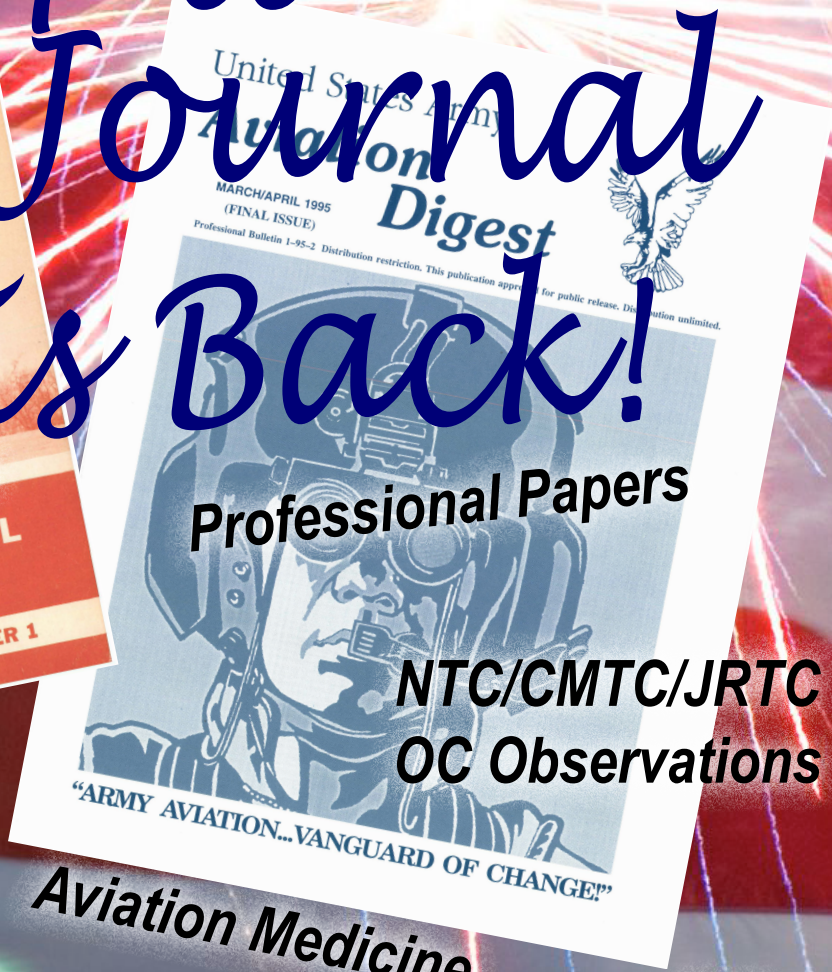
UNITED STATES ARMY
# Aviation Digest
January-March 2013
Volume 1 Issue 1

# Our Professional Journal is Back!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UNITED STATES ARMY
# Aviation Digest
January-March 2013
*The Professional Bulletin of the Army Aviation Branch, Headquarters, Department of the Army, PB 1-13-1*



The Doctrine Division, Directorate of Training and Doctrine (DOTD), U.S. Army Aviation Center of Excellence (USAACE), Fort Rucker, AL 36362 produces the *Aviation Digest* quarterly for the professional exchange of information related to all issues pertaining to Army Aviation. The articles presented here contain the opinion and experiences of the authors and should not be construed as approved Army policy or doctrine.

*Aviation Digest* is approved for public release. Distribution is unlimited.

This and all previous issues of *Aviation Digest* are available on DOTDs AKO web site at https://www.us.army.mil/suite/page/432.

Submit articles or direct comments pertaining to the Aviation Digest to: usarmy.rucker.avncoe.mbx.aviation-digest@mail.mil.

ABOUT THE COVER

After 17 years, Army Aviation's professional publication - *Aviation Digest* - is back. We hope we can match the last run from 1955 to 1995

# Editor's Note

Welcome to Aviation Digest! You will have noticed, as you opened this issue of our newsletter, that the title and format have changed. USAACE DOTD has begun a long-overdue and important initiative, the restart of our branch professional journal. The original Aviation Digest ceased publication in 1995, to the detriment of our branch's professional dialogue. As we enter a period of enormous change in missions, organizations, and institutional focus, it's essential that we create and sustain forums for a professional exchange of ideas and best practices.

Our intent for *Aviation Digest* is to publish a quarterly magazine that stands as a professional counterpart to other branch publications such as *Armor, Infantry Journal, and Fires Magazine*. Each issue, published in November, February, May, and August, will contain 48-50 pages of articles of interest to Aviation Branch and the Profession of Arms, without advertisements of any kind. A slightly expanded editorial staff will stand ready to work with prospective authors, and Author's Guidelines contained in this issue will get you started. The submission deadline for each issue is the 15th of the month, 60 days prior to publication so 15 December is your deadline for the February 2013 issue.

Over the past year, we have doubled the content of the existing *Aviation Tactics Newsletter* due to some hard work here at USAACE and an increased number of submissions from the field. As we develop *Aviation Digest,* we will continue to rely on thoughtful articles from the Operating Force and the Aviation Enterprise on any topic touching on our branch and profession- tactics, training, sustainment, maintenance, Mission Command, military history, and current affairs. Leadership at all levels should encourage thought and writing on professional topics!

The *Aviation Digest* staff stands ready to assist any and all prospective authors. For your reference, Mr. Bruce Miller, our Managing Editor, has written a short article laying out the future table of contents, and this month's issue has a great lineup of branch-specific articles as well.

We look forward to hearing from you. ABOVE THE BEST!

LTC Charles R. Bowery Jr. is the Directorate of Training and Doctrine (DOTD) Doctrine Division Chief. He is an AH-64D aviator with over nineteen years of service and three deployments to Iraq and Afghanistan. He has served in aviation units at Fort Bragg; Camp Eagle, Korea; Katterbach, Germany; and at Fort Hood. From 2009 to 2011, he commanded 1st Battalion, 4th Aviation Regiment, and deployed the battalion to Afghanistan for a year of combat operations in direct support of Tier One SOF in RC-South, RC-East, and RC-North.

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### Author's Guidelines

E-mail articles to the *Aviation Digest* by including as a Microsoft Word attachment to usarmy.rucker.avncoe.mbx.aviation-digest@mail.mil. Include a military e-mail address and a phone number. Authors should include a head/shoulder photograph and a short biography including number of years in the military, present assignment, duty position, aircraft qualification, and previous assignments, and deployments.

Visual material such as photographs, pictures, charts, graphs, or drawings supporting the article should be included as separate enclosures.

Please do not submit articles that have been submitted or published in other Army professional publications. *Aviation Digest* staff will make necessary grammar, syntax, and style corrections to text to meet publication standards and redesign visual materials for clarity as necessary. These changes may be coordinated with the authors to ensure the content remains accurate and reflect the author's original thoughts and intent.

The *Aviation Digest* will publish once a quarter with distribution on or about the 15th of February, May, August, and November of each year. In order to receive information for publication and allow appropriate time for editing and layout, the deadline for submissions of articles is the 15th of January, April, July, and October.

Please forward proposed articles and supporting photographs/visual material and Reader's Respond comments to the *Aviation Digest* mailbox at usarmy.rucker.avncoe.mbx.aviation-digest@mail.mil.



By Order of the Secretary of the Army:

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*General, United States Army*
*Chief of Staff*

# The Command Corner


It's BACK! After an 18 year break, your branch professional journal, *Aviation Digest*, is back! Welcome to the inaugural issue of our "new" professional journal. We want and need to encourage thought and commentary on key concepts and developments that will shape Army Aviation and our Army in the future. Our collective experience, garnered from over 11 years of war, is powerful and we must capture those lessons from the crucible of war, apply them to the fight, present and future, and challenge each other to think critically about how Army Aviation can best contribute to Unified Land Operations. With your help and participation, *Aviation Digest* will be a powerful tool to share ideas, provoke thought and help us move forward.

This is an Aviation Branch, not a USAACE, publication! *Aviation Digest* can only be successful if practitioners from the field are providing the bulk of the content – lessons learned, thoughts on tactics, techniques and procedures emerging from the force and those good ideas to help us remain the indispensable capability our Army and Nation have come to rely on. Commanders, I need you to encourage and value professional writing in your formations, and ensure that your best and brightest offer their best practices and perspectives to the rest of the force.

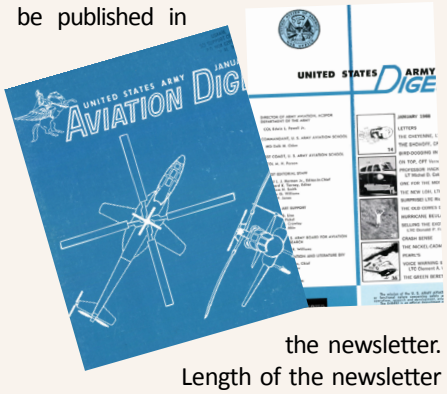
The staff of *Aviation Digest* is standing by to assist prospective authors in writing on just about anything touching Army Aviation or the Profession of Arms. The branch Command Sergeant Major, Chief Warrant Officer, and I will offer our thoughts on a quarterly basis. Please use the Letters to the Editor feature to communicate directly with your branch leadership.

ABOVE THE BEST!

MG Kevin W. Magnum
CG, U.S. Army Aviation Center of Excellence
and Ft. Rucker

# Army Aviation's Professional Journal is Back

Change is inevitable and sometimes good. Other times not so much. We hope you agree that this change is good for Army Aviation. As LTC Bowery indicated, Information that has been filling the pages of the *Aviation Tactics Newsletter* will move to the *Aviation Digest.* The *Aviation Tactics Newsletter* will be dramatically shortened. Information with a relatively short shelf life or information that needs to reach the aviation community in a compressed time period will be published in




the newsletter.

Length of the newsletter will generally not exceed two to three pages.

*Aviation Digest* will be Army Aviation's professional magazine as is *Armor, Infantry,* and *Fires* magazines to their respective branches. *Aviation Digest* will provide a source of professional knowledge and development and a forum for the exchange of ideas and opinions among Army aviators and professionals from the other branches and services. As Army Aviation's range and influence crosses all branch and service boundaries, subjects are not limited to the cockpit but extend in all areas that Army Aviation is involved. As a professional Army Aviator, your input is required.

While the *Aviation Digest* Editorial Staff has established a general layout for the magazine, have identified permanent features, and have identified what we think are good feature headlines; we are still experimenting and are open to suggestions.

Permanent features will include Editor's Note with an introduction to each issue by the Directorate Of Training and Doctrine's Doctrine Division Chief. The Command Corner will offer insight by the United States Army Aviation Center of Excellence Commanding General, Command Sergeant Major, or Chief Warrant Officer of the Aviation Branch. A Letters to the Editor feature is for you to comment on previous articles or to introduce thought in other areas of our profession.

Titles of featured articles we have bantered about include: The CAB Corner where our combat aviation brigade commander's can highlight their activities and share unit lessons learned; The Higher Road will highlight trends in Army Aviation unit performance at the combat training centers and during Aviation Resource Management Inspections; There I Was will provide a venue for those who have a war story to tell and no one (until now) to tell it to. An Aviation Company Commander's Forum will provide company/troop commanders an outlet to share and discuss best practices. A NOTAMS feature will highlight items with a relatively short shelf life - information that needs to be distributed on short order. We have retained the OIL Corner from the *Aviation Tactics Newsletter* and Turning Pages for book reviews on Aviation, Military, Leadership, or any other topic of interest to military professionals.

Each issue of the Aviation Digest will follow a particular theme. The April-June 2013 issue will focus on leader and leader development, July-September's issue on training and tactical proficiency, October-Decembers' issue on maintenance/sustainment, and January-March 2014 issue on intelligence preparation of the battlespace. Other articles may be included, but at least two to three articles will focus on the primary theme of the issue.

E-mail articles to the Aviation Digest (usarmy.rucker.avncoe.mbx.aviation-digest@mail.mil). Include your article as a Microsoft Word attachment, a military e-mail address, and a phone number. Authors should include a short biography including number of years in the military, present assignment, duty position, aircraft qualification, and previous assignments, and deployments.

Plan article length to be approximately 3-5 pages. This is an area target. Be comfortable with your material. If the paper needs to be reduced in size, we will work it with you.

Visual material such as photographs, pictures, charts, graphs, or drawings supporting the article should be included as separate enclosures.

If you use information from other articles, publications, web sites, or any other references, list appropriately or simply annotate with an asterisk and note the resource at the end of the text - we'll do the rest.

You do not need to be a professional writer. The *Aviation Digest* staff will make necessary grammar, syntax, and style corrections to text to meet publication standards and redesign visual materials for clarity as necessary. These changes may be coordinated with the authors to ensure the content remains accurate and reflect the author's original thoughts and intent.

Every issue of the *Aviation Digest* will be available on the DOTD web site (https://www.us.army.mil/suite/page/432). A limited number of print copies will be distributed to major commands. As the *Aviation Digest* web page matures, we plan for it to be a repository that will include issues from 1955-1995.

Bruce Miller is the Managing Editor of the *Aviation Digest*. He served 22 years in the Army as an Assault, Attack and Cavalry aviator and is qualified in the UH-1, AH-1, and AH-64A.

# Thoughts on Leadership and our Sacred Trust

by COL Douglas M. Gabram

## The intangible definition of air/ground integration…

***Bearcat 6, the air mission commander of an attack weapons team (AWT) consisting of 2 AH-64Ds, had just arrived on the scene of an improvised explosive device (IED) attack against a U.S. convoy in Iraq. In the explosion, there was a U.S. Humvee heavily damaged, and Soldiers were dragging the remains of their buddies away from the wreckage. The ground elements were trying to sort out the situation and care for the wounded. The AWT maneuvered around the site trying to locate a triggerman and provide immediate security for the stricken convoy, while simultaneously calling in and securing critical MEDEVAC support from a nearby U.S. base.***

***One of the AH-64s located a possible anti-Iraqi force triggerman and vectored the ground elements, call sign "Hardrock," to the location. This individual was detained and later found to be involved with the IED. What happened next was the subjective definition of air/ground brotherhood.***

***Our aircrews always attended our ground brother's memorials. Immediately after the memorial for the fallen Soldiers in the deadly IED attack, Hardrock 6 asked Bearcat 6 to share some time with his Soldiers. As I watched from a distance, our four pilots that had been on scene that deadly day embraced those young infantrymen and shed tears together. Not much was said, just the unspoken respect and bond of combat, knowing they would all put their lives on the line for each other. It starts with trust and must be earned, it didn't come free that day, but it was definitely understood and can't be measured in a checklist.***

The above vignette highlights the bond between ground Soldiers and aviators. At the end of the day, the reason why we (Army Aviation) exist is to be ***relentlessly focused on and dedicated to honoring a sacred trust with commanders and Soldiers on the ground.*** Linked to this end state are four pertinent pillars that we as leaders and warfighters should address in our formations. These pillars are: ***leading, training, maintaining*** and ***caring.*** Focusing on these areas we can positively influence individuals or units in the preparation and/or execution of this ongoing persistent conflict, and ultimately continue to protect our Soldiers on the ground.

***COL(R) Bruce Crandall*** ***exemplifies the sacred trust we have with the ground commander. The narrative for our nation's highest award credits him with displaying leadership by example and fearless courage as he "voluntarily flew his unarmed Huey through a gauntlet of enemy fire on flight after flight, delivering desperately needed ammo, water and medical supplies into one of the most hotly contested landing zones of the war. He personally led a flight of 16 helicopters in support of the 1st Cavalry Division's 1st Battalion, 7th Cavalry Regiment, which was out of water, running dangerously low on ammo and engaging about two regiments of North Vietnamese Army infantry determined to overrun and annihilate them."***

I had the privilege and honor to command a Company, Battalion, and Brigade in combat and work for some great combat leaders. I recently returned from Afghanistan as the Regional Command East (1st Calvary Division) Chief of Staff. As I reflect upon these experiences, I am totally humbled by our Soldiers commitment to this mission, the sacred brotherhood of combat, and their selfless sacrifice to a greater cause. That is why our Soldiers are leading the way during this conflict, clearly continuing to demonstrate their strength and courage on this complex battlefield.

***History does not entrust its freedom to the weak and timid… Gen Dwight Eisenhower***

### *Leading*

Our junior leaders and Soldiers are some of the sharpest we have witnessed in many years and have overwhelmingly demonstrated their unconditional commitment and competence during sustained combat operations over the past 10 years. These Soldiers are faced with tough decisions whether or not to stay on the Army team. As many undoubtedly understand, the toll on our family members continues to increase with multiple deployments.

Many great Soldiers will make the hard decision to leave our ranks for the right reasons, and we will also lose good people by way of the draw down of personnel across our ranks. The question posed to all of us is… "How do we keep America's finest in the Army?" I offer a seemingly simple premise - Lead them with caring passion and purpose.

Be honest with Soldiers and get personally engaged in their welfare. In the Army profession, you can't coach from the sidelines or by e-mail. I came across this quote years ago from a local business leader that is very applicable. "Some can fake attitude, some can fake enthusiasm, but you can't fake passion." Stand for something and believe in what you stand for. Don't be one of those leaders who ride the center line of life (also known as "fence sitters") because he or she is worried about what everyone thinks. Pick a side and put your Soldier's interests and welfare at the top of the list.

**How do we keep America's finest in the Army?**

- ***Lead them with passion!***
- ***Be honest with Soldiers and get personally engaged in their welfare. In this game you can't coach from the sidelines or by e-mail and always keep in mind, "Some can fake attitude, some can fake enthusiasm, but you can't fake passion."***

Take responsibility for your actions, because the successes of your Soldiers are theirs; and their failures are yours. Pass down the accolades and credit and take the criticism and mistakes as your own. This is called the price of leadership. Always emphasize teamwork and focus on the team in all aspects of your organization. Too many leaders consistently use the word "I" and "me" in their daily language instead of "we" and "us" in order to promote teamwork. This subtle change in mind-set sends a clear message – there is no "I" in team.

The true teamwork concept and practice starts at the top. Everyone on the roster has something to offer. You just have to figure out how to harness individual talent to enhance the overall team. Many professional sports teams have an abundance of superior talent, but can't win because they have a group of selfish individuals instead of a team working towards one common goal. Sometimes an assist is just as good as a basket when it involves taking care of Soldiers in a combat environment. When the going gets tough and bad things happen, as they often will during a long combat deployment, your true test in the end is how you dealt with it and whether you built a selfless team with the common goal of taking care of each other.

**10 Rules for Army Aviators:**

***1. Never leave your wing man.***
***2. Our sole purpose is to support the Soldiers on the ground***
***3. Whatever happens – always fly the aircraft first***
***4. Most important part of a flight is takeoff and landing (everybody heads out)***
***5. Think ahead of the aircraft… always 'what if' and give yourself an out***
***6. Before takeoff… Both pilots visually/ touch confirm both power levers to fly with the hand***
***7. Fly only as fast as you can see***
***8. In all aspects of your mission – Do NOT be predictive – the enemy has a vote***
***9. Evaluate the accidental vs. tactical risk on every mission***
***10. Altitude and airspeed = survivability***

Develop a playbook or theme, or a message/intent that you can rally around or circle the wagons. On a daily basis using various delivery methods, we always strived to communicate and go back to our core philosophy and theme through three general orders:

1. Stay positive
2. Stay alert
3. Take care of each other

These were rather simplistic, but during the turbulence of long deployments and the non predicable fog of war, they seemed to work pretty well

At the same time – focus on the basics. If you can't block and tackle properly, how are you going to call an audible at the line of scrimmage? Some examples that are important and relevant during this fight are: clear communications with the ground elements, pre-combat checks, pre-combat inspections, discipline mission briefing procedures, accurate reporting, effective safety/ standardization program, pride of ownership, and steel on target. There is much debate and ongoing clarification in our Army to define the basics – but you can assist in this endeavor by developing and refining your own definition and make those basics into common practice in your formations.

Promote and endorse adaptive and flexible leadership at the lowest level. This war is being fought and won at the team (2 aircraft) and squad levels. Choosing the proper pilots-in-command, aircrews, and air mission commanders may be the most important selections we make in Army aviation. Additionally, during all missions, evaluate the accident and tactical risks. The enemy always gets a vote; but weather, red illumination, and the harsh environment including operating with little to no power margin (performance planning) and in extreme brownout/white out conditions has taken its share of lives and equipment. Ask yourself these questions:

- Is the risk worth the benefit?
- Can I do anything else to mitigate the risk and still get the mission done?

Our junior leaders are making operational, and in some cases, strategic decisions in this conflict. Train them, give them clear commander's intent, trust them to execute and make the right decisions, then they will make you proud. Even though we are executing or preparing for combat operations, leaders cannot stop mentoring, coaching and training subordinates. You are developing the next generation of combat leaders. Always solicit and listen to Soldier and team feedback. After action review everything; capture this data and share it with others. Repeating the same mistake will lead to complacency, poor judgment and possible loss of life. Consequently, take time to reflect what you did right and what you need to improve for future operations.

## *Training*

Everything we do should focus on preparing our Soldiers mentally, emotionally and physically with a focus on building the team for the next combat deployment. For Army Aviation the average dwell time now between deployments is approximately 24 months. We must be smart about how we train, where we train, and what we train. Simultaneously, you need to get the right team on the field. Do whatever it takes to get your task force together as early as possible. This will include key personnel decisions and help from your chain of command, especially for E6 and above. Especially critical are the 1SGs, company commanders, senior warrant officers and primary staff. Train and prepare for split-operations and multi-functional Aviation Task Force formations capable of operating in a decentralized and distributed operational environment. Think about how you would execute mission command throughout your formation from two or three remote locations – simultaneously. Considerations are forward arming and refueling points, maintenance packages, task organization linked to aircraft capabilities, and key personnel locations, just to name a few. Leverage simulation devices at every opportunity to replicate degraded aircraft performance with high density altitude and gross weights (limited power margins). Identify aviators to attend High Altitude Army Aviation Training Site and unit level High Altitude Mountain Environmental Training to execute collective/multi-ship operations. This is a combat multiplier and effective risk mitigation control measure during our deployments. Practice dust and brown out takeoffs and landings when applicable and feasible. Think about various weapons configurations and aircraft altitudes – both enroute and on the objective – based on the threat and environment conditions.

Don't forget about your staff aviators – they will pay huge dividends during the course of a 9-12 month deployment. Formulate your PIC program so you can develop and produce pilots in command during your deployment. Most of the tactics, techniques and procedures (TTP) we used in Iraq and are using in Afghanistan have evolved, changed, and in some cases, have been created based on the threat and operating environment. Consider "pink teams" or "scout/attack teams" which involves the employment of OH-58D and AH-64D aircraft paired together – depending on mission set and area of operations. While not a new TTP

(can be traced back to the teaming of AH-1 Cobras and OH-6 Cayuse "little birds" during the Vietnam War), this TTP has been modified to maximize the capabilities of the modern platforms, weapon systems and sensors. By leveraging this TTP in certain situations or mission sets, we can mitigate the tactical risk imposed on our aircrews while increasing our effectiveness and lethality to the ground commander.

A very important consideration when utilizing scout/attack teams or when flying any combat mission is variation of altitudes, flight patterns, and flight techniques to counter the surface-to-air missile and/or small arms threat. Another serious issue that is generating controversy is over flight of urban areas during combat operations. Many units are forced to routinely fly over urban areas due to support requirements and mission sets. We must always strive to remain unpredictable and consider pattern

### *Warrior Spirit*

***If* you want a report card, go ask your supported BCT's. *Doctrine, TTP's, and close combat attack formats only gets you into the fight. What happens after that is the true understanding of the basics; adaptive leadership at the team level, and passion for taking care of the ground Soldiers as well as your wingman is what wins the day. Even with all the technology our airframes bring to the fight… if you don't have the "warrior spirit", you may as well not even break friction with the ground.***

analysis, escape routes, altitude, air speed, contingencies, and recovery and extraction assets. Remember, history has proven the probability of being engaged by both small arms fire and shoulder fired missiles increases significantly when you fly over built up areas.

Be on guard for aerial ambushes/ complex attacks during ALL missions. Definitely have a unit autonomous personnel recovery plan in place. Ensure all Aviators and high-risk/ isolation personnel complete and update Isolated Personnel Report data while discussing downed aircraft procedures in every mission/team brief.

Mix it up whenever you can and fight complacency everyday through passionate leader involvement. When you put your head on the pillow each night, ask yourself, "What I have done today to better prepare our Soldiers for combat?" As highlighted in the opening vignette, our job is to support the Soldier on the ground… period. I'm often asked, "what are you most proud of after your deployments?" My answer is "our team's relationship and performance for our supported ground Soldiers!" Effective air/ground integration is first built on trust and human relationships. If you watch the movie or have read the book, "We were Soldiers, Once… and Young" there was great illustration of the bond between the infantryman and the aviator. LTC Hal Moore and MAJ Bruce Crandall started this relationship with a beer on the flight line and continued it with unconditional loyalty between units and leaders in combat. I always reflect back on this example of what right really looks like. We must do everything we can to establish a lasting and sincere relationship of sacred trust with our Infantry brothers. Start building these relationships before you deploy. This special bond, formed between Soldiers in combat, hasn't changed over the course of history as captured in this written note from General William Tecumseh Sherman to General Ulysses Grant highlighted here -

***"I knew wherever I was that you thought of me, and if I got in a tight place you would come – if alive."***

## *Maintaining*

The flying hours and associated fully mission capable rates being flown during sustained combat operations are unprecedented. Our crew chiefs and non-commissioned officers certainly are the real MVPs of Operation Iraqi Freedom, Operation Enduring Freedom, and Operation New Dawn. The mark on the wall for all units deploying is extremely high – ultimately we can fly as much as we can maintain. Our ground commanders expect us to be there when it counts. Consequently, we must maintain our aircraft to standard and produce the necessary combat power through comprehensive scheduled maintenance practices. You must have a solid phase plan using your aviation unit maintenance, aviation support battalion, and contractor assets to produce the combat power required to accomplish every mission. Contractor maintenance support has been crucial but we must not lose the art of unit maintenance. Hold platoon leaders accountable for their aircraft, keep commanders informed, and enforce pride of ownership starting at the crew chief level. The P4T2 analysis (problem, plan, parts, people, tools and time) greatly contributed to our overall maintenance success, especially during split-based operations. Back to the team concept – your production control and quality control officers are critical in the overall success of your maintenance operation. Choose them wisely and incorporate them in your tactical planning and execution. Ensure key leader involvement and command emphasis at each Production Control meeting (including platoon leaders, company commanders, and platoon sergeants). The operational tempo and flying hours will continue to increase as we successfully integrate aviation support across the full spectrum of conflict. Our young leaders need to understand the art and science of maintaining appropriate bank time. It is a direct reflection of the general health of your fleet, allows you to surge when needed, and promotes proper maintenance management techniques. A simple rule to live by is, "fly what you can maintain."

## *Caring*

Soldiers don't care how much you know, until you show them how much you care. This is a 24/7 obligation and is not defined in any

Army manual. Caring takes on many forms and can be shown in many ways. For example, establish and enforce rules of personal behavior – legal and ethical at all times at all levels. It's a combat deployment, not a field trip. Establishing and expecting a level of professional and personal behavior demonstrates not only to the Soldiers, but to their family members as well, that you care about all aspects of the team.

Our Soldiers and families are the most precious asset we have. They are raising their right hands and reenlisting for the greater good, because they believe in our country and our Army. We must truly take care of them, not just in word, but in deed and protect their best interests during this turbulent time in our Army. Get to know your Soldiers, their strengths and weaknesses, and make them a valuable member of your team… only then can you truly lead them.

Many understand there are numerous challenges regarding this current conflict, which has now gone on longer than any other conflict in our Army's 237 year history. Everyday we turn on our televisions and see there are various opinions on how this war should be handled. Even though it appears we are drawing down our focus in Afghanistan, the stakes have never been higher. A decisive example of warfare which will continue to influence this fight is the enemy always gets a vote. This has forced us not only to modify and change our overall strategy, but also our tactical TTPs to accomplish our mission, remain relevant and protect our force. Even though the insurgency continues to evolve and adapt to our tactics, make no mistake our Soldiers and leaders have done a magnificent job staying ahead of this enemy. There will be more tough days ahead, but we have the best trained and disciplined Army in the world. We must continue to lead, train, maintain and care for our Soldiers who will always make our country proud and succeed in the face of adversity – developing resilient leaders every step of the way who are founded in basic principles such as teamwork, devotion to duty, and selfless service. Our most precious asset will continue to be our people who make our Army the best in the world.

**Leave the politics to the politicians, stay in your lane, and focus your energy on taking care of our Soldiers.**

COL Doug Gabram is the Deputy Commander of the United States Army Aviation Center of Excellence. He recently served as the 1st Cavalry Division Chief of Staff in Afghanistan and Ft. Hood, Texas. He has over 28 years of service, four deployments to Iraq and one in Afghanistan. He has logged over 2,500 flight hours, and has commanded a Company, Battalion and a Brigade in combat and is qualified in multiple aircraft.

# Army Aviation Profession of Arms

Discipline

Pride

Mission Accomplishment

Trust

One Team

Precision

Accountability to the Customer

## Profession of Arms: Army Aviation

Over the last ten years our nation has found itself in the middle of persistent conflict. Army Aviation's contributions to the fight have been enormous and heroic. The Aviation Soldier has provided our Army and our Nation unparallel flexibility and support. As we approach the 30th anniversary of the Aviation Branch, it is critical that every Aviation Soldier understands their awesome responsibility and role to our Army Profession.

The United States Army Training and Doctrine Command published the *ARMY: Profession of Arms* pamphlet to define the Army Profession, essential characteristics, professional certification, attributes, and competencies. *Profession of Arms: Army Aviation* is designed to reinforce these baseline truisms and further highlight the Aviation Soldier's role in the 21st century. I encourage and challenge all Aviation Soldiers to internalize both documents and continue and build upon the proud legacy of our great branch.

Kevin Mangum
Major General, U.S. Army
Commanding General
US Army Aviation Center of Excellence

Sacrifice

Dedication

On Time

Commitment

A Professional Standard

One Fight

Mission Command


Profession of Arms:
Army Aviation
The
Aviation
Soldier
Highly Disciplined
Physically Fit
Mentally Sharp
Technically Skilled
Tactically Proficient
100%
COMMITTED
to the Soldier on the Ground
on of Arms:
Aviation
Army Aviation
An honored lineage of support to the
Soldier on the ground

# Profession of Arms: Army Aviation

Air Mobility has been a key concept in offensive operations since the 1930s. Initial approaches to air mobility focused on airborne and glider-borne troops. During World War II many assaults were done by military gliders. Following the war faster aircraft led to the abandonment of the flimsy wood gliders with the new helicopters taking their place.

US Army CH-21 helicopter transports arrived in Vietnam on 11 December 1961. Air assault operations using South Vietnamese (ARVN) troops began 12 days later in Operation Chopper. These were very successful at first but the Viet Cong (VC) began developing counter helicopter techniques, and at the Ap Bac in January 1963, 13 of 15 helicopters were hit and four shot down. The Army began adding machine guns and rockets to their smaller helicopters and developed the first purpose built gunship with the M-6E3 armament system.

On11 February 1963 a new experimental unit was formed at Fort Benning, Georgia, the 11th Air Assault Division, combining light infantry with integral helicopter transport and air support. It was subsequently reflagged as the 1st Cavalry Division (Air Mobile). The first unit of the new division to see action was the 1st Battalion, 7th Cavalry Regiment, led by Lieutenant Colonel Harold G. Moore. The 7th Cavalry was the same regiment that Custer had commanded at the ill fated Battle of the Little Bighorn. On November 14, 1965, Moore led his troops in the first large unit engagement of the 1960s Vietnam War, which took place near the Chu Pong massif near the Vietnam-Cambodia border. It is known today as the Battle of Ia Drang Valley, and is considered to be the first large scale helicopter air assault.

Since Vietnam the Air Mobile concept transformed into today's' Air Assault Mission. Over the past 20 years there are countless examples of successful and decisive Air Assaults to include XVIII Airborne Corps' Deep Air Assault during Desert Storm that secured the coalition's left flank. In the terrain of Afghanistan, Air Assaults are the primary means to close in on and destroy Taliban and Al Qaeda Insurgents.

# Profession of Arms: Army Aviation

## Air Assaults

**Assault Forces, using firepower, mobility, and total integration of helicopter assets, maneuver on the battlefield under the ground or air maneuver commander to engage and destroy enemy forces or to seize and hold key terrain**

## Air Movement

**When it absolutely, positively has to get there ....**

# Profession of Arms: Army Aviation

**Must I Shoot?**

**Can I Shoot?**

**Should I Shoot?**

One critical component to any current or future combat operation in Army Aviation are leaders who can make smart decisions in combat. Pilots in command and air mission commanders must fully understand and "operationalize" Law of War, ROE and Tactical Directives. These front line leaders must always support the trooper on the ground but also, based upon their unique perspective of the battlefield, be that final rational decision maker before the missile leaves the rail. In addition, clear accurate spot reports to the ground force commander will paint an accurate picture. Leading language can lead to disastrous results. Show Tactical Patience and develop the situation as best you can prior to engaging. Ultimately, aircrews who do the right thing will always be backed by their chain of command.

*"Language is important when shaping the picture to a ground force commander. Avoid leading language which can unintentionally sway a ground commander to clear fires. It is better to accurately report, "I observe individuals digging in the road." vs "I believe multiple Military Age Males are emplacing an IED.." The last example is a real world spot report that resulted in the death of 6 civilians who were not IED emplacers but were actually children playing on the side of the road."*

*OEF Attack Battalion Commander*

# Profession of Arms: Army Aviation


**NO ENGAGEMENT is BETTER than a bad engagement**

# Profession of Arms: Army Aviation


**Verifiable engagements support the National Interests and thwart Enemy Propaganda**

# Profession of Arms: Army Aviation

Major Charles L Kellywas the Commanding Officer of the 57th Medical Detachment (Helicopter Ambulance) from 11 January 1964 until he was killed in action on 1 July 1964. He is considered the founder of ***Dustoff.***

Kelly was KIA on 1 July 1964 when, after being warned out of a "Hot" LZ, he replied with his famous last words,

***"When I have your wounded."***

A bullet entered through an open cargo door and pierced his heart. Kelly whispered "My God." His helicopter then landed sideways, its rotors beating into the ground. Major Charles L. Kelly became the 49'th American to die in Vietnam. After he was shot down, his men landed at the site of his crash and attempted to revive him to no avail. Ernie Sylvester, who was trained by Kelly, right out of flight school, flew his body to an aid station in hopes of a miracle. A lone bullet had pierced his heart and lodged in the frame of the aircraft.

The following day, a Commander tossed the bullet on his desk in front of CPT Patrick Henry Brady and asked if they were going to stop flying so aggressively. Brady picked up the bullet and replied,

***"we are going to keep flying exactly the way Kelly taught us to fly, without hesitation, anytime, anywhere."***

This determination to continue the mission as envisioned by Kelly was upheld throughout the Vietnam War and continues to this day. Brady served two tours in Vietnam as a medical evacuation pilot and on his second tour in 1968 was awarded the Medal of Honor.



DUSTOFF

*"When I have your wounded."*

LTC Bruce P. Crandall

MAJ William E. Adams

MAJ Patrick H. Brady

CPT Ed W. Freeman

CWO Fredrick E. Ferguson

CWO Mike Novosel

# .... and in the end

## Profession of Arms: Army Aviation

## Army Aviation's Scorecard

-- is graded
by the Soldier
on the Ground

The Army Aviation Profession of Arms may be accessed in its entirety at:
https://www.us.army.mil/suite/doc/38677920.

# ARMY NATIONAL GUARD BORDER OPERATIONS: DEFENDING THE HOMELAND

by COL Michael E. Bobeck and LTC Andrew Batten

The (Draft) 2013 Army Strategic Planning Guidance lists eleven missions of the U.S. Armed Forces; one of these is "Defend the Homeland and Provide Support to Civil Authorities." Today, the Army National Guard (ARNG) is actively conducting this mission along the Nation's Southwest Border (SWB).

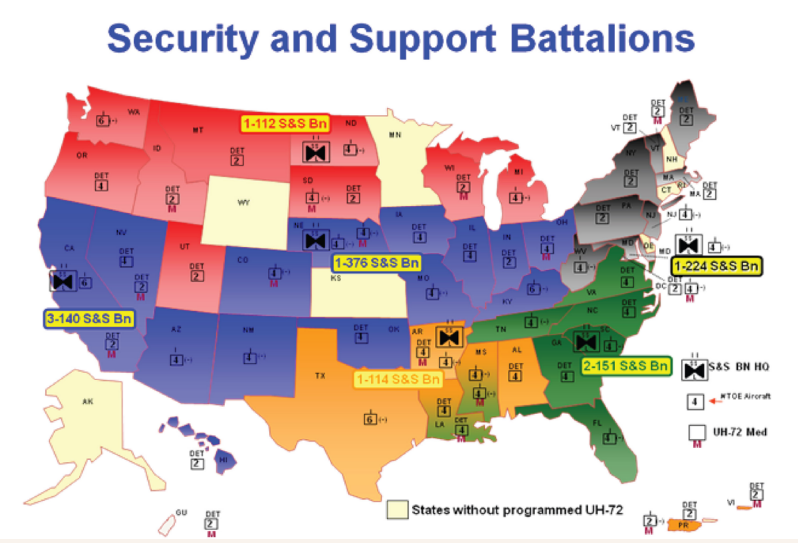
On December 15, 2011, the Secretary of Defense approved the continued use of the ARNG to support the Department of Homeland Security's efforts to secure the U.S. SWB, and in early 2012, the ARNG deployed two Task Forces to that effect:

- 2-151 Security & Support (S&S) Aviation Battalion formed Joint Task Force Liberty in Texas, flying the UH-72A Lakota
- 3-140 S&S formed Task Force Raven in Arizona, flying both mission-equipped OH-58A/Cs and UH-72s.

Under Tactical Control of U.S. Customs Border Protection (CBP), these two task forces conducted aerial detection and monitoring to detect, interdict, and disrupt Terrorist Criminal Organizations and Drug Trafficking Organizations.

The ARNG has six S&S Aviation Battalions geographically dispersed across 45 states, territories, and the District of Columbia. They are focused primarily on homeland security operations under Title 32 USC.

S&S operations include counterdrug, humanitarian, disaster relief, National Security Special Events, counterterrorism, and general support. Providing support to civilian authorities is a core competency of the ARNG, which it can uniquely accomplish under Title 32. Performing domestic operations in Title 32 status does not subject personnel or units to limitations imposed upon federal (Title 10) forces by provisions of the Posse Comitatus Act, which prohibits certain members of the armed forces from enforcing laws on civilians. With regard to Homeland Security support activities, Title 32 places operational command and control with civilian leadership (Governor, State Adjutant General, and task force command structure) most familiar with the local area of operations and civilian agencies requesting support. Additionally, S&S units can and have been task organized for deployment abroad under USC Title 10, supporting missions in permissive



environments, such as Kosovo (KFOR), the Joint Multinational Readiness Center at Hohenfels, disaster response in Haiti, and State Partnership Programs worldwide.

The U.S. border with Mexico consists of 43 Ports of Entry (POE). These POEs and subsequent connection to highway networks serve as an efficient means for criminal organizations to conduct illicit trafficking operations. Increasingly sophisticated cartels and gangs dominate these "trade" routes resulting in significant challenges for law enforcement. Terrorist and criminal organizations operating along the U.S. border are well-trained in military tactics, possessing both advanced technology and weaponry. According to A Line in the Sand: Confronting the Threat at the Southwest Border prepared for the House Committee on Homeland Security, "U.S. law enforcement has established that there is increasing coordination between Mexican drug cartels, human smuggling networks and U.S.-based gangs. Murders and kidnappings on both sides of the border have significantly increased in recent years. In addition to the criminal activities and violence of the cartels on our Southwest border, there is an ever-present threat of terrorist infiltration over the Southwest border. Data indicates that there are hundreds of illegal aliens apprehended entering the United States each year who are from countries known to support and sponsor terrorism."

JTF Liberty and TF Raven afforded CBP with increasingly persistent observation and flexibility across the area of operations. As criminal organizations shifted their tactics, aviation commanders were able to adjust air assets in response, providing flexible solutions in a dynamic environment in support of the Border Patrol's effort. Just as air-ground operations proved effective in Iraq and Afghanistan, the close partnership between ARNG air assets and ground-based law enforcement patrols and quick-reaction forces resulted in increased apprehensions and drug seizures:

| **Sector (Results from 1 Mar 12 - 29 Nov 12)** | **Apprehension Assists** | **Marijuana Seizure (lbs) Assists** | Cocaine Seizure (lbs) Assists |
|---|---|---|---|
| Tucson, AZ | 5,058 | 65,053 | .0022 |
| Laredo, TX | 4,187 | 5,087 | 0 |
| Rio Grande Valley, TX | 10,481 | 35,926 | 63.15 |
| **TOTALS** | **19,726** | **106,066** | **63,1522** |

Border Patrol Agent Sam Torres had this to say about the task force, "The Liberty aircrews assisted in responding to ground traffic, assisted with apprehensions and coordinating traffic with ground and air assets. They were essential components in ground agent over-watch and providing an added layer of officer safety for the units while they were on station."

The UH-72A proved to be a highly effective and low cost solution for civil support operations, providing interagency communications that enabled effective coordination between ARNG aircraft and CBP air and ground assets. The newly fielded mission equipment package (MEP) consisting of an electro-optical/infrared sensor; enhanced radios to allow secure communication with civilian agencies via land line or cell phones; moving map display with street level and topographical resolution; video downlink capability; digital recorder; and a 30 million candlepower search light illuminator served as an invaluable asset for CBP providing increased capability and effectiveness in conducting night operations. With over 80% of their operations conducted at night, utilizing night vision devices and MEP systems, ARNG aircrews gained exceptional operational experience, refined TTPs, and built S&S Battalion capability. Aircraft maintainers, operations staffs, and other support personnel also built valuable experience for home-state use in counterdrug, disaster response, or other civil support missions.

The ARNG was recently directed to extend its SWB support of the CBP for another calendar year, validating the cost-effectiveness of S&S operations. ARNG S&S Battalion aircrews will thus continue to "Defend the Homeland and Provide Support to Civil Authorities."

Col Michael E Bobeck is the Chief of Aviation and Safety, Army National Guard. He previously served as the Commander of the Operational Support Airlift Agency, State Aviation Officer of NY, and 42nd CAB Commander. He has over 33 years of service, deploying to Iraq as a Battalion Commander. He has logged over 3200 hours rated in multiple Fixed Wing and Rotary Wing aircraft as both a Instructor Pilot and Maintenance Test Pilot. He has commanded at the Company, Battalion and Brigade level.

LTC Andrew W. Batten is the Deputy Commander of 59th Aviation Troop Command. He recently served as the Commander of 2-151 Security & Support Aviation Battalion, Eastover, SC and Laredo TX. He has over 20 years of service with several deployments including Operation Iraqi Freedom, Operation Jump Start and Operation Phalanx. He also commanded an Aviation Task Force of 40 plus aircraft supporting Hurricane Irene recovery operations. He is a Master Aviator qualified in multiple aircraft including UH-60A/L and UH-72A. LTC Batten was recently selected to attend the U.S. Army War College.

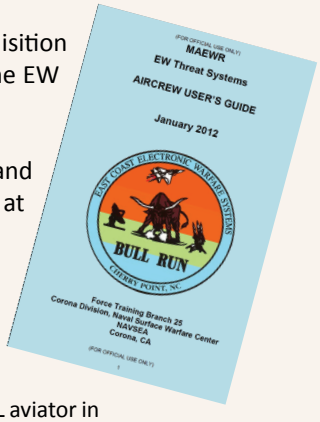
# Mid-Atlantic Electronic Warfare Range

CW4 Chris Braund

The June and August issues of the *Aviation Tactics Newsletter* (https://www.us.army.mil/suite/page/667792) identified two electronic warfare (EW) test and training sites ideally equipped to reacquaint Army aviation units with the realities of EW – the Granite Peak Electronic Warfare Range in Utah and the Naval Air Weapons Station China Lake Electronic Combat Range. A third facility, the Mid-Atlantic Electronic Warfare Range (MAEWR) or "Bull Run", consisting of an extensive network supporting EW missions from Virginia to Florida provides another option for units to confirm the status of aircraft EW suites, evaluate unit tactics, techniques, and procedures, and train aviators in a live EW environment.

Bull Run's network consists of nine mobile sites. The network also has 13 manned and 18 unmanned, limited mobility, threat simulator sites with system parameters approximating real world capabilities. Specific helicopter threat systems including those replicating anti-aircraft artillery muzzle flashes and surface to air (SA) missile launch simulators replicating SA-9, SA-16/18 man-portable air defense systems are also available.

Several vehicle mockups to include SA-9, T-72, SA-6 teleporter, elevation, launcher, and SA-6 acquisition vehicles are available to provide visual representation of threat vehicles/systems to complement the EW signatures within the range complex.




A comprehensive description of Bull Run's EW resources, scheduling and operational procedures, and points of contact are available in the MAEWR EW Threat Systems Aircrew User's Guide located at (https://www.us.army.mil/suite/doc/38027509).

CW4 Christopher J. Braund is a Tactical Operations (TACOPS) Officer assigned as the Aviation Mission Planning System Programmatics and Training Developing officer at the Directorate of Training and Doctrine, Fort Rucker, AL. He has 13 years of Army aviation service, including multiple combat tours as a TACOPS Officer and UH-60 A/L aviator in Iraq and Afghanistan. His last assignment was as the Battalion TACOPS Officer for 2nd General Support Aviation Battalion (KNIGHT HAWKS!), 3rd Combat Aviation Brigade, 3rd Infantry Division.

## Acronym Reference

EW – electronic warfare
MAEWR – Mid-Atlantic Electronic Warfare Range
SA – surface-to-air
TACOPs – tactical operations officer

# VBS2 ~ An Innovative Approach to Aviation Training

by MAJ Jason Raub

Aviation training exercises (ATX) using Virtual Battlespace 2 (VBS2) serve as a low cost/ high reward, multi-echelon training approach at the aviation task force level to build individual and collective staff proficiency. Aircraft are not needed, weather does not get a vote, the enemy and terrain can be customized to replicate any common operating environment and the scenarios can be rapidly built to target the commander's training objectives. 2-3 General Support Aviation Battalion (Task Force Knighthawk), 3rd Infantry Division recently served as a proof-of-concept using this training methodology in preparation for a Joint Readiness Training Center (JRTC) rotation. As a direct result of planning and executing an ATX, the Task Force (TF) Knighthawk command post staff and future operations planners arrived at JRTC better trained in mission command specific to decisive action aviation support.

Aviation battalions are uniquely challenged to gain proficiency in the task of conducting mission command and executing combined arms collective missions at the headquarters staff level due to the large investment of external resources needed and the reliance on a trained ground force. Training the command post staff to effectively manage information and to make recommendations to the commander is normally only replicated at a combat training center or large-scale home station air ground integration training where the volume of significant activities, helicopter sorties, reports, and returns rise to the level representative of combat experienced in either Operation Iraqi Freedom or Operation Enduring Freedom.

The additional challenge is that effective aviation collective training relies upon a trained ground force to partner with to execute air-ground integration. Combined arms air assault operations require a significant staff and manpower effort by the ground force unit to resource the land space, develop the ground tactical plan, and to dedicate the requisite number of Soldiers to execute the training. This commitment often competes with Army Force Generation (ARFORGEN) training priorities and resources.

The final challenge is driven by the ARFORGEN process itself. Aviation battalions are normally spread across the individual, collective, and ready phases of ARFORGEN simultaneously given the significant amount of time necessary to complete aviation readiness level progressions. Training is challenging because the time necessary to gain individual aviation proficiency often supersedes vital time needed to collectively train. Aviation leaders must consider a different approach to overcome this inherent training challenge.

TF Knighthawk's innovative solution was to conduct a battalion-level, multi-echelon ATX at Ft. Stewart's Mission Command Training Complex. In order to scope the problem, the battalion commander clearly defined the unit's training objectives using the battalion's mission essential task list crosswalk and current mission essential task list assessment with the end state to prepare the command post staff for the upcoming JRTC rotation. The Commander's key tasks for the training were:

- Successfully establish a battle rhythm capable of tracking all battalion assets that includes Go/No-Go Briefings, commander update briefings, battle update briefings, air mission briefings, air crew mission briefings, concept of operations briefings, and risk assessment worksheet briefings.
- React to battlefield circumstances utilizing command post battle drills.
- Liaise vertically with a higher headquarters and horizontally with supported units.
- Pilots conduct air movement, air assault, and MEDEVAC missions designed to orient crews to Regional Command South and typical mission profiles executed throughout the region.

The Commander deliberately reduced the scope of the primary training audience to focus only on the command post operations staff and the S-3 future operations planners to build proficiency in new officers and non-commissioned officers recently assigned to these positions. The narrowing of the training audience resulted from the limitations of the VBS2 simulation to replicate the pilot actions during missions (was never designed as a "hands and feet" simulation) and allowed the aviation companies to manage their troop-to-task to keep the majority of their aviators in the real aircraft continuing individual readiness level progression training. With the end state established, the exercise planners focused on exercise construct.


| METs | Critical Collective Tasks | Nested ATX Events |
|---|---|---|
| AASLT Ops | Coordinate Aviation Support for Air Assault Missions, Employ Aviation Mission Planning Systems, Perform Rehearsals, Maintain Synchronization, Maintain Continuity of Mission Command | ROC Drills, AMBs, Liaison, Kneeboard Packets, Fires Integration, Mixed MDS, |
| Air Mvmnt Ops | Perform Tactical Air Movement Missions, Conduct Aviation Mission Planning/Preparation, Perform Multi-Aircraft Ops | Ring Routes, Flight Formation Briefs, Mixed MDS, ACO, INTSUM Analysis |
| Mission Command | Execute the Ops Process, Conduct MDMP, Assess Tactical Situation, Execute Tactical Ops, Conduct CP Operations, Synch Actions to Produce Max Effective App of Military Power | AMR Delineation, Battle Tracking, AMB, ACMB, Go/No-Go, CAR, TOC Battle Drills, Reporting Requirements, TOC Shift Change Briefs, Liaison/AGI |
| MEDEVAC Ops | Coordinate with the Joint Medical Structure for Aeromedical Evacs, Coordinate Aviation Support of BCT AASLT Mission, Treat Casualties, Evac Casualties | 9-Lines, Launch Sequence, MEDEVAC Battle Tracking, Dynamic Retaskings |
| ATS Ops | Provide Terminal Control Tower Services, Provide Terminal Ground Controlled Approach Services, Plan for Terminal ATS Ops | Tower collocated with Helipad |

The most difficult step is the methodical construct of the ATX. The construct must account for three considerations; the brown, red, and blue situation. The brown situation is the environment to include terrain, bases, and airfields. The brown situation can be a pre designed environment or fully customizable. Based on CEF/DEF status, aviation units can take full advantage of the versatile VBS2 and create terrain to replicate virtually any geographical location. Once terrain is established, units can design required bases and airfields within the virtual world.

The red situation is the enemy composition, its mission, and most likely and dangerous courses of action. Just like with terrain, units using VBS2 can fully customize an enemy based on the common operating environment in which they will be operating. The defined enemy can be controlled by artificial intelligence or controlled by a red cell.

The blue situation includes friendly forces—the mission and end state of air and ground maneuver elements. The blue situation largely depends on the size and scope of the exercise. The aviation battalion and ground forces can be task force configured and scaled as necessary. The ground maneuver elements, like the red cell, can be artificial intelligence or controlled by actual ground forces. The use of actual ground forces is preferred because it enhances air-ground integration.

With training objectives defined and exercise construct complete, ATX planners can turn their focus to mission creation. Aviation units should combine institutional knowledge gained from recent deployments, combat training center aviation trends, and planning guidance to ensure that the training audience meets the commander's end state. Planners should then create a library of deliberate operations, aviation mission requests (AMRs), 9-line medical evacuation and mission re tasking injects, and contingency actions that will allow the unit to reach its end state. The scenario design is complex and time consuming, and

should not be underestimated given the scope and numbers of aviation missions and scenarios that must be created to provide a continuous feed of events into the command post.

A well-planned and constructed battalion ATX utilizing VBS2 provides a significant training benefit in a short span of time. The TF Knighthawk ATX was two training days followed by five execution days. The battalion staff manned a ready tactical operations center and exercised mission command of 38 ring route missions supporting over 100 AMRs; two deliberate air assaults and one hasty air assault to include all aviation mission briefings, air crew mission briefings, and rehearsals; 44 medical evacuation mission launches in support of 9-lines; and eight missions providing close combat attack support with attack weapons teams and scout weapons teams. Beyond the control of current operations, the staff managed an effective battle rhythm with daily shift change briefs, battle update briefings, and go/no-go briefings along with the execution of the common battle drills including mission re tasking for troops in contact, AMR changes, poor weather contingencies, and downed aircraft recoveries.

TF Knighthawk deployed 45 days later to JRTC 12-07. From the start of exercise, Knighthawks improved proficiency in mission command was fully apparent. The command post and tactical command post staff demonstrated both user and collective levels of understanding in Command Post of the Future (CPOF), Force XXI Battle Command, Brigade and Below, and common operational picture (COP) maintenance. Flight companies understood expected planning products, rehearsal techniques, and all reporting requirements.

Routine things were done routinely which allowed more emphasis to be placed on the non-routine more often and earlier in the rotation. Knowledge of Army Battle Command Systems allowed the command post (CP) to fully integrate Blue Force Tracker with the Tactical Airspace Integration System to provide an aviation COP to supplement the CPOF. Fully crossed-trained aviation operations specialists allowed the battalion to establish a tactical CP to echelon mission command simplifying and increasing its span of control. Efficiency in the operations process allowed the aviation task force to pro actively anticipate ground force aviation requirements resulting in seamless mission support, and to build, host, and lead the rotation's first air assault combined arms rehearsal, normally conducted by the ground force. Proficient staff integration allowed the battalion to conduct targeting meetings that linked time based pattern analysis with operational mission coverage resulting in the direct fire engagement of two insurgent cells resulting in four enemies killed in action.

An effective VBS2-based battalion ATX greatly decreases the time needed for unit's mission essential tasks to progress from untrained to trained. The battalion commander's subjective assessment after completion of the JRTC rotation was that the ATX allowed the unit to enter the rotation at a staff proficiency level normally achieved by other units at the completion of JRTC's CP exercise phase. The ATX maximized multi-echelon training iterations for battalion staffs and flight companies directly resulting in mastery of the routine. Most importantly, it is cost-effective, requires no aircraft, and can be done at home station. This innovative approach to aviation training can easily be adopted across the aviation branch. Ultimately battalion ATXs are low cost/high reward training events that increase collective aviation proficiency and air-ground integration while reducing required time and money.

MAJ Jason Raub is a CH-47D/F Instructor Pilot with 17 years service. He currently serves as the 2nd General Support Aviation Battalion, 3rd Combat Aviation Brigade, 3rd Infantry Division Executive Officer. Previous assignments include Aviation Exchange Officer with the Canadian Army where he flew the CH-146 Griffon helicopter, platoon leader, assistant S-3, company commander, and battalion S-3. He has deployed to Operation Iraqi Freedom III and Operation Enduring Freedom III and VII.

## Acronym Reference

AMR - aviation mission request
ARFORGEN – Army Force Generation
ATX – aviation training exercise
CP – command post
CPOF – command post of the future
COP – common operational picture
JRTC – Joint Readiness Training Center
TF – task force
VBS2 - Virtual Battlespace version 2

There has been much published on America's obesity epidemic including a report published in 2010 titled Too Fat to Fight by Mission: Readiness, Military Leaders for Kids. This report, authored by retired Generals, Admirals, and other senior leaders of the United States Armed Forces, detail the threat obesity has become to national security. The focus of the report is on kids 17-24 years old who are ineligible for military service because they are overweight.

**Closer to home, however, you can look within your own unit and identify Soldiers who are stretching the military standards for height and weight and are having difficulty passing the physical readiness test because of overweight issues.**

We are mandated to death with classes on every imaginable subject in the Army. Although there may be a valid reason that every person in the Army has to check the block on an ever growing list of "training" material, it boggles the mind to try to understand the relevance to me – a mature, responsible, grown-up Soldier – of many of these required training topics. At risk of sounding like I'm double talking here, a topic that I believe is relevant and should be a component of Army training is a comprehensive program on nutrition and weight control tied directly to the Army PT program. While it might be "unfair" to subject Soldiers who are not overweight or those who have little difficulty passing the PT test to a topic they don't appear to have a need for, there is a lot to be gained by everyone from a professionally organized block of instruction on nutrition. At a minimum, the subject should be mandatory for all new Soldiers and any Soldier who exceeds or is approaching maximum height weight standards.

# OBESITY in the Army

CW2 Daniel Bean

I joined the Army in 2003. At no point during basic training or any advanced training that followed did I receive any training on nutrition, the relationship of height weight standards to performance on the job, and equally important, the relationship of height weight standards to promotion and advancement in my military career. Good nutrition is the bottom line in maintaining a healthy lifestyle. Soldiers need to be healthy and fit and prepared to engage the fight regardless of military occupational specialty. Despite superior efficiency reports, PT performance and appearance in the official personnel records photograph will have a significant impact on selection for advanced schooling and promotion.

As of 2008, 21% of recruits were rejected for being overweight. Between 1995 and 2008 it was the leading medical reason for being rejected for military service. It has become painfully obvious that our recruits at prime military age of 17-24 have had no formal instruction on nutrition or healthy living. Unfortunately this record doesn't change once a recruit becomes a Soldier. Few of our younger Soldiers understand the concept of a balanced meal, do not understand how to maintain good exercise habits, and haven't a clue how the two are linked to one another.

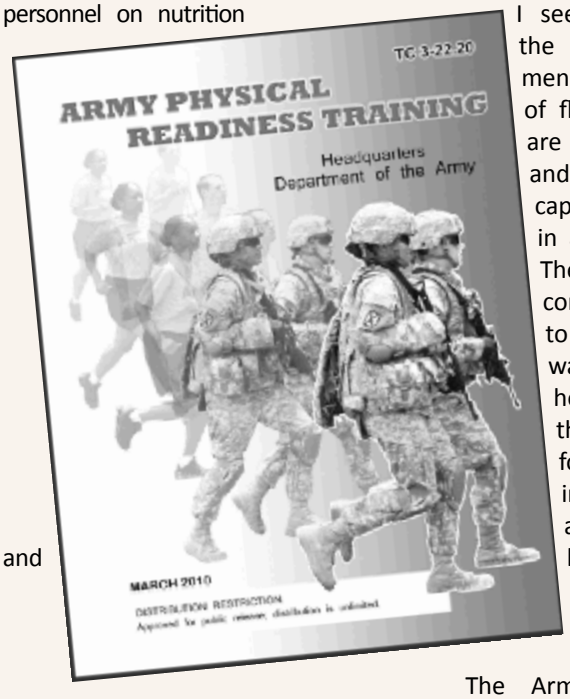
Emphasis in the Army is on physical conditioning. The assumption appears

## US Army Male Height and Weight Standards

| Height | Min Weight | Max Weight, by age (Male) 17-20 | 21-27 | 28-39 | 40+ |
|---|---|---|---|---|---|
| 58 | 91 | — | — | — | — |
| 59 | 94 | — | — | — | — |
| 60 | 97 | 132 | 136 | 139 | 141 |
| 61 | 100 | 136 | 140 | 144 | 146 |
| 62 | 104 | 141 | 144 | 148 | 150 |
| 63 | 107 | 145 | 149 | 153 | 155 |
| 64 | 110 | 150 | 154 | 158 | 160 |
| 65 | 114 | 155 | 159 | 163 | 165 |
| 66 | 117 | 160 | 163 | 168 | 170 |
| 67 | 121 | 165 | 169 | 174 | 176 |
| 68 | 125 | 170 | 174 | 179 | 181 |
| 69 | 128 | 175 | 179 | 184 | 186 |
| 70 | 132 | 180 | 185 | 189 | 192 |
| 71 | 136 | 185 | 189 | 194 | 197 |
| 72 | 140 | 190 | 195 | 200 | 203 |
| 73 | 144 | 195 | 200 | 205 | 208 |
| 74 | 148 | 201 | 206 | 211 | 214 |
| 75 | 152 | 206 | 212 | 217 | 220 |
| 76 | 156 | 212 | 217 | 223 | 226 |
| 77 | 160 | 218 | 223 | 229 | 232 |
| 78 | 164 | 223 | 229 | 235 | 238 |

to be that the PT program is sufficient to produce healthy, lean, mean, fighting machines – or at least sufficient to keep Soldiers within height weight standards. This is not necessarily the case as overweight Soldiers are successfully navigating the rigors of the PT test. While goodness is derived from physical conditioning, it is generally not enough to offset the evils of poor decisions at the dinner table. As I counseled young Soldiers who were placed on the overweight PT program in a previous assignment, many of these Soldiers did not know how to prepare balanced meals for themselves or how to make responsible selections from restaurant menus. They did not understand the correlation between PT and selective eating on overall body conditioning and health.

The Army food service program has a good program in place for nutritional information distribution. They also have sound policies on training food service personnel on nutrition and preparing food with nutrition in mind. The problem in Army dining facilities lies with the quality of raw product procured. I have seen boxes of food delivered to dining facilities marked "Food Grade `D`, For Prison and Military Use Only". While these were T-rations destined for field use, it appears as though the quality of foodstuffs does not increase all that much from the field to garrison operations. The direct impact of this quality is that Soldiers spend a good percentage of their stipend eating at civilian restaurants or fast food establishments. When questioned on their choice, the standard reply is: "It's better than eating in the chow hall".




When I visit installation dining facilities, I see overweight Soldiers eating the unhealthiest items on the menu which typically have a lot of flavor. This tells me that they are searching for flavorful meals and that the dining facility is not capable of catering to these wants in a nutritionally sound manner. The food service program has come a long way in recent years to eliminate a lot of food that was once the "short order line"; however, with that decrease, they apparently have not focused their remaining energy into creating more flavorful, appetizing meals on the serving line.

The second part of the fitness puzzle is physical conditioning. The Army physical fitness training doctrine lacks efficiency in controlling obesity and preparing a Soldier for war. The Army has continually adjusted its fitness regimen to prepare Soldiers for combat and it's about to change again. AR 350-1 states: "…that a unit's physical training program should be based on the unit's most physically demanding tasks, the program should incorporate activities such as foot marching short distances (3-5 miles) under fighting load, lifting, and loading equipment, conditioning for obstacle course negotiation, and individual movement techniques". The issue here is that the current physical training regimen is not designed for the conditioning requirement of today's conflicts.

The current fitness test used by the Army assesses the Soldier's ability to perform in three areas: push-ups, sit-ups, and the two mile run. Recent studies conducted by multiple athletic organizations show that these events do not accurately reflect whether a Soldier is a well-rounded, fit for war individual. I have observed many Soldiers (including myself) that would score well over 280 on the PT test while deployed in Afghanistan, but would become severely winded within minutes when moving through local terrain while under combat load. The Army needs to improve its fitness regimen not only to prepare already fit Soldiers by current standards, but to decrease the amount of time that our overweight Soldiers take to become physically fit for wartime needs.

It is imperative that we train and mentor young Soldiers to live a healthy lifestyle so that the Army can utilize these men and women as the assets they are, or can be. In order to have a Soldier that is nutritionally aware and physically fit, we need to educate them on the steps that it takes to reach that level and maintain it. I recommend that the Army implement a basic, two hour class on nutrition mandated to teach our recruits during basic training stage of Army service. This class should cover the basic food pyramid, how to set nutrition and health goals, the digestive system and how it works, how to set and maintain a healthy diet, and

the benefits of living a healthy lifestyle. We also need to ensure that the current force also receive this training; therefore, I recommend mandating that this training become an annual requirement for everyone. I would also recommend that an additional level of more in depth instruction and a more intense level of monitoring be mandated for Soldiers who fall outside height weight standards. A loss of a highly trained resource because of failure to meet Army height weight requirements or medical issues associated with this condition is not acceptable.

The Army food service program needs to conduct a study to determine where there may room for improvement under the constraints we face. Although we have grown considerably in recent years when discussing nutrition and sanitation in our dining facilities, we are not yet at the level required for our Soldiers. In order to attract our Soldiers into our dining facilities and out of fast food establishments, we need to increase the quality of food served. This can easily be accomplished with superior grade foodstuffs and fully qualified managers for our facilities. More and more dining facilities are operated under civilian contract. If we establish stringent hiring criteria by which facility managers are required to hire experienced chefs, the quality of food prepared and served would increase. Of course this would incur increased costs. I maintain that some of the extra costs could be recuperated through an increase in paying customers – Soldiers returning to dining facilities instead of fast food establishments, opening the doors to family members and other potential clientele from the installation work force (retirees, civilians, etc).

The Army has begun to implement the changes necessary to improve the physical fitness doctrine. The issue is now the time it will take to implement these changes. The Training and Doctrine Command has identified the ten movements that are the required basis of muscle execution and the Army is transitioning from a training based physical fitness program to a battle focused training program. We have identified the functional movements that initial entry Soldiers must be able to adequately execute to perform their combat missions. The Army now needs to speed up that process to implement those changes so that Army units may begin to train, assess, and correct the deficiencies that our physical training regimen currently allows. Once this program is implemented and up to standard, we will be able to provide our Soldiers the effective training they require to reduce their weight, become physically fit, and prepare to execute their wartime missions. We will also be able to properly test a Soldier's fitness level more accurately, thereby providing them the remedial training necessary before an overweight condition may arise.

The dramatic increase in obesity rates in the United States is alarming and the overflow of this issue has spilled into our ranks. The percentage of overweight Soldiers has grown from one in 100 per fiscal year 2000 studies to one in 20 as of 2009. There are many steps that the Army is taking to reduce this number and return all of our Soldiers to a level where they are physically fit for war. There continues to be, however, many areas where the Army needs to improve their tactics in combating this issue. In an over strength Army, we cannot consciously get rid of Soldiers because they were not educated on the proper lifestyle to maintain. We have discussed only a few areas where I have personally seen where improvement is possible and is immediately necessary. In order to retain the skills we have so heavily invested and to retain the Army's combat effectiveness, we must ensure that our Soldiers are fully prepared both physically and mentally, to accomplish their wartime mission.

CW2 Daniel R. Bean joined the U.S. Army in 2003 with his brother as an Airborne Light Equipment Operator. While assigned to the 27th Engineers, CW2 Bean deployed to Honduras for one year then deployed on two, one year tours to Iraq and Afghanistan. He graduated flight school in 2009 as an OH-58D pilot and currently serves as the Aviation Safety Officer for 4-6 Attack Reconnaissance Squadron at Joint Base Lewis-McCord, WA.

# When is an Aviation Formation at Greatest Risk?

by LTC Christopher Prather

## OEF ACCIDENT TREND ANALYSIS FROM FY08-FY12

During fiscal 2012, senior Army leaders shortened deployment cycles from 12 to 9 months. Based upon operational Commanders' observations that the first and last 60-90 days of a rotation are highest risk, this change begged a significant question: Will deployed Aviation units be exposed to greater risk since two-thirds of their tour will be spent in the "high risk" zones? Few formal studies and recommendations exist to determine the validity behind this commonly held assumption.

This article will examine risk periods during a rotation to Operation Enduring Freedom (OEF), validate the field's observations about higher risk incurred during the first and last 60-90 days, and determine if Aviation units are encountering greater risk due to shorter deployments. The U.S. Army Combat Readiness/Safety Center Aviation Directorate accomplished trend analysis by searching the Army Safety Management Information System (ASMIS) database for Class A through E (Class D and E as reported on the Army Abbreviated Aviation Accident Report [AAAR]) mishaps in OEF from 2008-2012, with 646 results returned for Active, Reserve, and National Guard Aviation units. Unfortunately, ASMIS does not codify when in a deployment cycle an accident occurs, so that information was not available to determine boots on ground for each entry and associated unit identification code (UIC). To account for the lack of data, we conducted a task force organization study on UICs in ASMIS, identified which battalion and combat aviation brigade task forces the company UICs fell under for command and control during the deployment, and finally determined the dates of deployment for each UIC in ASMIS to verify when in the parent UIC's deployment cycle the accident occurred.

The 646 Class A-E mishaps, charted in 10-day increments, are depicted in figure 1. The left scale represents the number of mishaps; the bottom scale represents days into the deployment.

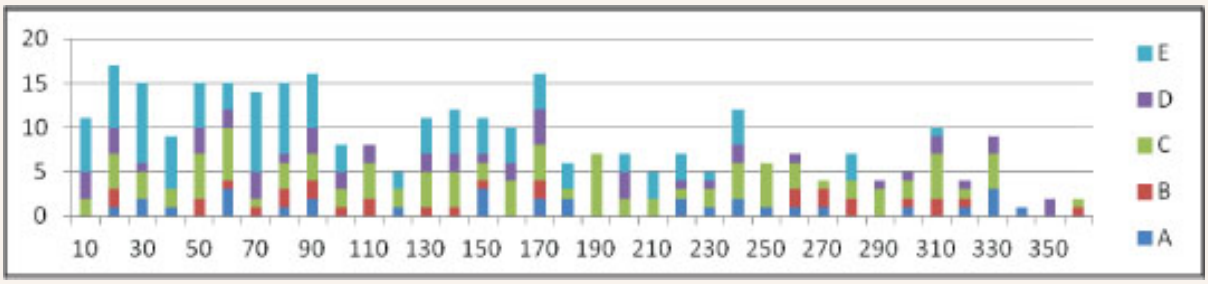
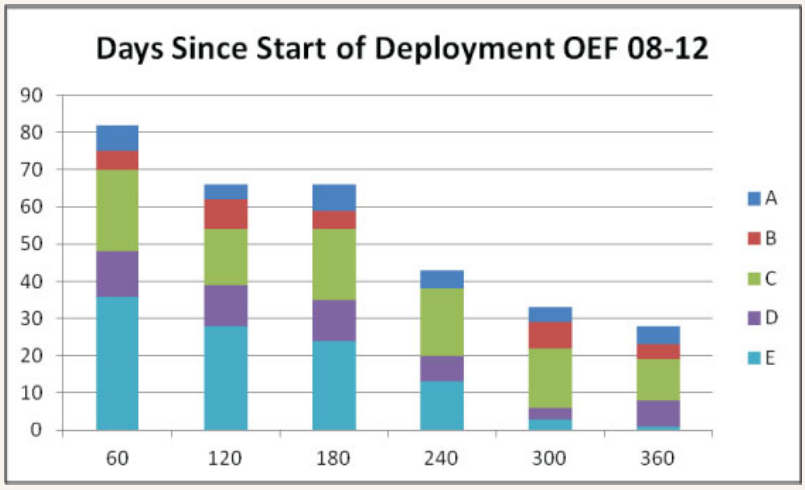



Figure 1: OEF FY08-12 Class A-E mishaps

Upon first glance, this chart appears to show that as the deployment progresses, mishaps decrease. Batching the results in 60- or 90-day increments seems to confirm that the longer an Aviation unit is deployed, fewer accidents are experienced. Figure 2 depicts 60-day batching.

Figure 2 Class A-E mishaps
60-day increments



It becomes obvious that accidents decrease as deployed time increases. However, a noticeable drop in reported Class E mishaps is evident, as highlighted in figure 3b. Currently, there is no reliable method to determine why Class E accidents drop significantly during the last 60 days of deployment, but it is possibly a strong indicator of commanders' instincts and observations about their units (to be discussed fully in a bit). For now, notice that by separating Class D and E mishaps from the data, an observed negative linear progression (less risk over time) is evident in Class A-C accidents in OEF, as depicted in figure 3a.

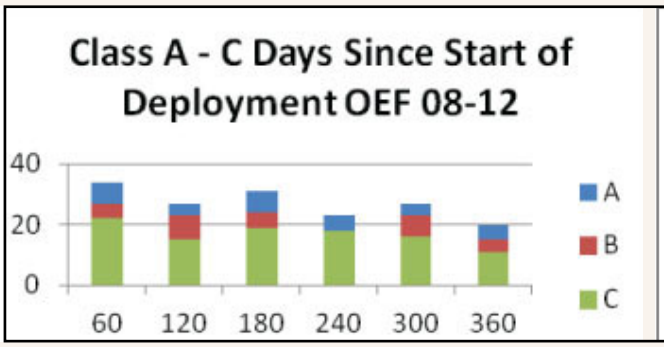



Figure 3a

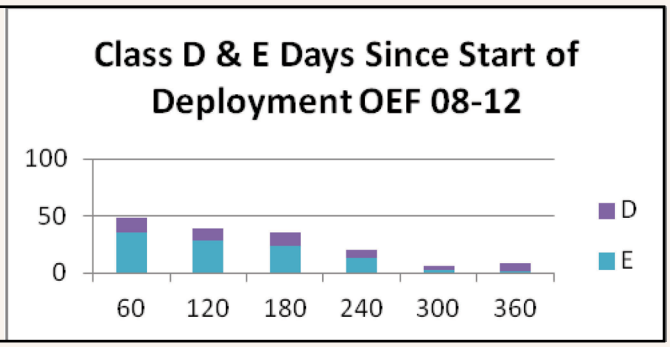



Figure 3b

How significant is the downward trend of mishaps over the period of a deployment? By assessing the number of accidents over time, it becomes evident the trend is definitely downward throughout the rotation cycle. In other words, statistical analysis of the data reveals that as time increases during deployment, mishaps decrease (r = 0.9), as shown in figure 4.

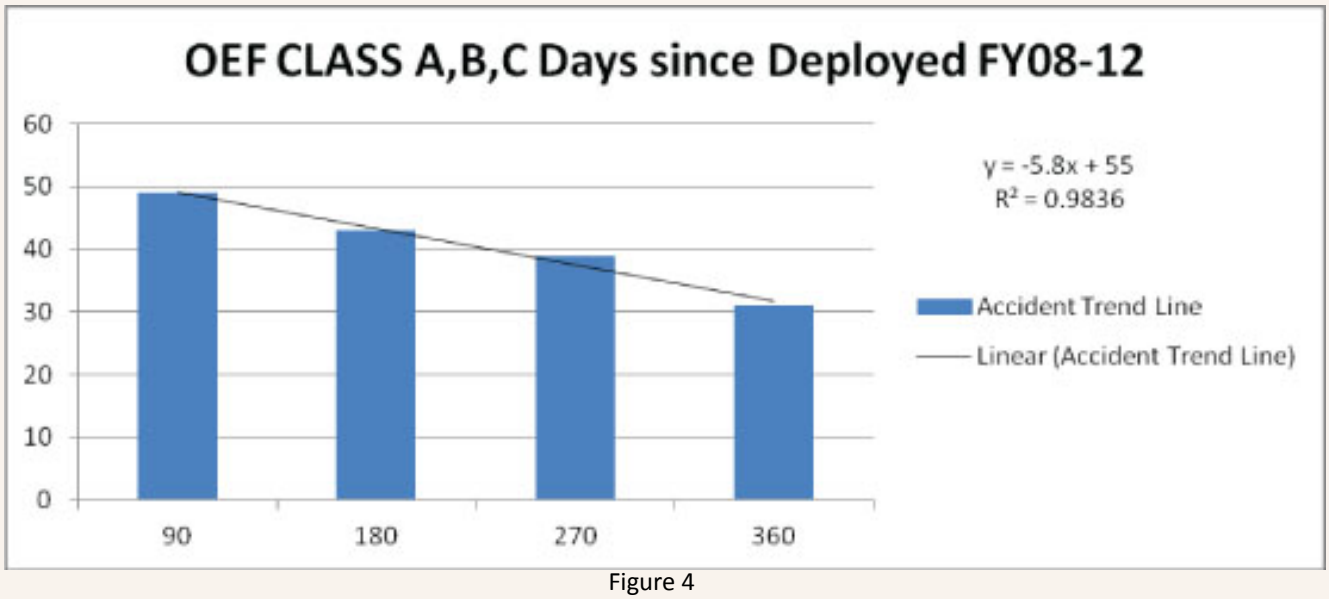



Figure 4

These findings support the belief that Aviation units are less at risk for accidents over time as they become more proficient at command and control, better understand the operating environment and enemy, and thoroughly hone the team across individual, crew, and collective task performance. Yet, there seems to be no statistical validity to the last 60-90 days being a higher risk period during a unit's deployment to OEF.

I am not saying that the observations and instincts of Commanders and those who have deployed is incorrect. I have been in that seat, and have seen first-hand complacency and "get-home-itis" growing within my formation during the final months of a deployment. Instead, based on our hands-on and operational experience, we believe the significant drop in Class E incidents seen in figure 3b is not an actual decrease, but indicative of a lack of accident reporting and tracking. Complacency on the part of ASOs or perhaps command climate or unit safety culture could be to blame, but confirming either assumption will require more study.

Statistics in the aggregate can be misleading. The decreasing accident trend line seen in figure 4 gives the appearance the decrease is completely linear. Now that the clear point that Aviation units experience less accidents the longer they are deployed is made, let's look at Class A-C accidents in 10-day increments again (figure 5).

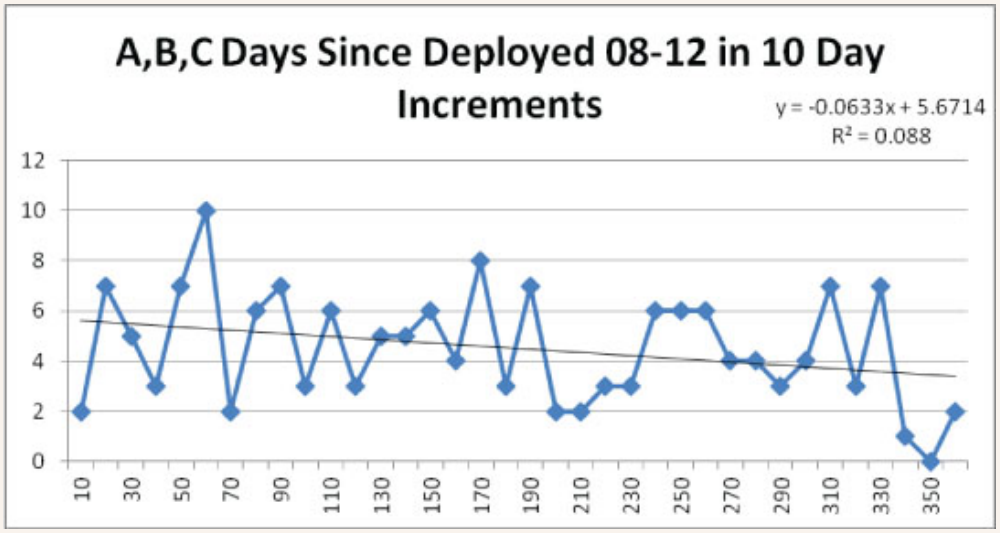
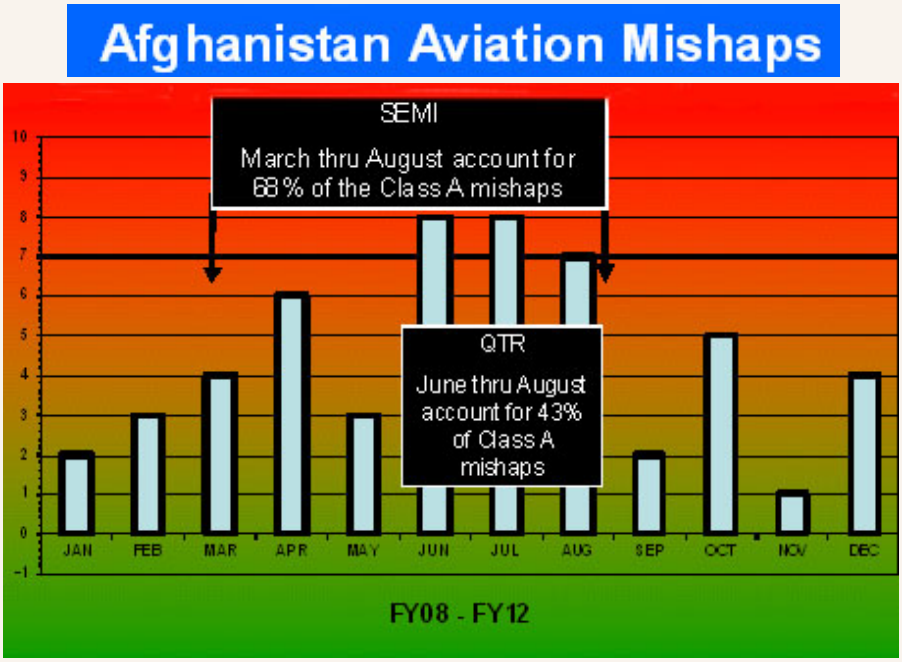



Figure 5

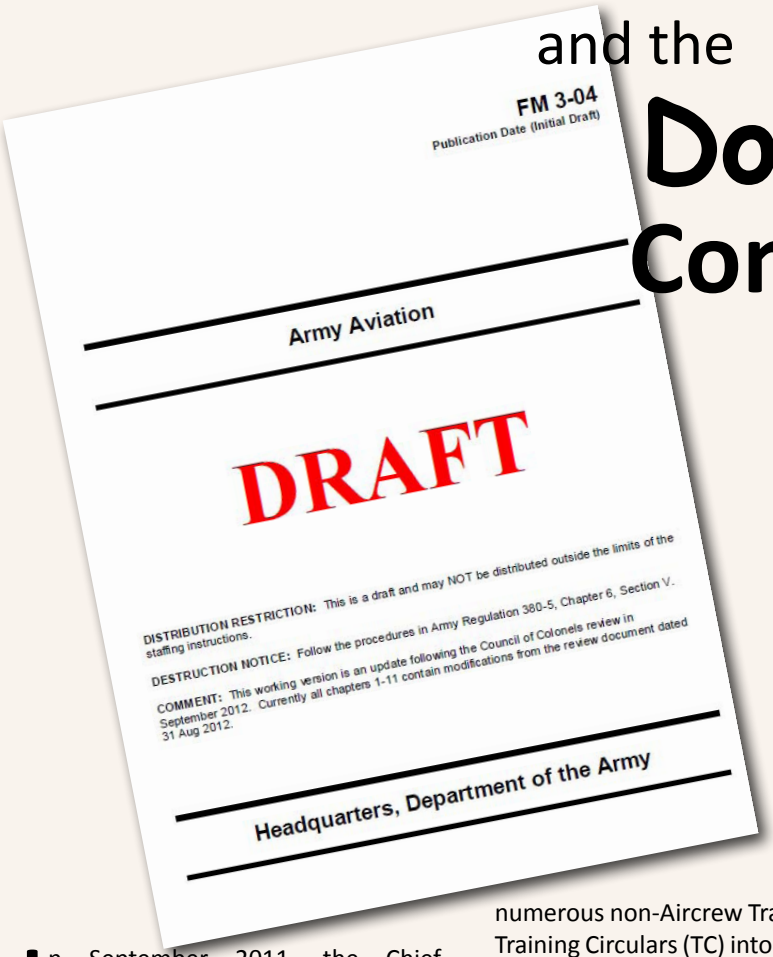
Clearly, linear analysis still indicates that as time increases during a deployment, mishaps decrease, but when broken down by 10-day increments there is more variation (r = 0.3). What accounts for this? There are some seasonal variations in OEF that affect mishaps, and investigating Class A accidents by month from FY08-12 provides Aviation Commanders with valuable information on how the risk environment and other deployed factors affect their units (figure 6). To what extent do the months and seasons interact with time deployed for each unit? To be honest, more study is required to understand and provide trends on this complex interaction and combination.




Obviously, further analysis is required to determine seasonal effects and periods of increased risk, and how these collectively impact unit performance and risk over the length of the deployment. What we do know from five years of 60- and 90-day accident data, though, is that unit proficiency at the individual, team, and collective levels, gained over time, transcends and prevails over other factors. Diligence in combating the effects of complacency in the last third of a combat tour has been highly effective for units deployed to OEF, and must continue to be emphasized at all levels of command for current and future deployments.

LTC Christopher Prather is the Director, Aviation in Future Operations at the U.S. Army Combat Readiness/Safety Center. He has had three 12-month combat tours, the last as Commander, 2nd Battalion, First Aviation Regiment (GSAB) from February 2009 – June 2011, with a deployment with the battalion from March 2010-March 2011 in support of OIF and OND.

# FM 3-04 Army Aviation and the Doctrine 2015 Concept




by LTC Charles Bowery

In September 2011, the Chief of Staff of the Army directed the CG, TRADOC to undertake a comprehensive revision of the Army's doctrinal publications. The resulting project, named Doctrine 2015, is designed to reduce the number and size of Army doctrine publications, making them more concise, but at the same time more relevant and reflective of current operations and best practices. Doctrine 2015 is also intended to make Army doctrine more useful and accessible at the "point of need," putting it into multiple formats and platforms available to the Soldier in the field and to the Soldier or civilian in the Generating Force.

Along with the rest of the Army's branches, Aviation is executing Doctrine 2015 at this time. Our intent is currently to consolidate our nine current Field Manuals (FM) and numerous non-Aircrew Training Manual Training Circulars (TC) into one capstone FM and three Army Techniques Publications (ATP). We expect to publish FM 3-04, Army Aviation, in May 2013 after the review and worldwide staffing process is complete.

Doctrine 2015 FMs are required to be less than 200 pages in length, exclusive of appendices, and should contain information on tactics and procedures that are enduring in nature. Appendices should contain procedures, or "standard, detailed steps that describe how to perform specific tasks" (JP 1-02), that generally require adherence without deviation. FM 3-04 is designed to consolidate the content of a number of "legacy" branch FMs at the branch, brigade, and battalion levels. It nests Army Aviation within the larger Army operating concept of Unified Land Operations (ULO), as described in Army Doctrine Publication (ADP) and Army Doctrine Reference Publication (ADRP) 3-0, Operations. Its intended audience is both the Aviation professional and the Army maneuver or Joint Force commander employing Army Aviation on a future battlefield, and the FM is aligned with the baseline concepts outlined in the new United States Army Aviation Center of Excellence (USAACE) Army Aviation Concept of Operations, published in late 2012.

Chapters One and Two of FM 3-04 are broad in nature, and describe both Army Aviation missions and organizations, and the integration of Army Aviation into ULO. Chapter One relates the capstone concepts of ULO to specific Aviation mission sets, and describes the composition of units at the Combat Aviation Brigade (CAB) level and below. This chapter also features a short overview of Army Aviation in the Reserve Component, with unique aspects of Army National Guard and Army Reserve aviation operations and sustainment. Chapter Two focuses on Air-Ground Integration (AGI), giving both the aviation planner and the maneuver commander some specific thoughts and questions designed to foster better AGI both at home station and in a deployed environment. This table found in Chapter Two, with AGI points of discussion between ground and air commanders, demonstrates the intended functionality of the entire Doctrine 2015 series:

| | |
|---|---|
| Task Organization | ● How can aviation best support the ground scheme of maneuver in this AO?<br>● For your particular mission set – what does the CAB or TF bring to the fight? |
| UAS Capabilities | ● What UAS does the BCT/CAB have at their disposal? Are UAS assets available at Division or higher level?<br>● How can UAS be used to support the commander's reconnaissance and security plan??<br>● How can the BCT Shadow platoon be integrated?<br>(Example: CAB launches and recovers, provides operator oversight.) |
| Aviation Assets | ● What is the CAB/TF aircrew and aircraft capability? (Normally expressed in crews/flight hours/teams available based on fighter management and maintenance capability.<br>● Available crews and experience levels in the BCT mission sets.<br>● What is the CAB's / TF's aircraft operational tempo surge capability?<br>● What is the current day/night availability of aircraft and crews? Does this need to be shifted based on the BCT commander's requirements? |
| Medical Evacuation | ● What capabilities are required in the BCT area of operations?<br>● Are CAB/ATF MEDEVAC crews trained for hoist operations?<br>● At what altitudes can they operate? |
| Risk Management and Fighter Management | ● How is risk and mission approval process completed?<br>● Where is the BCT commander in the approval process?<br>● What general officers in the chain of command are approval authorities?<br>● What is your CONOP processing timeline?<br>● What are the briefing and approval processes during Red Illumination periods? |
| BAE Employment | ● What are the BCT concerns about the BAE or the aviation officer?<br>● How can the CAB assist the BAE?<br>● How can the BAE and CAB/ATF synchronizes battle rhythms? |

Chapter Three is focused on the CAB as the branch predominate combat formation. It details the composition of the three current CAB types (heavy, medium, light), and also discusses evolving CAB and branch capabilities in the unmanned aerial systems (UAS) arena. This chapter also lays out CAB capabilities to support the Army's warfighting functions:

| Army Warfighting Functions | Combat Aviation Brigade Role |
|---|---|
| Movement & Maneuver | • Shape operational environment via reconnaissance, attack and security operations.<br>• Insert assault forces to find, fix and destroy threat forces and assets.<br>• Engage threat forces decisively through attack operations.<br>• Transport and insert engineers, engineer equipment, and survivability material.<br>• Conduct passenger and cargo movement.<br>• Provide special operations support.<br>• Conduct movement to contact to locate and destroy threat forces.<br>• Perform reconnaissance to identify routes and provide pickup zone, landing zone, or convoy security.<br>• Transport and insert engineers, engineer equipment, and survivability material.<br>• Conduct passenger and cargo movement.<br>• Provide special operations support.<br>• Conduct movement to contact to locate and destroy threat forces.<br>• Perform reconnaissance to identify routes and provide pickup zone, landing zone, or convoy security. |
| Intelligence | • Conduct intelligence preparation of the battlefield.<br>• Provide platforms to gather intelligence for situational understanding.<br>• Conduct reconnaissance, surveillance, and target acquisition.<br>• Confirm or deny elements of the reconnaissance and surveillance plan and priority intelligence requirements.<br>• Conduct area reconnaissance to identify adequate routes and locate bypasses.<br>• Perform surveillance to confirm or deny threat activity. |
| Fires | • Transport indirect fire systems, forward observers and ground designation teams.<br>• Designate for laser guided artillery or other service munitions.<br>• Synchronize and employ indirect fires to delay, disrupt or destroy threat forces, systems, and/or facilities.<br>• Use attack reconnaissance helicopters to engage targets and conduct battle damage assessment of fires.<br>• Integrate non-lethal fires. |
| Sustainment | • Conduct and provide security for air movement of personnel, equipment, and supplies in support of ground forces, disaster victims, or refugees.<br>• Perform aircraft recovery to include insertion of downed aircraft recovery teams and ground maintenance contact teams.<br>• Support forward arming and refueling point emplacement and resupply operations.<br>• Perform air casualty evacuation and air medical evacuation. |

| Army Warfighting Functions | Combat Aviation Brigade Role |
|---|---|
| Mission Command | • Provide mission command on the move.<br>• Provide re-transmission relay capability to air and ground commanders.<br>• Provide air traffic services.<br>• Provide multi-spectrum sensor coverage of the area of operations.<br>• Provide digital connectivity, allowing for rapid product dissemination. |
| Protection | • Transport air defense teams; chemical, biological, radiological and nuclear (CBRN) teams; and Class IV supplies.<br>• Conduct reconnaissance to identify bypasses, adequate sites and routes, and provide over watch for ground operations.<br>• Provide direct fires and/or call for fires to cover obstacles.<br>• Provide security for ground movement, assembly areas and fixed base operations.<br>• Conduct aerial surveys of known or suspected CBRN contaminated areas. |

As a companion to the CAB discussion in Chapter Three, Chapter Four focuses on Theater Aviation Operations, with a detailed lay down of theater aviation brigades, theater aviation commands, theater airfield operations groups, and airfield operations battalions. As branch force structures evolve to meet emerging needs, it is critical that we maintain visibility of these critical capabilities, many of which reside in the Reserve Component.

Chapters Five through Ten are tactically focused, describing baseline principles for the employment of Army Aviation in our core competency mission sets. Chapter Five contains both reconnaissance and security and offensive operations. Chapter Six contains utility and cargo operations, to include air assault operations and fixed wing operations. We made a deliberate decision to give medical evacuation (MEDEVAC) its own chapter because of its importance in our current operating environment; Chapter Seven is the result. Chapter Eight is dedicated to UAS operations, and describes the general attributes of the various UAS found in Army units, to include small UAS employed by ground maneuver formations. Chapter Nine discusses air traffic services and airfield management, addressing serious gaps in our current doctrine for CAB staffs, and giving CAB Commanders and staffs the doctrinal tools and fundamentals to succeed in these critical mission sets for forward operating base environments. Finally, Chapter Ten focuses on aviation sustainment, describing the Army's two-level aviation maintenance framework and other unique aspects of sustainment for CABs.

Chapter Eleven, Risk Management, is the only chapter in the new FM aimed exclusively at a non-aviation audience. It is designed to increase the ground maneuver commander's understanding of the unique challenges of risk management for combat aviation operations, in terms of mission approval authority, fighter management, and the balancing of tactical and accidental risk to ensure mission accomplishment.

The five appendices in FM 3-04 are functionally focused in accordance with Doctrine 2015 guidelines. Appendix A is a Leader's Guide to Airspace Management, while Appendix B covers the Air Mission Request (AMR) process in detail, to include providing a standardized AMR format. Appendix C lays out the procedures and differences for Close Combat Attack (CCA) by Army aircraft and Close Air Support (CAS) by Army and joint aircraft. Appendix D covers the evolving Department of Defense Aircraft Combat Damage Reporting System (CDRS), and Appendix F provides a standardized set of Aviation unit graphics and symbols.

FM 3-04, Army Aviation, is currently in Initial Draft status. After a worldwide staffing window of thirty days in January 2013, USAACE Directorate of Training and Doctrine will review and incorporate staffing comments as appropriate, and will issue a final draft for a second staffing window in March 2013. The final approved draft will be available for use and authorized for implementation in May 2013, and will be available on the Army's publications websites (http://www.apd.army.mil without CAC or http://www.armypubs.army.mil with CAC) and on the USAACE Directorate of Training and Doctrine side (https://www.us.army.mil/suite/page/432).

LTC Charles R. Bowery Jr. is the Directorate of Training and Doctrine (DOTD) Doctrine Division Chief. Heis an AH-64D aviator with over nineteen years of service and three deployments to Iraq and Afghanistan. He has served in aviation units at Fort Bragg; Camp Eagle, Korea; Katterbach, Germany; and at Fort Hood. From 2009 to 2011, he commanded 1st Battalion, 4th Aviation Regiment, and deployed the battalion to Afghanistan for a year of combat operations in direct support of Tier One SOF in RC-South, RC-East, and RC-North.

**In this inaugural issue of the Aviation Digest, a restart of the Aviation Branch professional publication after an 18 year hibernation, a review of the Aviation Digest's past is in order. Interestingly MG Adam's comments announcing the demise of Aviation Digest in the March/April 1995 Issue was followed on page 52 with an article detailing Aviation Digest's history. Both follow.**

## ***Digest*** ceases publication

*Sadly, this is the final issue of the Aviation Digest. The reasons for its discontinuation are tied to constrained resources-people and dollars. The Aviation Digest has proudly served our aviation community since 1955, acting as a forum for debate, discussion, and resolution as well as for information sharing. I want to personally thank the members of the Digest staff-past and present-for their dedicated efforts in making this professional bulletin such a valuable tool over the years.*

*MG Ronald E. Adams*

# U.S. Army Aviation Digest History

Publication of the Army Aviation Digest is another mark of progress in the Army's efforts to achieve a more mobile and versatile fighting force. The vital importance of organic aviation has been proven on the battlefield. The principles governing its application are being constantly evaluated in order to assist the soldier to carry out his vital task of enhancing the security of our Nation. I am confident the Army Aviation Digest will be of great value in stimulating professional military discussion and disseminating information concerning the increasingly important role of Army Aviation. - (February 1955)

Matthew B. Ridgeway
General, United States Army
Chief of Staff

In June 1961, the Aviation Digest was writing a comprehensive history of Army aviation. Research included a truck full of documents belonging to then retired Brigadier General Carl I. Hutton. Among the documents was his diary. It stated that, in 1952, the Department of the Army (DA) directed the Aviation School, then at Fort Sill, Okla., to recommend some tangible actions to offset a rapidly rising Army aviation accident rate. General Hutton recommended an accident prevention board and a professional aviation periodical. Both were approved. The board became USABAAR [U.S Army Board for Aviation Accident Research], then USAAAVS [U.S. Army Agency for Aviation Safety], and later USASC [U.S. Army Safety Center]. The periodical evolved into the U.S. Army Aviation Digest.

The Aviation School's recommendation to DA ran headlong into a request from the Transportation School and Center at Fort Eustis, Va., for a periodical on Army aviation. DA consolidated the two requests and set the policy of having only one periodical to cover all of Army aviation. It also charged the Aviation School with putting the product together but classified it as an Army wide periodical with publication (printing) and distribution proponency to be retained at DA level where it remained until 17 July 1987.

The Aviation Digest was published first in February 1955. Its internal organization, management, etc., were developed by the Aviation School, which also submitted periodic requests for renewal of approval to publish.

In September 1958, the Aviation School requested an increase in the size and format of the Aviation Digest. While pure aviation safety was cited as a foremost purpose of the Digest, the correspondence emphasized, "but equally important to the mission is the distribution of related information ... "

The expansion of the Digest was necessary to accommodate an increase of USABAAR input without sacrificing the existing scope of coverage. A meeting was held at DA to consider the Aviation School's request. Attendees included representatives from the Aviation School and USABAAR. This group set the policy of a separate portion of the periodical for USABAAR material.

The Aviation Digest was not given the extra pages requested, but the page size was increased from 6 by 9 inches to 8 by 10 1/2 inches. The meeting with USABAAR and DA also resulted in the elimination of some types of material such as book reviews. DA felt that an elimination of certain types of material, along with the increased size in page format, would provide the additional space needed for USABAAR's material without sacrificing coverage of other required topics.

On 11 October 1961, DA gave the Aviation Digest permission to expand from 36 pages to 48 pages plus covers to keep abreast of Army aviation's rapid expansion in new hardware; and increasingly complex problems in materiel, air traffic control, aviation medicine, flight training, and emerging airmobile tactics in support of the combat arms. In 1963, the Aviation Digest was placed under pin-point distribution to facilitate worldwide distribution.

In 1964, USABAAR requested its own periodical devoted exclusively to aviation safety. However, DA (the Assistant Chief of Staff for Force Development (ACSFOR)), restated its position that aviation safety and accident prevention should be disseminated through the Aviation Digest and the Army should have only one periodical devoted to Army aviation.

Continuing pressure from USABAAR, coupled with rapidly expanding Army aviation programs, resulted in DA authority in January 1967 to increase the Digest to 64 pages plus covers. The Aviation School and USABAAR agreed that USABAAR should have the last 28 pages of each issue to devote to aircraft accident and flying safety subjects.

Thus, DA reaffirmed the position it had taken twice before: Army aviation should have one publication with about one-third of the product being reserved for input from USABAAR. The rest would be devoted to tactics, maintenance, research and development, aviation medicine, training, etc. The Digest had been in existence 12 years at that time. It had grown from a 6,500 monthly distribution to a circulation of almost 40,000 copies .

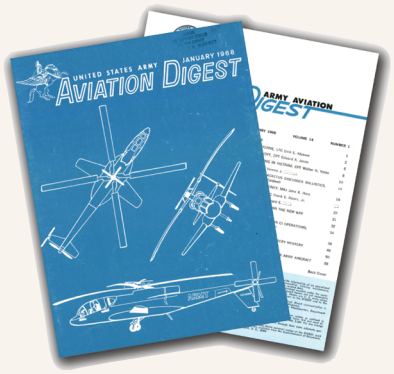
When the Aviation Digest was reduced by DA, The Adjutant General Office's AD Hoc Committee on Periodicals, from 64 to 48 pages in 1974, the USAAAVS (USABAAR) portion was correspondingly reduced to 18 pages. Effective with the March 1978 issue, USAAAVS advised the Digest that it no longer would furnish 18 pages of material per issue, but that it would be a contributor on an "as-needed" basis.

The transfer of the Aviation Digest's mission and functions from HQ DA to the U.S. Army Training and Doctrine Command (TRADOC), Fort Monroe, Va., came on 17 July 1987 as a result of an earlier Secretary of Defense directed reduction of 55 percent in the Department of Defense (DOD) periodicals program. On 16 July 1987, professional bulletins (PBs) were established as a new official Departmental publication media. In turn, the HQ DA Periodicals and Review Committee determined that the Aviation Digest met the criteria for the new media.

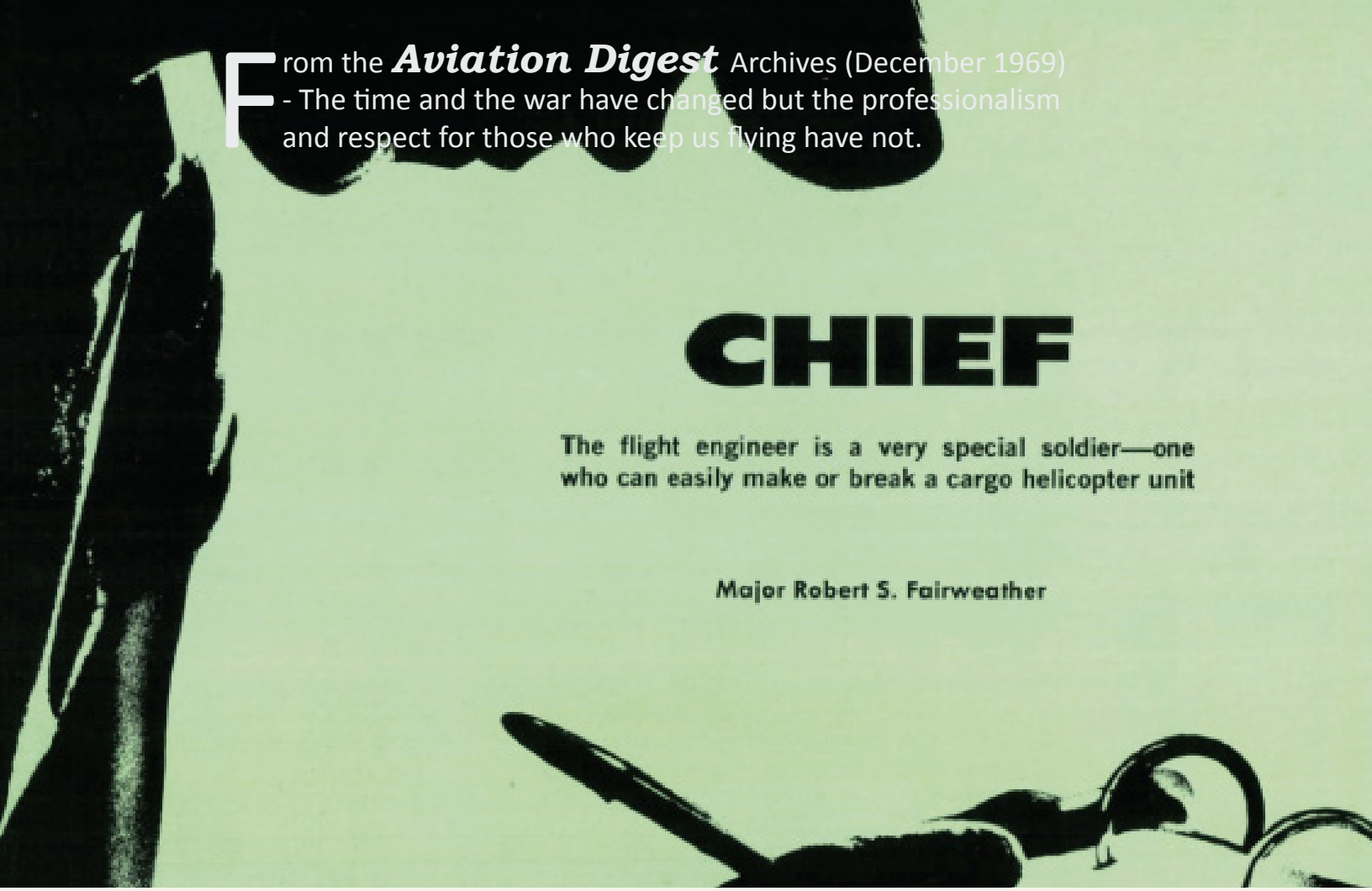
In September 1988,a review of the Aviation Digest PB with the other (TRADOC) PBs indicated that the Aviation Digest, other than the Military Review, was the only TRADOC PB that published monthly. It had the widest readership and the greatest number of copies printed per year (493.500). A comparison of costs of all of the PBs indicated that the costs of the Digest per copy ($.88) were less than all other PBs. However, overall costs because of frequency of publication and number of copies printed, were greater.

In keeping with fiscal demands, TRADOC requested the Aviation Digest to cut its overall total costs by going bimonthly with a combined July-August 1989 issue. It expanded pages from 48 to 64 and changed its page size from 7 7/8 by 10 1/4 inches to 8 1/2 by 11 inches. In 1989, there were more than 41,000 readers-including 27,300 Active Army; 8,500 Army National Guard; 3,000 U.S. Army Reserve; 1,300 civilians; 165 DOD activities, 72 Marine Corps, 60 non-DOD; 32 Air Force members and 400 miscellaneous. In 1993, to cut costs, the readership was reduced electronically by 25 percent (10,000 copies) for those accounts receiving more than 10 copies. In 1994, pages were reduced from 64 to 48 to 52. For this March-April 1995 issue, individual account holders were 4,547 with 25,305 total copies printed.

The Aviation Digest has served the Army aviation community as a valuable source of professional, pure safety, and accident prevention information for 40 years.



From the ***Aviation Digest*** Archives (December 1969) - The time and the war have changed but the professionalism and respect for those who keep us flying have not.



# CHIEF

**The flight engineer is a very special soldier—one who can easily make or break a cargo helicopter unit**

**Major Robert S. Fairweather**

DARK SUDDENLY surpassed the dying day and with it came the drenching rains from a now hidden thunderstorm. The time was ideal for the enemy to press home his advantage from an earlier attack against the cavalry troop whose ammunition was running low.

A call was put out for ammunition. A CH-47 would be needed to move the required amount of ammunition within the short time available, so the mission went to the 200th Assault Support Helicopter Company: the Pachyderms. With speed to match the situation, a crew was quickly rounded up, and minutes later a Chinook was on its way through the unfriendly sky to the PZ (pickup zone).

Upon arrival, the aircraft was landed, coordination was effected and the first slingload hookup was made. The aircraft then proceeded to the LZ (landing zone) where the load was deposited inside the troop perimeter. One more sortie was made and two KIAs were returned to the PZ. By this time weather had deteriorated to the extent that no further flight could be attempted. The crew slept in the aircraft until morning, and then carried the last load to the unit at first light.

The mission had been accomplished because of total crew effort. One of the crew members was a young, but combat-experienced sky Soldier from Nebraska. Working under adverse conditions of night marginal weather in an atmosphere of constant enemy and friendly fire, he operated with efficiency and skill. Preparing the ship for flight in minimum time, managing the enlisted crew, performing the slingload operations with a flashlight, clearing the aircraft into an unprepared LZ and directing the loading of the KIAs he proved once again the professional dedication of those who make or break a cargo helicopter unit-the flight engineers.

What does the flight engineer do? His daily routine is rough. Up at 0415 hours for a 0630 takeoff, he hurriedly eats breakfast and then, with his crew, starts the preflight. Engine covers and tiedowns are removed, oil levels are checked and lines and fittings are examined for leaks. The windshields are cleaned, the weapons and ammo mounted, the water cans filled and any special equipment is put aboard.

When the pilots arrive, the aircraft hatches are opened for preflight inspection. The flight engineer accompanies the pilots to answer questions or initiate required maintenance.

The flight engineer, often called "chief" by the pilots, is greatly respected by the aviators. Many times the decision as to whether a maintenance fault is or isn't hazardous to flight rests on the "chief's" shoulders. In addition, he is responsible for the performance of the other two enlisted crew members and must insure that they are qualified to serve in their positions. In emergencies, such as engine fires, he must react immediately and correctly


or the entire aircraft and crew are jeopardized.

The daily routine of the Chinook is usually varied and cargo comes in all sizes and shapes. The flight engineer depends on the aircraft commander's preflight briefing in order to organize the cargo compartment for the day's operation. He must be ready for external loads and at the same time be prepared to accept internal loads, which can consist of such items as live water buffalo, trussed pigs, mermite cans, lumber, steaks, rice bags, generators, howitzer tubes, field portable toilets, ice and a thousand other items essential to combat.

Slingloading operations require much skill and judgment and the "chief" must direct the pilot over the load, insuring that each direction and dimension is timed just right to include pilot reaction time. As the hookup is made, the flight engineer must make a rapid judgment as to the condition and rigging of the load to prevent the pilot from lifting one that is improperly prepared.

As the flight progresses, the chief must continually inform the pilot as to the aerodynamic characteristics of the load and be ready to release it in an emergency. Upon landing, he must again direct the pilot for proper placement and then insure that the load is released from the hook. Many ground pounders are prone to stand in front of the Chinook waving directions to the pilot, never realizing that the flight engineer is actually directing the aircraft over the hookup or release point.

Internal loads, oddly enough, are usually more difficult to handle. The average PZ or LZ is a natural obstacle course designed with stumps to puncture the underside skin of the aircraft, trees or antennas to recontour the blades, mud holes deep enough to float the USS Enterprise and with all manner of rotor wash agitated flying debris. The flight engineer, coordinating with the gunners, must insure clearance from these obstacles and yet prevent undue delay in the landing of the aircraft. Then the fun starts because the ground crews are anxious to start loading, and sometimes in a carried-away state of enthusiasm, they heave items such as mortar tubes or tank generators on the floor and watch in surprise as they go right through the alloy floor covering.

Sometimes the loading crews are non-English speaking Montagnards with pierced earlobes dressed in the latest style loincloths. At any rate, the chief must be prepared for any situation and cut loading and unloading time down to a minimum so that aircraft utilization is not wasted.

There are so many things that flight engineers run into during the course of a day. Lord mounts fail, oil leaks develop, the enemy takes potshots, members of the crew receive minor cuts or bums that require first aid, gas hoses slipcovering the unlucky refueler with JP4 (requiring an immediate strip of clothing and thorough washing of the body) - the pilots need a cup of water brought to the cockpit, hotrod jeep drivers charge the ramp with great speed but poor control and proceed to redesign the cargo compartment interior (fortunately, a revised unit SOP eliminated that headache), passengers get sick, Soldiers inadvertently drop grenades and a host of similar events which would drive a lesser man to despair.

The chief's day does not end when the average six to eight hours of flight time are completed. He, along with his fellow crewchiefs, must then conduct a postflight inspection, clean the aircraft, perform the daily inspection and wrap the ship up for the night. After a late supper, a relaxing shower and a letter to the wife, there is little time or desire for anything but some well-earned sleep.

The Chinook is a big helicopter and it demands big efforts. To keep it maintained, to keep it armed and to keep it functioning in its cargo role, aggressive and hardworking men are needed.

The flight engineer is not a god or a superman. However, he is a key man on the crew of a cargo helicopter and is chosen for ability, judgment and dedication. He can take pride in the role that he and his contemporaries play in assuring timely delivery of essential cargo to combat ground units. He has proven himself and earns the respect of all who serve with him.

# Why Platoon Leaders Should Be Stripped of Their Desks....

by LTC Rod Hynes

In June of 1995 I was a young and extremely arrogant attack helicopter platoon leader (is there another kind?) assigned to 1-229th Aviation Regiment (Attack)(Airborne) at Fort Bragg, North Carolina. I was a few weeks into the job and had it all figured out. One afternoon I was sitting at my desk in the company area, having a conversation with my fellow platoon leader when the company commander walked in, fresh from a battalion command and staff. Now my company commander was the epitome of an aviation warrior. Don Fallin was an aviation branch transfer from Infantry. During the Gulf War he was an LT in the 101st Airborne Division and had the unique ability to properly command an aviation company with an infantry mind set. Upon entering the company orderly room he called both platoon leaders into his office. In a calm but direct tone he notified us that at the command and staff, they rank ordered all the lieutenants in the battalion and informed us that, "You two knuckle heads (he actually used a more appropriate colorful metaphor) were dead last. So get out of here and think about that…" So began the "education of Rod Hynes" on what my true roles and responsibilities were as an aviation platoon leader. I was fortunate to have some incredible officers wrap their arms around me and teach me what right looks like. Officers like Packett, Wiggins, Phipps, Crutchfield and Fallin (to name just a few) went above and beyond in shaping me. If there was one takeaway it was the

notion that ***platoon leaders should not have desks…***

I don't know what it is about desks and offices. They pull us in like light to a moth. We are instinctively drawn there each day as if it had a magical power to reenergize our core. There is a fallacy that situational awareness is gained by plugging into the desk and if pulled away somehow we fall behind in the information era. I contend nothing can be farther from the truth but it is a cultural element that is difficult to break.

So if platoon leaders are not at their desks what would their day look like? Let me map out a couple of options. First, any day begins by conducting physical training (PT) with your Soldiers. This includes if you are flying nights which begs the question, "Do you have a PT program for Soldiers working nights and is it mandatory?" After morning PT, the platoon leader's first engagement (after touching base with their platoon sergeant) should be attendance at the production control (PC) meeting. The PC meeting will offer an opportunity to ensure their commander's maintenance priorities are addressed plus the platoon leader will have a greater appreciation of the battalion's priorities and challenges. The remainder of the morning is spent with maintainers, getting after aviation maintenance. If you have an aircraft in phase, you check on the bird daily to see if it is on track. While observing maintenance you must get your "hands dirty" without getting in the way. Learn how your Soldiers conduct dailies and inspections. Ensure they have all the correct publications and that they are utilized. Through these efforts you will start to assimilate the P4T3 model of maintenance (P4T3 stands for problem, people, parts, plan, tools, time and training and is universally accepted as the methodology in conducting scheduled/ unscheduled maintenance).

On those mornings where your battalion conducts motor stables, platoon leaders are in attendance. Learning proper dispatch procedures and ensuring that they are executed properly, scheduled and unscheduled maintenance, and drivers program are just a handful of tasks that require a platoon leader's attention. In addition, every platoon leader should be licensed in every vehicle in their unit to include ground support equipment. Make the time to get licensed and do not take any short cuts in the endeavor.

The second half of the day should be focused on aviation training. If not preparing for a flight, platoon leaders are observing crew briefs, simulator periods, pilot's classes, etc. Platoon leaders must (not should) be on the flight schedule at least twice a week forever working toward the goal of achieving pilot in command. Studying is critical but not an excuse for needing a desk. Bring your mini-dash 10, air crew training manual or other study material with you during your duties. A great technique is having all your publications on your I-Pad or a similar tablet. You will discover there is time to study while conducting your duties and still maintaining a leadership presence. Of course, there is always the option of studying off duty as a military professional.

Most days should end by "trooping the line." While normally mandatory on the last work day of the week, it is a useful habit to end any day. Trooping the line essentially is an inspection of the flight line. You are ensuring aircraft are tied down, topped off, clean of trash, and that the log books are secure. You are also conducting a safety check of the flight line for foreign object damage. A similar inspection is conducted in the motor pool.

Clearly there are multiple paths to success in regard to a platoon leader's individual schedule. The discussion here is by no means inclusive. The intent, however, is to demonstrate that it is readily apparent that a platoon leader properly executing his duties has little time to sit behind a desk. In addition, I contend that leadership is a contact sport and leaders must be visible and engaged. President Lincoln often visited union troops unannounced and gained tremendous insight on troop morale, conditions, and requirements from these visits. As a Stanford University Business School student, I recall a concept they called "Management by Walking Around." MBWA is a management concept developed at Hewlett-Packard and made famous by Tom Peters and Robert Waterman in their book *In Search Of Excellence*. Sitting behind the desk is the least effective way of leading or managing an organization.

In order to facilitate the concept I contend that platoon leaders should be stripped of these anchors of leadership known as desks. In order to meet their administrative requirements, communal workstations would be available for use. The workstations placed on a stand-up desks or tables, would have full capabilities provided by the computer. This would reinforce a behavior of quickly conducting their administrative duties without getting too comfortable.

While clearly a culture change is required, the overall requirement is the same; platoon leaders who are out front and engaged in all levels of activities in their organization.

LTC Rod Hynes is the Tactics Chief, Doctrine Division DOTD. He has deployed numerous times to include Bosnia, Kosovo and four combat deployments to Iraq and Afghanistan. He was the Deputy Commander for 159th CAB during OEF 09-11 and most recently commanded 3rd Battalion 101st Aviation Regiment, Force Eagle Attack, during OEF 11-12.

# TACOPS Officer Track Name Change

by CW5 Michael Kelley

MG Mangum, Commanding General, United States Army Aviation Center of Excellence (USAACE) and Fort Rucker approved the name change of the Aviation Tactical Operations (TACOPS) Officer career track to Aviation Mission Survivability Officer (AMSO) on 7 January 2013. The recommendation to formally change the track title was initiated by a review of doctrine established in staffing during FY09. When TC 3-04.11 Commanders' Aircrew Training Program for Individual, Crew and Collective Training (November 2009) was released, it established TACOPS Officers as the primary advisor to the commander on all matters pertaining to Aviation Mission Survivability (AMS) and assigned responsibility to manage and administer the AMS program for the commander. This made the track name change a matter of aligning the track title with doctrine.

The transition of the AMS career track is an ongoing effort to provide more relevant and capable AMSOs to aviation commanders. The utilization of this skill set has undergone significant modification and refinement over the past decade of combat experience. One area which did not exist, from an operational perspective prior to this conflict, was the collection, analysis, assessment, and reporting of combat damage and combat losses. This critical requirement was added to the AMSOs responsibilities as understanding the threat is crucial to selecting appropriate tactics, techniques and procedures (TTP) which deny the enemy the shot. The understanding of Personnel Recovery and its importance also changed how the AMSO approached this complex program. These are just some of the areas which transformed through the lessons from Iraq and Afghanistan.

This is one small step in the review and revitalization of this career track. The Directorate of Training and Doctrine's (DOTD) Survivability Branch is working to re-structure the Computer Based Aircraft Survivability Equipment Training program in order to make it more efficient from a fiscal responsibility level, resulting in training sessions which are targeted towards the skills required by the user, rather than a one size fits all mentality. Analyzing a career progression model to provide shape and direction to a career track which is approaching 20 years old, is another project we are working on. Analysis is on-going to determine the best course of action to retain the combat skills Army Aviation currently possesses through evaluation processes focused on aviation survivability and lethality.

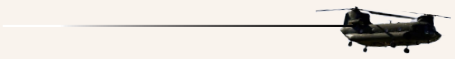
The timing of this is tied to Training and Doctrine Command's Doctrine 2015 effort. Essentially, every doctrinal manual in the Army is currently under re-write and in some stage of draft form. This translated into a change which would otherwise take an approximate 5 years of procedural review is going to be competed in less than 2 years. DOTD has already begun shifting to the new title in all draft publications and the first of these should be headed to final stages within the next few months. A draft of TC 3-04.16 Commander's Aviation Mission Survivability Program is presently under review within DOTD. Once approved, this manual will undergo USAACE staffing and then worldwide staffing with a desired end-state of providing aviation commanders doctrinal guidance on the mission their AMSO performs.

At the time of this publication, staffing processes have begun on entry updates to DA PAM 600-3 and DA PAM 611-21 which identify the requirements of an AMSO. The Army Training Requirements and Resources (ATRRS) entry update entered into staffing as well, which will better reflect what is currently being trained and who is allowed to attend. The TACOPS AKO Portal has already begun the shift to the "Home of the Aviation Mission Survivability Officer".

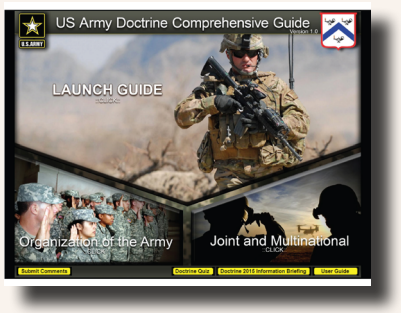
The Survivability Branch remains focused on providing an AMS program that aviation commanders can rely upon to preserve combat power in hostile areas of responsibility.

If you have strong emotional ties to the TACOPS logo/patch, take a photo for posterity. It will change to reflect the brand of our new name.

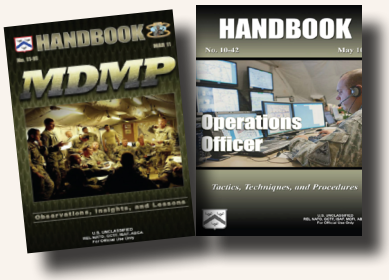
CW5 Michael Kelley is the Aviation Branch Tactical Operations Officer. He has over 29 years of active duty service with duty at Fort Wainwright, AK; Fort Sill, OK; Fort Campbell, KY; Camp Humphries, ROK; Gieblestadt, FRG; and Fort Rucker, AL. He has one combat deployment to Iraq and three to Afghanistan as a CH-47D pilot and Tactical Operations Officer.



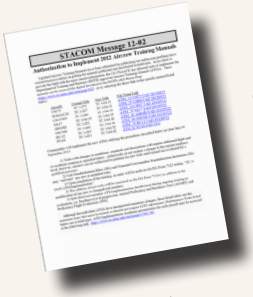
# NOTAMS




An indispensable resource linking the concepts of the new Army Doctrinal Publications (ADPs) and their relationship to the Army's organization and Joint and Multinational forces is available on line. Click the image to open or go to https://www.us.army.mil/suite/doc/38169274




Copies of Center for Army Lessons Learned publications titled MDMP and Operations Officer have been placed on the Directorate of Training and Doctrine web site for your convenience. Click on either image for the specific handbook or go to the CALL Pubs folder at https://www.us.army.mil/suite/files/37607731 to access these and other useful CALL publications. Mr. Leo Reyna




STACOM Message 12-02 Authorization to Implement 2012 Aircrew Training Manuals has been posted to the Directorate of Training and Doctrine (DOTD) web site (https://www.us.army.mil/suite/page/432) and on the Directorate of Standardization and Evaluation's (DES) website (https://www.us.army.mil/suite/page/337393). Links to the individual aircrew training manuals are located on the DOTD home page menu and from within the STACOM Message. CW5 Jim Massey

The next quarterly Master Gunner Working Group (MGWG) Defense Connect Online (DCO) 13-02 is scheduled for 21 and 22 May. The 21 May DCO will be UNCLASSIFIED. CLASSIFIED discussions are scheduled for 22 May. As the DCO date approaches, check for agenda and web link information that will be posted to the Directorate of Training and Doctrine Aviation Gunnery Branch web page (https://www.us.army.mil/suite/page/471181). CW5 Scott Jackson

DCO DEFENSE CONNECT ONLINE

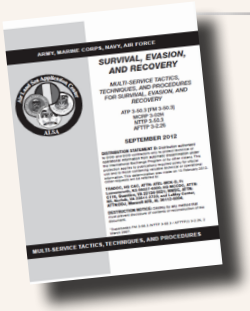
The latest version of the Aircrew Coordination Training - Enhanced (ACT-E) is on the Directorate of Training and Doctrine Flight Training Branch website (https://www.us.army.mil/suite/page/657771). These files are a backup to those on Blackboard. Be sure to follow the instructions for opening the training support package located on the Flight Training Branch web page. CW4 Gene Manning

ACT-E

Construction of the U.S. Army's first Digital Air Ground Integration Range (DAGIR) is underway at Fort Bliss, TX. The DAGIR will provide the capability to conduct live fire aerial gunnery crew qualification with more accurate scoring of engagements and detailed after action review. As a key focus of combat aviation brigade commanders, the DAGIR will also allow for more realistic integration of unmanned aerial systems, dismounted Soldiers, and other ground platforms in the close combat attack role. Preliminary schedule for completion is 1st Quarter, Fiscal Year 2014. CW5 Scott Jackson

more NOTAMS

# NOTAMS continued




An error has resulted in the accidental publishing of a large number of *ATP 3-50.3 Survival, Evasion, and Recovery.* Initial distribution was intended to be by electronic means only. A number of organizations are working to restore the initial mail distribution of this manual but the Army Publishing Directorate may not be able to insure that all units on the original distribution will receive the new publication. To receive printed copies of ATP 3-50.3, units should place their order with the Army Publishing Directorate after 9 November 2012.

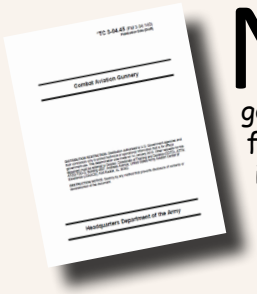
USAACE Directorate of Training and Doctrine (DOTD) Lessons Learned team conducts Umbrella Week events for CABs as they redeploy from their missions in theater. The purpose of these events are to provide an opportunity for the CAB to engage the Aviation Enterprise by gathering the best business practices and lessons learned that will directly benefit other CABs or aviation units' future operational and training requirements. In addition, this is an opportunity to capture issues / challenges that the CAB endured, that the Aviation Enterprise needs to ACTION in order to support future CAB deployments / missions.

82d CAB conducted their mission in support of OEF XI-XII and returned to Fort Bragg September 2012. USAACE conducted their Umbrella Week from 26 – 29 November 2012.

The Observations/Insights/Lessons Learned (OIL) collected during 82d CAB's even can be found at the following link: https://www.us.army.mil/suite/files/38262467

Please contact the Lessons Learned OIC CPT Anne Thomas; anne.n.thomas@us.army.mil with any questions or with requests for more information. We are here to support the Warfighter and the goals of the branch.

The NEW UPDATED multi-Service Procedures for Joint Application of Firepower (JFIRE) MTTP was released on 11 Dec 12. The cover date is November 2012. ATP 3-09.32 is a pocket size guide of procedures for calls for fire, CAS, and naval gunfire. The ATP provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing integrated battlefield operations. The JFIRE MTTP may be accessed at http://www.alsa.mil/library/mttps/jfire.html and http://armypubs.army.mil/doctrine/index.html

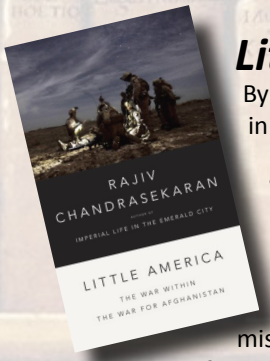



November's Aviation Tactics Newsletter indicated that the Aviation Branch Gunnery manual, TC 3-04.45 Combat Aviation Gunnery, would make its debut on or about 1 January. The Gunnery Branch has been fully engaged with this manual and a primary goal has been to provide the Army Aviation with a product that reflects input from the field. A few last minute recommendations have arrived at the door step and are being incorporated into the manual. While the 1 January date was optimistic, we ask your patience as we revise the estimated release date to the 2d Quarter of 2013. CW5 Scott Jackson; robert.s.jackson@us.army.mil; (334) 255-2691

ASDAT is hosting Joint Combat Assessment Team (JCAT) Phase I training at Fort Rucker 28JAN-1FEB. This training goes into great detail on weapon effects and data collection. We have offered this training to this year's deploying Tactical Operations/Aviation Mission Survivability Officers to help them meet the AR 95-1 requirement to report combat damage. The first class is full, but we expect to offer a second class in February and other to follow. Contact ASDAT CW5 Sebren; bobby.c.sebren2.mil@mail.mil/(334) 255-1820 or Greg Fuchs: gregory.p.fuchs.civ@mail.mil/(334)255-0401 for more details.

# TURNING PAGES

*~ book reviews of interest to the aviation professional*




## *Little America: The War Within the War For Afghanistan*

By Rajiv Chandrasekaran. New York: Knopf, 2012. Maps, photographs, appendices, 384 p. Available in hardcover, softcover, and Kindle formats. Click on book to access an online retail source.

a book review by LTC Charles Bowery

Washington Post reporter Rajiv Chandrasekaran has become one of America's most trenchant and insightful commentators on the wars in Iraq and Afghanistan. His best-seller, *Imperial Life in the Emerald City* (2006) chronicles the political and strategic missteps in Baghdad's Green Zone that derailed the reconstruction of Iraq in the wake of the 2003 ground offensive. In Little America, Chandrasekaran turns his lens on the American effort in Afghanistan in 2009-2011, and the results are equally unsettling.

The book's title and historical context come from a series of nation-building projects undertaken in the 1950s in Afghanistan's Helmand River Valley. The U.S. Agency for International Development, or USAID, participated in American's containment of the Soviet Union by developing an allied government and society in Afghanistan, at the crossroads of historical trading and communications routes in Southwest Asia. USAID planned to develop farming communities and land reclamation projects that would turn Afghan farmers away from opium poppy cultivation, and by extension away from the Communist orbit. These communities became, in the words of the residents, "Little America" settlements with rows of homes, schools, swimming pools, movie theaters, and other distinctly American amenities. USAID's agricultural programs in Helmand gradually failed over time, however, because the land was unsuitable for food crops, the Afghans were unable to sustain irrigation infrastructure, and the tribal nature of Afghan society (with its omnipresent system of warlords) did not lend itself to a distinctly Western approach. USAID attempted to impose Western ways of thinking on an indigenous population, and failed utterly.

If these failings sound familiar and similar to those of the NATO counterinsurgency campaign in Afghanistan, it's because they are intimately linked. Chandrasekaran deftly weaves the two eras, the USAID programs of the 1950s and 1960s and Operation Enduring Freedom 2001-present, into a unified narrative. British failures in Helmand province in 2005-2008 led directly to the United States Marine presence there. The Marines portrayed pacification of Helmand as strategically critical to the effort to defeat the Taliban and Al Queda, but the Marine campaign in Regional Command-Southwest did little more than divert critical combat power and U.S. Government resources from the true Afghanistan centers of gravity- the Afghan/Pakistan border in RC-East and Kandahar Province in RC-South. The Marines pursued a largely separate agenda from the rest of the U.S.-led International Security Assistance Force (ISAF), and although they have won tactical victories over hardened Taliban fighters there over the years, this success has come at immense cost, both in casualties and resources. Along the way, the U.S. Government systematically ignored the advice of former USAID employees and Foreign Service professionals with years of experience among the Afghan people.

While the author highlights U.S. and NATO failures in Afghanistan at the strategic and operational levels of war, he also describes vividly the bravery and sacrifice of NATO Soldiers, who fight in some of the most difficult conditions imaginable, against a tough and adaptive enemy. Their commitment and sacrifice, viewed through the lens of the Afghanistan Surge of 2009-2011, is both inspiring and frustrating.

In his treatise *On War*, the military thinker Carl von Clausewitz wrote that one of the first steps in formulating a military strategy is to determine what type of war one is facing - in modern terms, the conditions on the ground, the objectives to be achieved, and the end state. In the final analysis of the American efforts in Iraq and Afghanistan, it will become clear that the United States failed to meet these important preconditions in either case. This failure has played itself out as a lack of unity of effort in Afghanistan. Bickering between politicians and generals, differing agendas and goals, and failure to understand the enemy and the people of Afghanistan have led us to where we are today. Rajiv Chandrasekaran's *Little America* details this process, and is thus a profoundly frustrating and depressing, but at the same time important, story. All professional Soldiers should read it to place their personal experiences in Afghanistan into proper context. This context does not denigrate our service there as an Army; rather, it should serve as a cautionary tale for those of us who rise to critical leadership and decision-making positions in future conflicts.

Each issue of ***Aviation Digest*** will target one particular theme. Not all articles in the issue will necessarily reflect that theme **but the focus of two to three lead articles will.**

SO… **Looking Ahead**, we *think* this line-up charts a good course-

**Issue #2 Leadership and Leader Development**

**Issue#3 Training and Tactical Proficiency**

**Issue #4 Maintenance and Sustainment**

**Issue #5 IPB/the Threat**

***Aviation Digest***

**requires input from all skills within Army Aviation.**
**Topics of discussion can be aligned with the issue theme or any subject related to our profession of your choosing.....**
**Observations, insights, lessons learned; tactics, techniques, and procedures; book reviews; war stories, and Reader's Respond comments are all welcome.**

**You know you have something to say, SO - say it!**

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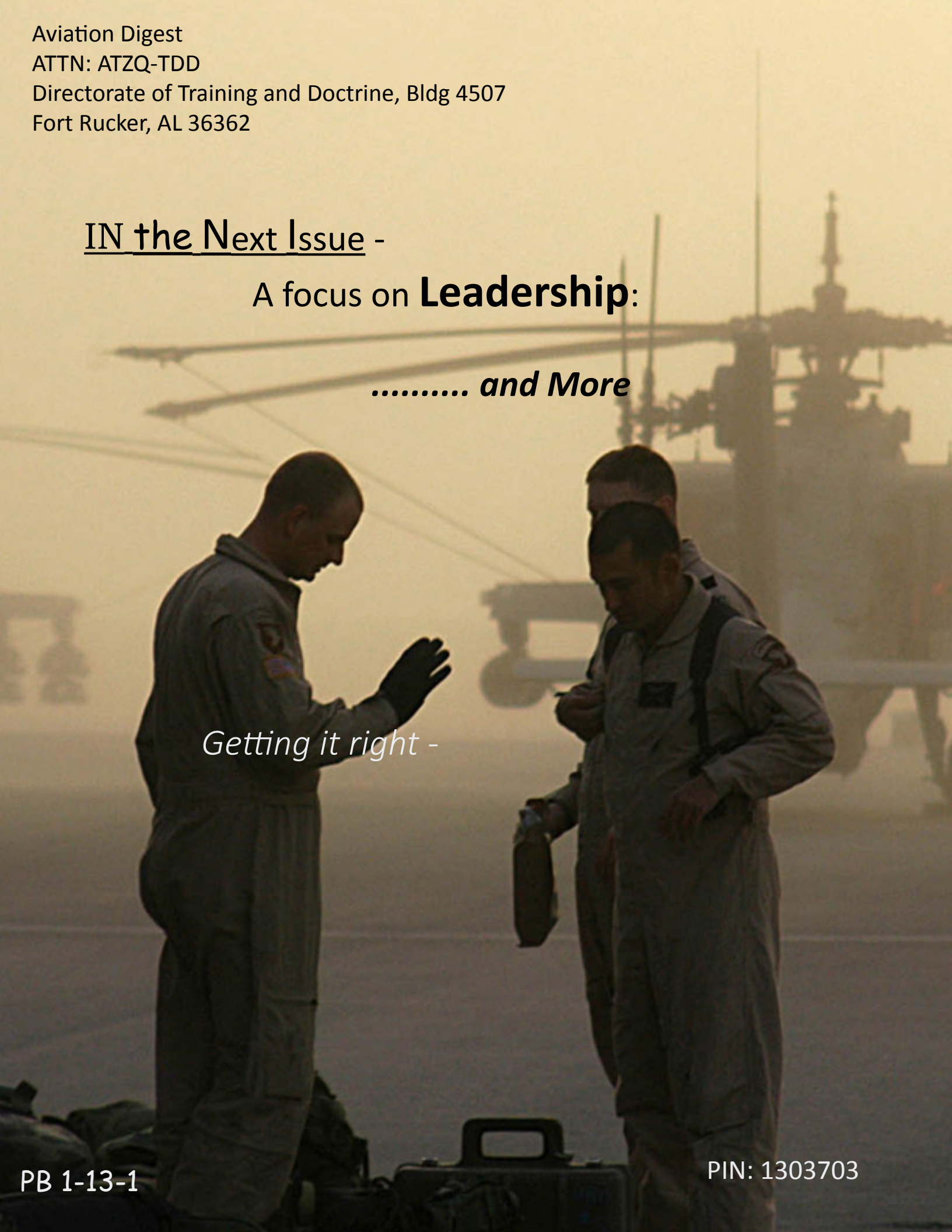

## IN the Next Issue -

A focus on **Leadership**:

***..... and More***

*Getting it right -*

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