BUILDING THE MANEUVER SUPPORT CENTER

By Lou Holtz

The 7th of June 1997 was a great day at Fort Leonard Wood. The TRADOC commander—along with federal, state, and local civilian dignitaries and the military leadership from Forts McClellan and Leonard Wood—gathered together to turn a piece of soil and commemorate the beginning of construction for the Maneuver Support Center (MANSCEN).

Beginning in 1999, the MANSCEN commander will provide command and control for the three schools and Fort Leonard Wood. The school commandants will continue to have direct responsibility and control over their branch-specific DTLOMS functions. However, MANSCEN will consolidate most nonteaching functions of the three schools, provide consolidated officer and noncommissioned officer (NCO) education systems, and horizontally integrate other school activities. The schools will conduct branch-specific and one-station unit training (OSUT) within their branch brigades. Activities of the Maneuver Support Battle Lab and the three consolidated directorates will be guided by a Board of Directors chaired by the MANSCEN commander, with the three commandants as voting members.

Several articles in recent issues of *Engineer* described development of the MANSCEN. An article in the April 1996 issue introduced the MANSCEN concept and movement of the Military Police and Chemical Schools to Fort Leonard Wood. The December 1996 issue included an article on construction that would take place during the next two years. The new MANSCEN Battle Lab was described in an article published in April 1997.

This article explains how the Engineer School will fit into and operate within the MANSCEN structure (Figure 1).

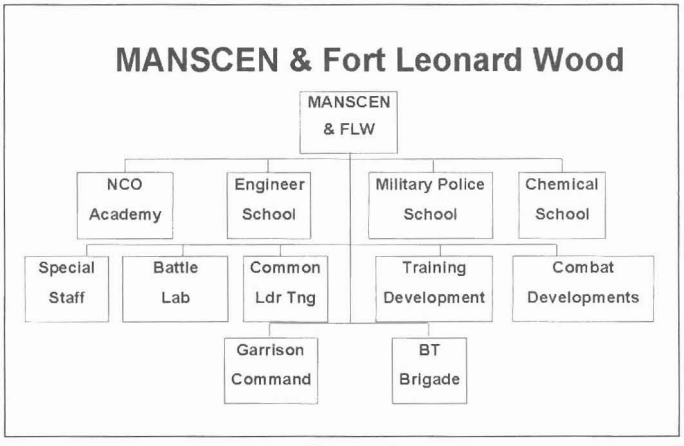


Figure 1

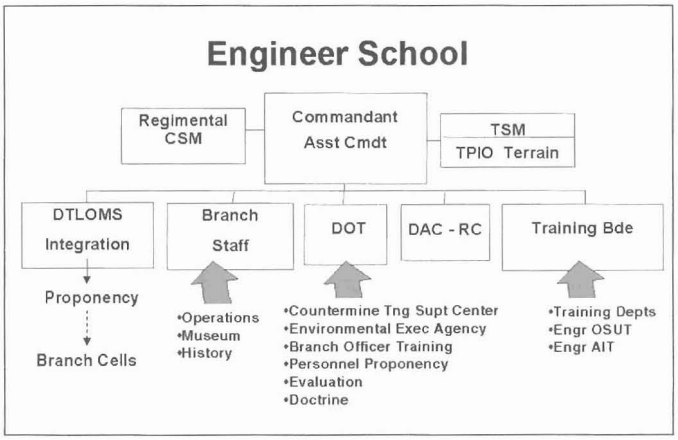


Figure 2

Engineer School Structure

The Engineer School's organizational structure within the MANSCEN is shown in Figure 2 and described below.

The *DTLOMS Integration Office* is the one new organization developed during MANSCEN planning. It will provide commandants a direct link with the three consolidated, school-related directorates.

The *Branch Staff* will support the commandant. Although the museum staff is listed on the chart, their workplace will be in the museum complex with museum staff from the other two schools.

Two *Deputies Assistant Commandant* (U.S. Army Reserve and Army National Guard) *for Reserve Components* (DAC-RC) will be in the Engineer School to oversee total force integration. They will ensure that Reserve and National

Guard needs are addressed by the schools and the MANSCEN.

The *Director of Training* (DOT) will plan training strategy, guide the school in Army Training XXI initiatives, lead the doctrine development effort, and serve as course director (Figure 3). The DOT also will be responsible for branch-specific functional and officer training not assigned to the school training brigade. The DOT will serve as the focal point to ensure that the commandant's intent for engineer training is carried out by the *Directorates of Training Development and Common Leader Training* (DCLT).

The *Countermine Training Support Center* will continue its present mission to train military, governmental, international, and nongovernmental agencies on countermine and demining subjects. It will also produce mine-recognition products to be used as training aids both for deploying units and for "train the trainer" programs aimed at helping other countries in demining efforts.

The *Doctrine Staff* will plan and execute the Engineer School's doctrine-writing program. They will coordinate the review of proponent and nonproponent doctrine with subject matter experts (SMEs) in the school and in the field. The staff will serve as liaison to the Combat Training Centers, Combined Arms Center, and the joint doctrine community throughout TRADOC.

The *Engineer Personnel Proponency Office* (EPPO) will advise and assist the Engineer School commandant to establish military personnel management policies that produce technical and tactical soldiers for the total force. The director will coordinate with Department of Army and TRADOC staff to ensure that engineer officer, warrant officer, and enlisted personnel needs are met. The director also will develop and review qualification standards for soldiers at all levels.

The *Training Evaluation Office* will be a partial return of the disbanded "Directorate of Evaluation and Standardization" function. Training Evaluation personnel will conduct selected internal and external evaluations of training, training products, doctrine, materiel, and training development processes. They will focus on both Active and Reserve Component training and will conduct the certification program for Total Army School System battalions.

The engineer portion of the officer basic and advanced courses and the warrant officer courses will be managed within the *Officer Training Department.* This department will also provide SMEs to support doctrine writing and review as well as external taskings.

The Engineer School will serve as the Army's *Environment Executive Agency* to develop and integrate

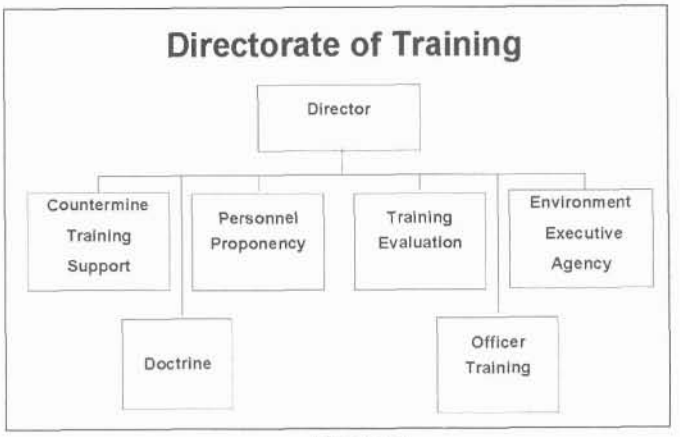


Figure 3

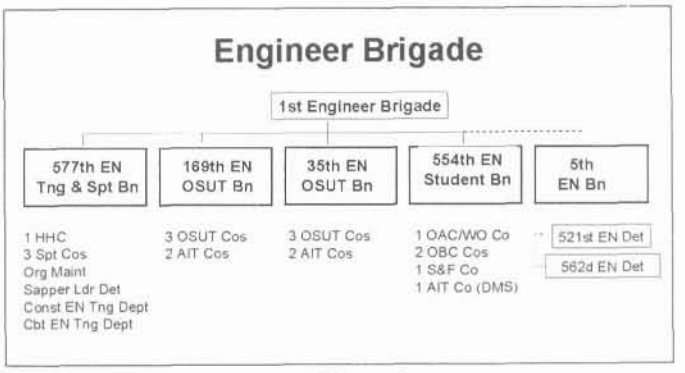


Figure 4

environmental doctrine and training products applicable to soldiers and units. The office will conduct that mission under the guidance of the DOT. It also will support the production of courseware and other training products for use in the Total Army School System.

Each school will have a branch-specific training brigade as shown in Figure 4. The *1st Engineer Brigade* will be similar in structure to what we have today except that the 58th Transportation Battalion will move to the Chemical Brigade. The mission of the engineer brigade will be to train soldiers, sailors, airmen, marines, leaders, and units; support training; and be prepared to support contingencies and emergency response operations.

The *577th Engineer Training and Support Battalion* will train service members and leaders and support assigned MANSCEN training. This battalion will contain both the *Departments of Combat Engineering and Construction Engineering,* where students will learn engineer Advanced Individual Training (AIT) skills.

Both the *169th* and the *35th Engineer Battalions* will conduct Combat Engineer and Bridge Crewman OSUT for initial entry soldiers, preparing them for assignments to the total Army force. They will also provide premobilization training for Reserve Component cadre.

The *554th Engineer Student Battalion* will train engineer officers and international military students attending Engineer



Figure 5

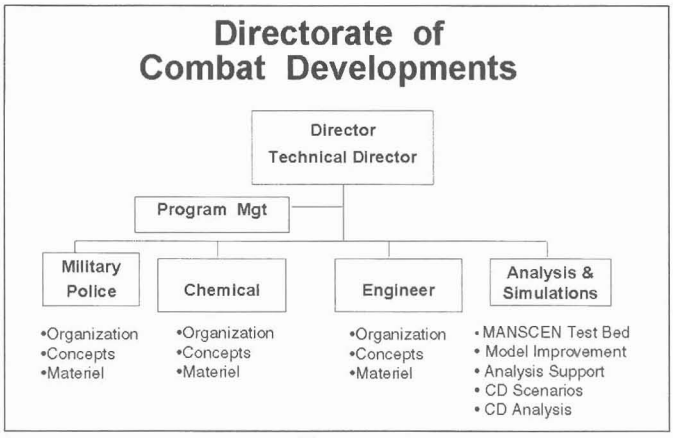


Figure 6

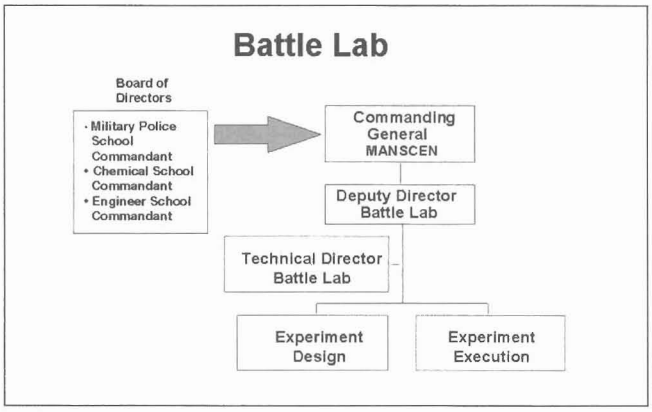


Figure 7

School courses to provide warrior leadership to the total Army force.

MANSCEN Directorates

The school-related MANSCEN directorates provide missions and functions for all three schools (see Figure 1). The *DTLOMS Integration Office* in each of the schools maintains coordination with these organizations to supplement guidance provided by the board of directors. Each school commandant also will serve as a deputy commanding general with an assigned responsibility to either common training, training development, or combat development. In this capacity, each commandant will monitor the organization's activities and report to the board of directors.

Directorate of Training Development

The *Directorate of Training Development* (Figure 5) will be responsible for the horizontal integration of training development activities for the three schools. Four departments will address the full spectrum of training development and the Army Doctrine and Training Literature Program (ADTLP) production.

The *Development Support Department* will provide general training development support. It will manage the command's participation in the ADTLP and publish all training and doctrinal materials developed by the command. It also will publish three separate branch bulletins.

The other three departments will have branch-specific cells that are responsible for fulfilling branch functions in their respective areas. The chief of each branch-specific cell will be senior rated as designated by their school commandant.

The *Warfighter Department* will perform collective analysis, develop Army Training and Evaluation Program Mission Training Plans and Battle Drills, and write warfighter Training Support Packages.

The *Warrior Department* will perform individual, front-end analysis; design and develop soldier training products; and develop programs of instruction, to include resident and distributed training products and Total Army Training System courseware.

The *Warfighter Modernization (WarMod) Department* will design and develop training for new equipment systems. It also will develop and integrate requirements for training aids, devices, simulations, and simulators (TADSS).

Directorate of Combat Developments

The *Directorate of Combat Developments* (Figure 6) will provide horizontal integration of combat development activities for the three schools. Three branch-specific divisions will be responsible for branch-specific functions. The chief of each branch-specific division will be senior rated as designated by their school commandant.

The *Program Management Office* will be responsible for overall administration and resource support.

The *Analysis and Simulations Division* will provide staff supervision of modeling, analysis, and simulations in support of chemical, engineer, and military police developmental processes. It will provide branch-specific input to the modeling and analysis community.

Maneuver Support Battle Lab

The *Battle Lab* (Figure 7) will plan and conduct warfighting experiments related to maneuver support. It will provide an institutional process for gaining insights from progressive and iterative high-fidelity constructive, virtual,

and live experiments using soldiers and units in relevant, tactically competitive scenarios. It also will examine emerging DTLOMS programs.

The MANSCEN commander will serves as director of the Battle Lab. The board of directors will provide overall guidance, but the deputy director (a colonel) will provide daily supervision. The staff will include engineer, military police, and chemical officers, NCOs, and civilians, as well as combat arms personnel.

Directorate of Common Leader Training

The *Directorate of Common Leader Training* (Figure 8) will be unique within the TRADOC community because it will conduct all officer core training. (Each school will provide branch-unique officer training.) Much effort and teamwork among the three schools were required to take the officer training courses apart, pull out common portions, and then reassemble them. Course start dates were aligned so that one department can teach all common portions. This structure provides the best opportunity for us to share training among the three branches and with NCO students. It also allows us the opportunity to explore synergism among the three branches through training exercises. The MANSCEN DOTD will maintain the program of instruction.

Within the structure, the *Combined Arms and the Combat Support/Combat Service Support Divisions* will provide instructors for the various course subjects.

The *Instructional Support Division* will operate and maintain special training support facilities. A single academic library will be operated for all three branches. This division also will be responsible for all-service resident instructor training and certification.

NCO Academy

The *NCO Academy* will be the largest in TRADOC to teach solely at the Basic NCO Course/Advanced NCO Course (BNCOC/ANCOC) levels (Figure 9). It will be led by a commandant who is a command sergeant major. *Administration, Supply, and Operations Offices* will provide support to the MANSCEN directorates. All training will be conducted using small-group-leader methodology, as required by the Sergeants Major Academy. The MANSCEN DOTD will develop branch-specific portions of these courses according to the training strategy and policy guidance of each branch commandant.

Conclusion

The concept of operation for the MANSCEN was developed by Military Police, Chemical, and Engineer School personnel—working under the guidance of the MANSCEN Council of Colonels—with frequent azimuth checks from the school commandants. We used the concept to develop a draft mission and functions manual and an FY00 table of distribution and allowances for the three schools and the Fort Leonard Wood installation. Although the concept is not finalized, the commandants have agreed that it is time to stop working on this phase and move on to the detailed planning required to bring the three schools together. We'll know that implementation has begun when military police and chemical trainers and combat developers begin to arrive at the Maneuver Support Center about this time next year.



Figure 8



Figure 9

Mr. Holtz is the technical director for the Directorate of Training. He has served as deputy director of the Directorate of Training and Doctrine Development and helped plan and execute the move of the Engineer School from Fort Belvoir in 1987-88. Mr. Holtz holds a master's degree in education and has completed postgraduate work in administration.