

JRTC March Rotation

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Assessment Summary

During the March 2008 rotation the Texas A&M Capstone noted a few key areas that can be addressed to provide JRTC with an immediate improvement to the training cycles.

- **Friction and confusion among the various actors can be reduced by:**
 - Establishing and coordinating training objectives and metrics; and
 - Institutionalizing communication in working groups and coordination meetings.
- **Efficiency across all levels of the training can be increased by:**
 - Incorporating Subject Matter Experts throughout the simulation process; and
 - Clearly delineating roles and expectations by building PRT occupations and staffing levels based on the training objectives.
- **As JRTC moves towards implementing General Bolger's vision, JRTC can improve the scripting and exercise controls for PRT training by:**
 - Adding flexibility to allow PRTs to more accurately replicate the current dynamic between the BCT and PRT;
 - Updating the current PRT model's battle rhythm, focus, and fictional past; and
 - Increasing lower level interactions between PRT – BCT.

The Joint Readiness Training Center (JRTC) is the world's premier training center for urban and counterinsurgency warfare. JRTC's overarching vision is to create a realistic training environment for soldiers deploying to current conflicts to learn new skills, practice command processes, and engage in force-on-force exercises. Because of this vision and commitment, JRTC has always been recognized for its excellence at creating complex battle spaces where Brigade Combat Teams¹ (BCTs) can be trained to "deploy, fight, and win."

As JRTC continues to fulfill its mission of providing relevant training to BCTs, it is faced with the task of adapting to current U.S. engagements around the world. The conflicts in Iraq and Afghanistan present a unique and complex challenge that requires an effective combination of U.S. political, economic, and military power to achieve comprehensive and unified response. To address this challenge, President George W. Bush announced a new strategy in January 2007 that is built around three key elements. They are:

1. A surge of additional troops into Iraq;
2. A surge of operations to drive terrorists and militias out, and
3. A surge of Provincial Reconstruction Teams (PRTs) to improve governance and stimulate economic opportunities.

As this three-pronged strategy has been implemented, PRTs have become an even more critical element in the complex battle space. As the security situation in country improves, PRTs have an increasing and leading role to play as they assist Iraq's provincial governments in developing a transparent and sustainable capability to govern. Thus, a vital new training requirement for BCTs deploying to Iraq or Afghanistan is to learn how to work with PRTs in their new roles.

¹ Further uses of BCT throughout this document refer to the Rotational Training Unit.

Current Situation: PRT-BCT Dynamics

The principal U.S. mission and primary emphasis of U.S. resources in Iraq has shifted from combat operations to operations designed to support and strengthen Iraqi governance. This emphasis has resulted in two new fundamental realities that shape how BCTs and PRTs interact.

The first new reality is the centrality of the Iraqi governance mission and the co-equal nature of the PRT and the BCT, especially in permissive security environments. The shift in U.S. focus has resulted from the acknowledgement that the only way to build Iraqi governance capacity at the local and provincial level is to work with, train, and mentor local leaders out in the communities. PRTs are uniquely suited for this type of work, and PRTs in Iraq have become increasingly proactive in pursuing that mission. In most PRTs, Team Leaders chart and schedule full-days of activities in the provinces and coordinate closely with the Brigade Commander to support these PRT movements off the Forward Operating Base (FOB). In short, the BCT and the PRT are now essentially equal partners in accomplishing U.S. objectives in Iraq and Afghanistan.

In March 2008, former Ambassador Larry Napper served as a leader of the Iraq Governance Assessment Team (GAT). The GAT was mandated by the U.S. Ambassador and the Commanding General Multi-National Force-Iraq to assess how the U.S. and the coalition could better work with Iraqi partners to improve the quality of governance by the Government of Iraq (GOI) at all levels to include: delivery of essential services, economic growth and development, employment creation, the rule of law, and anti-corruption efforts. As part of their assessment, the GAT visited every PRT and their BCT counterparts in Iraq and gained valuable insights into the reality of PRTs in Iraq. Based on his interviews with commanders in the field, Ambassador Napper said, "Every Brigade Commander said that job number one is to get the PRTs out to the engagements. And even in a non-permissive environment, like Mosul, the BCTs are already thinking about how to get the PRTs out in greater numbers for greater engagements."

The second new reality in Iraq concerns changes in the sources of funding and budgeting. Since 2003, the U.S. Government has spent \$32 billion on reconstruction and stabilization efforts in Iraq, much of it distributed through PRTs. Yet it has become progressively more apparent that the resources available to the Iraqi government are growing substantially while U.S. resources available for Iraq are under increasing downward pressure. In 2007, the Iraqi government possessed budget surpluses from oil reserves of at least \$24 billion. As this revenue is collected, the central government is increasingly transferring both money and other resources to provincial governments. These provincial governments are then responsible for distributing the money as they deem best within their area of governance. And, with the upcoming elections in October 2008, local and provincial leadership find themselves with ample reason to be accountable for those resources.

This new fiscal reality has changed the way the U.S. views its allocation of resources. The question being asked by PRTs and by BCT commanders is no longer, "Can I find CERP (Commander's Emergency Response Program) or other American funding for this project?" Instead the question has increasingly become, "How do we get the Iraqis to spend their own money on the project?" Some BCT Commanders and PRT team leaders increasingly require a significant buy-in by the Iraqis before committing U.S. funds to a project. The goal is to change the proportion of effort and obtain even greater commitment of Iraqi resources to Iraqi governance, economic development, and reconstruction.

Commanding General Bolger's Vision for JRTC PRT Training

As the dynamics between the PRT and BCT evolve, it is imperative that JRTC's training of BCTs deploying to Iraq and Afghanistan change to reflect this new reality. Out-going CG Bolger has identified this imperative and laid out a plan to address the need. He had a three-stage vision for JRTC's incorporation of PRTs.

CG Bolger's Vision	
Phase 1	PRT interaction as a scripted event
Phase 2	PRT as a directed role play element
Phase 3 – End state	PRT as a competitive, free-play element co-equal to the BCT

Figure 1 - JRTC Vision

JRTC is currently in Phase 2. In this phase, the PRT has some freedom in executing scripted events, but in general acts as directed by JRTC Plans/Exercise Maneuver Control. The March 2008 rotation operated within Phase 2 constraints and utilized Cubic role players, supplemented by IDS International contractors (actual former Foreign Service or USAID officers) and the A&M Capstone team.

While acknowledging the successes of Phase 2, General Bolger envisioned that JRTC would move as quickly as possible to Phase 3. In this phase, there would be a trained PRT, with its own tasks from the U.S. Embassy, for every training rotation. Its membership would include professionals and Cubic contractors, augmented by outside players such as the Texas A&M Capstone Team.

JRTC Success

While the purpose of this AAR is to provide observations and recommendations for how JRTC can better utilize its resources in Phase 2 and move to Phase 3, it is first important to

acknowledge that great strides have been made by JRTC in PRT training. There are many positive elements to be built upon as JRTC continues to fulfill its core mission. One of the specific improvements JRTC has implemented is the recent incorporation of Subject Matter Experts (SMEs) into the training via IDS. In the March 2008 rotation, the SMEs, all of who had served on PRTs previously and thus had firsthand experience, were placed in leadership and technical positions within the PRT. This enabled them to leverage their knowledge and ability to shape the training to better serve the BCT. The expertise offered by the SMEs was particularly useful with interaction with the BCT staff.

JRTC's success was acknowledged by the 4th BDE, 4CD. Some comments by LTC Mark Nelson, Deputy Commander, are particularly instructive. When asked about the BCT/PRT training interaction, LTC Nelson said,

“The best part of the training was the replication of the PRT to include all of the respective agencies and capabilities it brings. Using the subject matter experts augmented with the A&M students enabled the staff to get a feel for what an actual PRT structure looks like. It also facilitated the ability to interact with multiple personalities. This enabled very good training for the staff.”

Along the same lines, IDS President Nick Dowling noted that “the level and focus of the BCT on the non-lethal aspects of their mission, the great support from Cubic, the enthusiasm of Aggies, and the professionalism and support of JRTC” were all positive aspects of the March 2008 rotation.

In short, JRTC has shown great foresight and situational awareness by incorporating PRTs into their training process. The JRTC staff's willingness to utilize a wide range of role players and resources has enhanced the overall experience for the BCTs. Many of the elements for moving to Phase 3 are thus already in place. The rest of this AAR will provide assessments and recommendations on how JRTC can best accomplish this transition.

Assessment Topic 1 – Training Objectives

Issue 1: Training Objectives and Metrics

PRT actors pursue differing training objectives, limiting the effectiveness of the PRT and creating difficulty in measuring success.

Discussion:

Within the current JRTC training environment, there are many actors that must be coordinated in order to properly execute the Commander's vision. Yet, each actor has a different interpretation of the role, function, and training objectives of the PRT. This lack of cohesion pulls the training in differing directions, limiting the effectiveness of the PRT. Moreover, the lack of identified objectives creates difficulties for measuring the success of the BCT and the effectiveness of the contractors.

In support of General Bolger's stated vision for JRTC, PRTs will become increasingly independent actors in future training rotations. In line with this vision, additional outside role players – both real PRT members and non-SMEs – will become involved. With this increase in complexity, concrete articulated objectives for BCT training will be vital to coordinating actions. It was clear in speaking with JRTC, IDS, Cubic, and the BCT that all parties share the overarching goal of training the BCT to effectively interface with PRTs. However, this goal was not clearly operationalized. The lack of defined, coordinated training objectives caused each actor to pursue different objectives and resulted in some confusion, particularly between IDS and Cubic.

The following table demonstrates some of the varying objectives of the main actors.

<p>Cubic Training Objectives</p> <ul style="list-style-type: none">• RTU BCT learns to come to PRT for the execution of reconstruction projects. <p>IDS International Training Objectives (from Nick Dowling, President)</p> <ul style="list-style-type: none">• RTU BCT understanding of PRTs• RTU BCT learn and demonstrate effective BCT-PRT integration and unity of effort,• RTU BCT learns and demonstrates SSTR (Stability, Security, Transition and Reconstruction) best practices and links between SSTR and counterinsurgency (COIN). <p>JRTC Training Goals (from Gen. Bolger, Commanding General)</p> <ul style="list-style-type: none">• Planning & executing interactions with Iraqi governance, economic, and cultural role players, to include movement with security on a competitive battlefield• Coordination with the rotational Brigade Combat Team for both planning & execution• Development of team cohesion and standing operating procedures for ongoing PRT efforts <p>RTU PRT Training Objectives (from Lt. Col. Nelson, Deputy Commanding Officer)</p> <ul style="list-style-type: none">• Enable the PRT to enhance the functioning of a credible, transparent and responsive government in the Hamza Qadaa.• Implement a proactive and focused CERP program to promote sustainable economic growth.

Figure 2 - Varying Training Goals

While most, if not all, of these objectives are related, some contradict themselves. For instance, while Cubic's current objective is the "execution of reconstruction projects," this is in contradiction of current reality. It will be necessary to both operationalize and coordinate these objectives in order to achieve the most effective training.

A second order effect of this lack of coordination was that the different objectives meant that there were no established, universally recognized, metrics to measure the effectiveness of the BCT's training. Although all involved parties praised JRTC and the PRT for their efforts, each group evaluated the exercise from its own perspective. Based on the observations of the Texas A&M Capstone, no coordinated system of information gathering for the purpose of measurement and accountability existed.

Recommendation 1: Coordinate Training Objectives and Metrics between Actors

A training objective working group needs to be established with representatives from each participant group to identify, articulate, and communicate the training objectives and metrics. The working group does not need to meet in person: email, telephone conferencing or video conferencing should be used to keep costs of this working group low. Additionally, this makes coordinating the schedules of the various members much easier.

Responsibility: JRTC delegates to SME contractors

Although JRTC should direct that the working group take place, the group should ultimately be led by the SMEs and incorporate the advice and objectives of JRTC and the BCT.

Recommendation 2: Identify Responsibility for Supervision of BCT/PRT Metrics

Because there is no designated Observer/Controller (O/C) for the PRT, there are no mechanisms for supervising PRT operations and interactions with the BCT. A dedicated O/C would be able to address the following question:

- Is the BCT accomplishing its non-kinetic objectives in relation to their AO?
- Is the BCT properly interfacing with the PRT?
- Are the contractors effectively and efficiently executing their training responsibilities?

Responsibility: JRTC

As the project/contract manager JRTC is responsible for assigning responsibilities and duties. If the O/Cs are specifically responsible for supervising BCT/PRT interaction, they should preferably have experience working with a PRT and be well versed in the role of the PRT. If the SMEs are ultimately responsible for supervising BCT/PRT interaction, it must be clearly delineated that those specific SMEs are not in role, but are observers equivalent to O/Cs.

Issue 2: Need for Better Communication and Coordination

Communication gaps between PRT members and JRTC, both before and during the rotation, hindered cohesion and coordination.

Discussion:

We recognize this was the first rotation with the expanded group of PRT role players from IDS, Cubic, and the Bush School, but steps must be taken to facilitate better communication. This rotation provides ample case study material for future rotations. Limited awareness of new PRT members and their purpose, knowledge, and abilities led to confusion, miscommunication, and underutilization.

Recommendation: Hold a Briefing in Advance of Every Training Rotation

Approximately a week before every training rotation, principal team members should meet to clarify each group's plans and preparation for the rotation. Utilizing telephone or video conferencing capabilities will keep the costs of these meetings low and facilitate scheduling.

One representative from each organization, with decision-making authority, should attend. Further, the representative needs to have the authority to make decisions and commitments to JRTC that may affect his or her organization. This meeting will allow the representative to give an updated and cohesive message to his or her organization prior to deployment, significantly reducing communication errors and delays in corrective actions.

Responsibility: JRTC

Ultimately, as the project/contract manager, JRTC is responsible for managing effective coordination and communication between various clients. JRTC should provide guidelines and expectations for communication. JRTC also has the power as the project/contract manager to require that disparate interests to come together. Further, JRTC can obligate all attendees to provide updates, reports, etc. as to their preparation status, resources, and expectations. By managing this communication JRTC will also be able to ensure the requests and requirements (in scripting, SMEs, organizations represented, number of role-players required, etc.) of the BCT and JRTC are adequately addressed by all clients.

Assessment Topic 2 – Efficiency

Issue 1: Utilization of Subject Matter Experts

Subject Matter Experts were narrowly utilized, limiting their ability to provide useful knowledge and expertise throughout the simulation process.

Discussion:

The underutilization of SMEs² resulted in a lost opportunity to train all levels of the BCT as well as resulting in an inefficient use of JRTC resources. During the simulation planning process, SMEs were not consulted; nor were they given opportunities to disseminate their expertise with anyone beyond the brigade staff during the training cycle.³

It is vital to fully utilize SMEs because they have an important civilian perspective on the ways PRTs and BCTs interact on the ground in Iraq. This expertise and differing perspective provides for valuable input into the training, but this expertise was not utilized in the key planning phases of the training. As a result, the simulation lacked the meaningful daily PRT-BCT interactions that the BCT is most likely to experience during deployment.

Recommendation: Incorporate SME Expertise throughout the Training Process

If the JRTC staff is going to expend resources contracting SMEs, these experts should be fully utilized in the planning process. SMEs should recommend realistic scenarios involving civil-military cooperation during the scripting and exercise control processes. Similarly, the SMEs should be allowed to disseminate their knowledge in free-play interactions during STX, CPX, and

² We assume that those SMEs hired will have very recent experience in Iraq, as the situation there, especially involving civil-military cooperation, is constantly changing.

³ We recognize also that the SMEs were underutilized during the simulation itself; however, because scripting is such a large issue, it will be dealt with more exhaustively in the next section.

FOF windows. Finally, these SMEs should be allowed to give outside briefings to the staffs of the brigade and the battalions on the role and resources of PRTs.

Responsibility: JRTC and PRT leader

JRTC will be responsible for incorporating the SMEs into the planning process. This can occur through various means prior to the simulation. These means include:

- JRTC can hire SMEs to participate in all scripting meetings;
- JRTC can solicit suggestions from the SMEs prior to the script writing;
- JRTC can e-mail the script to SMEs for revisions and additions; or
- JRTC can contract out the script-writing.

In order to disseminate information about the PRT to BCT members outside of the staff, the PRT leader should be responsible for preparing quick briefings as well as assigning the task of outside briefings to PRT members.

Issue 2: Role Assignments

In an increasingly complex PRT training environment, there are difficulties associated with ensuring that PRT roles accurately reflect scenario requirements

Discussion:

As JRTC seeks to create a more comprehensive and complex PRT, JRTC has been forced to draw together a variety of actors. Subsequently, two natural tendencies have emerged: more than one player is assigned to the same role, and some assignments do not fully reflect scenario conditions.

Role overlap tended to occur where gaps in communication existed between PRT actors. Each actor (IDS, Cubic, Texas A&M) would recognize the need for a specific role on a PRT and would provide for it, which led to overstaffing some occupations on the PRT.

The over-assignment resulted from a communication gap with JRTC. This gap was manifested in two ways. First, the contractors were not given access to the scripts and injects prior to the training exercise. Second, specific training objectives for the rotation were not communicated, which left the contractors unsure of staffing responsibilities. These tendencies can create inefficiencies and will limit the overall effectiveness of some PRT members.

Recommendation: Delineate Roles and Expectations for PRT Members

In order to avoid this tendency, the roles and expectations must be clearly delineated. Because the main training objectives that will be addressed during the training rotation are predetermined, staffing levels and occupations should be built to reflect those issues.

It is therefore important for JRTC to provide timely information as to the BCT's training requirements to allow for the staffing of all roles in an efficient and cost effective manner. This could best be achieved through the pre-deployment meeting recommended above.

Responsibility: JRTC and Contractors

JRTC has the responsibility to share objectives and scenario requirements and to coordinate with the contractors to ensure efficient staffing levels.

Assessment Topic 3 – Scripting and Exercise Control

Issue 1: Script Rigidity

Script rigidity limited the ability of the PRT to replicate the current dynamic that characterizes PRT/BCT interaction in Iraq and Afghanistan.

Discussion:

The rigid script reduced the opportunities for PRT free-play and hindered the ability of the PRT to take the initiative that characterizes the current dynamic between PRTs and BCTs in Iraq and Afghanistan. PRTs were primarily utilized for scripted and ceremonial events, and such limited exposure to the brigade does not adequately demonstrate real world interactions between PRTs and BCTs. Without this interaction, the simulation suffered from a lack of realism that can be improved through the implementation of the following recommendations.

Recommendation 1: Allow PRT to Develop Daily Assignments

In order to achieve more independent play, the PRT should be able to develop and implement daily assignments or requests (getting out to a village to meet with a governor, negotiate for money for an Iraqi led reconstruction project, etc.) outside of scripted events. These goals or actions would flow from the previously agreed upon PRT training objectives. For instance, a training objective could be helping the Iraqis improve Sunni-Shia relations and the assignments the PRT develops and asks the BCT to help them implement could include attending reconciliation meetings or leadership engagements. Because the overall training objectives would be, as discussed above, agreed upon before each rotation, JRTC will maintain oversight, but allowing the PRT to initiate the actions without relying on a tightly scripted timeline will help to develop the broader goal of an independent PRT.

Responsibility: SMEs

These immediate objectives could be decided by the PRT SMEs every morning and should be developed to encourage PRT initiative while driving-home broader simulation objectives.

Recommendation 2: Provide PRT Briefing Books to Non-SME Role Players

Briefing books are useful to allow non-SME role players to participate in a broader range of activities. This is particularly useful as JRTC staffs the PRT to scenario requirements. While SMEs are critical to the success of the PRT, non-SME personnel will likely continue to play a critical part within the PRT. In order to assist them, we recommend that JRTC create briefing books designed for non-SME PRT role players. The development of these books would also help unify PRT role players in their efforts while fostering the necessary confidence for free-play.

Responsibility: JRTC or delegated to SME contractors

JRTC is responsible for obtaining briefing books. They can either be developed by the scripting office or this responsibility can be included in the SME contract. Briefing books should include general PRT background information as well as role-specific guidance for each non-SME. Included in this AAR packet is an example of a complete briefing book for an Agricultural Advisor, which could be used as a template.

Issue 2: Content of PRT Script

Because of the rapidly changing environment of the complex battle-spaces in Iraq and Afghanistan, the PRT models currently used to train the BCT no longer accurately reflect certain aspects of reality on the ground.

Discussion:

Timely and relevant information about kinetic situations on the ground in Iraq and Afghanistan in order to better facilitate training exercises is vital to JRTC's mission. JRTC has excelled at obtaining this, and devotes considerable time and resources to extensive research on enemy tactics in order to recreate the kinetic dynamics a BCT may face abroad. However, the events that the PRT participated in largely did not reflect the current non-kinetic dynamics and activities (with a notable exception of the QRDC meeting). Issues that could have been addressed include elections, Shia-Sunni reconciliation, and police training. These disparities included:

Observed Events	Current Priorities & Activities
<ul style="list-style-type: none">• STX – street-level engagement events and convoy observed but no role for PRT	<ul style="list-style-type: none">• Facilitating the governance training of local leaders
<ul style="list-style-type: none">• CPX – Qadaa council meeting	<ul style="list-style-type: none">• Demanding budgeting, accountability, and buy-in from local Iraqi governments
<ul style="list-style-type: none">• FOF – police station opening, medical clinic opening and Qadaa Reconstruction and Development Council (QRDC) meeting	

Figure 3 - Events v. Priorities

To correct these disparities, there must be a mechanism to update the scenario to better reflect PRT priorities. Two further areas that should be addressed to facilitate replicating

the reality on the ground are: battle rhythm and creating a fictional PRT history as a mechanism for keeping the injects up to date.

Recommendation 1: Develop Mechanisms to Update Injects

We believe there are several mechanisms that can be used to update non-kinetic dynamics. One way is to utilize PRT reports that are issued by Embassy Baghdad to identify trends. However, analyzing reports will not always convey the true dynamics or emerging trends. As such, these reports can be complemented by consulting individuals who have recent on-the-ground experience in Iraq or Afghanistan.

Responsibility: JRTC

This recommendation identifies two key responsibilities. The first responsibility is for analyzing weekly reports for relevant current trends; this lies with the scriptwriters. The second responsibility, obtaining access to recent experience, lies with JRTC. Recent experience can be obtained in two ways: either the SME contract must have a time element included in the contract which demands currency, or JRTC can create a position similar to MAJ Swinson's role that is responsible for updating non-kinetic dynamics.

Recommendation 2: Adopt 24/7 PRT Work Schedule

By fully-embedding the PRT in the BCT, the rotation will more accurately reflect PRT-BCT operating dynamics in the field. Since the BCT operates on an accelerated battle rhythm, PRT must also match this pace. The PRT's expertise would be available to the BCT for events that come up outside normal business hours, such as crisis management. Further, PRTs require support for various events such as night missions or for logistics such as billeting.

Responsibility: JRTC Requirement of Contractors

We recognize that this recommendation may require a second look at the contracts that fill PRT roles, as requiring role players to live on the FOB constitutes an additional hardship. However, we believe that the ultimate benefits of this added dynamic outweigh the costs.

Recommendation 3: Augment Simulation's Fictional History

Scriptwriters should construct a robust fictional history that as accurately as possible replicates the reality on the ground in a typical Iraqi Qadaa. This history should include past projects, local contacts and relationships, local problems, and current available resources. By continuously updating the history, the scriptwriters are also able to provide necessary context for the injects and thus ensure the injects are kept up to date.

Responsibility: JRTC or Delegated to SME Contractor

Primary responsibility for writing the initial history lies with the scriptwriters, possibly with the consultation of the SMEs. SMEs and scriptwriters should periodically update the history to facilitate continued relevance to ground conditions and the BCT.

Issue 3: PRT – BCT Interactions at Lower Levels.

Although the PRT does an excellent job interacting and training with brigade staff, there is a need to expand this training to the lower levels of the brigade.

Discussion:

The PRT should cultivate a better training experience for lower-level BCT members in order to better spread awareness of PRT capabilities throughout the BCT. As PRTs push out to battalion and company levels in order to engage local leadership, the likelihood that lower-level officers will interact with them is increasing. Exposing lower-level officers to the PRT now ensures that they will have a basis from which to interact with PRTs in the future.

Recommendation: Incorporate PRT Role Players into STX Lanes

PRT members should participate in multiple STX lane training exercises to enable these additional interactions. More specifically, the PRT could play a valuable role within the street level engagements by offering advice to battalion personnel. PRT members could also be leveraged in STX lane convoy security by role-playing VIPs. SMEs would not necessarily be required during this process. These new roles allow the PRT and brigade staff to better synchronize their efforts and get into a more sustainable battle rhythm. As LTC Nelson noted, “Expanding the exercise for the brigade staff during STX training will facilitate more interaction between the brigade leaders and the PRT, thus enabling better integration of the PRT within the overall framework of the rotation.”

Responsibility: JRTC

JRTC should integrate the PRT into the STX lanes window. To fulfill this recommendation, JRTC should consult the SMEs on two topics. First, the SMEs should advise which STX lanes would benefit the most by PRT attendance and augmentation. Second, the SMEs should recommend whether SMEs or non-SMEs are required to staff those roles.

Conclusion

JRTC has achieved considerable success in implementing Phase 2 of General Bolger's vision. Incorporating our short-term recommendations will address challenges faced in Phase 2; the medium and long-term recommendations will facilitate the transition to the final phase.

Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> • Coordinate training objectives & metrics • Hold briefings in advance of training rotations • Delineate roles & expectations for PRT role players • Incorporate PRT role players into STX lanes 	<ul style="list-style-type: none"> • ID & implement responsibility for supervision of BCT-PRT metrics • Provide PRT briefing books to non-SME role players • Adopt 24/7 work schedule • Augment simulation's fictional history 	<ul style="list-style-type: none"> • Incorporate SME expertise full throughout training process • Allow PRT to develop daily assignments • Develop mechanism to update injects