference to TC 3-09.81, *FA Manual Cannon Gunnery*. We transitioned all instructional material to reflect changes in AFATDS version 6.8.1.1. This is now reflected in all classes, homework, simulations, live fires and tests. Finally, the team has incorporated the MACS Rapid Firing Table values and enhanced mode Muzzle Velocity Variations into all aspects of instruction.

Finally, we completed a complete POI review of the Captains Career Course, to capture and codify the changes that have been made over the past several years. We will not stop here, however, as I've directed that we immediately go back into a POI rewrite to improve the quality of instruction and focus on those blocking and tackling skills required to be successful when training in DATE or fighting in LSCO.

As we look towards 2018, we will roll out new performance oriented POI for all CMF13 ALC and SLC courses. These POI are the result of a comprehensive scrub of the current instruction. In ALC, we will focus our efforts on developing muscle memory in those skills required to be effective as a Section Chief. Likewise, in SLC, we will work on the skills required for NCOs to be effective Platoon/Gunnery Sergeants, Task Force Fire Support NCOs, and Battalion Fire Direction NCOs. These updates, and our planned growth to our Master Gunner POI, will result in a much needed recalibration of our NCO PME.

Doctrine Updates

Battlefield experiences combined with new concepts require new doctrine that effectively describes how the Field Artillery will accomplish its assigned missions. During FY17, our Doctrine Division published two field artillery doctrinal publications, ATP 3-09.30 and ATP 3-09.90.

ATP 3-09.30, *Observed Fire*, updated the previous version of the publication to include all of the skills required for a JFO. It also adjusted the distribution restriction of the publication, so that it is now

Continued on Page 7, See FA Commandant

From the FA Commandant... Continued from Page 6

approved for public release, allowing us to share this critical doctrine with our allies, partners and international students in our schools.

ATP 3-09.90, *Division Artillery Operations and Fire Support for the Division*, is a new publication that establishes doctrinal techniques for the employment of the Division Artillery (DIVARTY) to deliver fires, integrate all forms of fires, and conduct targeting in support of the division.

Over the next fiscal year, the field artillery portion of Doctrine Division will focus on updating ADP, ADRP, and FM 3-09, *Field Artillery Operations and Fire Support* to ensure that they are in line with evolving Joint doctrine, as well as the recently published ADP, ADRP, and FM 3-0, *Operations*. We will also update ATP 3-09.24, *Techniques for the Field Artillery Brigade*, to reflect the evolving techniques for that organization. Finally, we will work with the AMTC and the Operational Training Division to assist with updates to ATP 3-60, *Targeting*, and TC 3-09.8, *Field Artillery Gunnery*.

Army Multi-domain Targeting Center

The AMTC's primary focus in 2017 was to ensure that the Army develops a Targeting Enterprise capable of empowering the Operational force to successfully leverage cross-domain capabilities and employ cross-domain fires in multi-domain battle through the joint targeting process, while maintaining the Army targeting standards necessary for land-based operations. However, the Army is currently neither manned nor trained to adequately meet Joint standards for target development; a critical capability gap that prevents the Operational force's ability to submit targets to be serviced by cross-domain fires. The AMTC was tasked to develop an organization that enables the Force Modernization Proponent (FMP) to achieve institutional unity of effort for related and continually converging DOTMLPF-P targeting developments. With this guidance, the AMTC staff has been working diligently on preparing a Concept Plan for submission to the Project Objective Memorandum (POM) 21-25 that will resource the Army's ability to fully train and support the Operational forces efforts in meeting joint target development standards.

Additionally for 2017, the AMTC was respon-

sible for the successful restart of JOFEC. We are working closely with the staff of Army University and the Command and General Staff College (CGSC) in order to develop and implement a JOFEC-like elective for CGSC students. Also in 2017, the AMTC began a Target Mensuration Only (TMO) growth effort that will provide the Operational force the ability to certify its own operators.

In 2017, the AMTC also provided the lead for three Mobile Training Teams (MTTs) in Ukraine, consisting of the AN/TPQ-36 Operator Course, AN/TPQ-36 Maintainer Course, and the Army Basic Instructor Course. These MTTs trained over 40 Ukrainian officers, NCOs and junior enlisted Soldiers in the technical and tactical employment of the Weapons Locating RADAR systems to assist in ongoing combat operations in eastern Ukraine. Finally, the AMTC supported Unified Challenge 17.2, by providing support to the Fires battle lab.

Conclusion

As we forge ahead into 2018, our focus will remain on the Chief of Staff of the Army's three priorities of "Readiness," the "Future Army," and "Taking Care of the Troops." These priorities guide everything we do at the Field Artillery school, and everything we endeavor to do for the operational force as the Field Artillery proponent. From equipment modernization to training to leader development, we have our eye on providing a force capable of deterring potential adversaries and if deterrence fails, aiding our Maneuver formations to quickly and decisively win on the modern battlefield. I want to thank you for all that you do and for the sacrifices that you and your families have and will continue to make in service to our great Nation. I am proud of all we have accomplished in 2017 and I look forward to all that 2018 will bring us.

We have the greatest Soldiers in the world, and with your leadership and dedication, we will continue to be the World's Premier Artillery force; ready to deliver decisive fires, 24/7/365, regardless of weather, in any terrain, quickly, accurately, and Danger Close.

BG Stephen J. Maranian