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# REDLEG Update

The United States Army Field Artillery Branch's Newsletter

**Part II Intelligent Warfare:**  
Experience and Education will remain the key  
to developing the **Strategic NCOs** of Tomorrow

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**Purpose:** Founded in 2011, the *Redleg Update* provides past and present Field Artillery leaders with a monthly update of informational highlights to assist in their individual, collective and professional training efforts, as well as report on activities occurring throughout the Field Artillery community.

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#### Points of Contact:

We appreciate those who have provided announcements, notices, articles and lessons learned.

Additionally, if you have a story of interest or wish to initiate a discussion on any topic or issue facing the Field Artillery community, contact Ms. Sharon McBride, Field Artillery Public Affairs Officer, at (580) 558-0836 or [sharon.g.mcbride4.civ@mail.mil](mailto:sharon.g.mcbride4.civ@mail.mil)

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# From the Commandant's desk

## Part II Intelligent Warfare:

### Experience and Education will remain the key to developing the Strategic NCOs of Tomorrow

As promised, in this edition of the *Redleg Update* I want to focus on the talent management and the leader development of our noncommissioned officers. Our NCOs bring a lot of energy and talent to the warfighter, and as officers and leaders we owe it to them to provide the developmental opportunities they require and deserve.

The goal of the Field Artillery branch is to grow an FA expert who is technically, tactically and morally prepared to lead Soldiers in combat. The FA Soldier will serve in several key and developmental positions as they progress through their careers, in order to develop tactical and technical expertise in combined arms warfare, establish and a firm grounding in FA operations. There is no substitute for service in key leadership positions or broadening assignments. The *DA PAM 600-25* "NCO Professional Development Guide" in conjunction with the respective FA Military Occupational Specialty (MOS) Professional Development Models (PDMs) exists to guide enlisted Soldiers and their leaders to enable the best possible decisions for the development of each Soldier within their MOS. FA MOS PDMs provide the FA Soldier focus at each level, through a series of leadership and operational staff positions, supplemented by opportunities to round out their knowledge in generating force assignments, in order to demonstrate potential for positions of leadership at continuously higher levels.

#### Private-Specialist

This is the crucial level to begin the aforementioned focus; where the foundation of technical and tactical expertise begins. Soldiers at this level should focus on mastering skill level one tasks whether common or MOS, building on the foundation of skills acquired in the institution through repetition, and rigor in the operational Army. If you ask any one of your Soldiers at this level if they know what it takes to get promoted, their response would likely be "show up on time, in the right place and in the right uniform and do what Sergeant tells me to do." While this response has some validity, it is short sighted with regards to developing them into future Noncommis-

sioned Officers. FA Soldiers must also become practiced in their craft, with engrained standards of precision and understanding of the associated responsibilities each has in their respective crew drill. To develop them fully, they must get beyond "what to do," understand why it is important and how it relates to the system as a whole. In addition, their continuing education should primarily include as many troop schools possible, as early as possible. We often overlook maximizing these opportunities limiting ourselves to sending only enough Soldiers to meet minimum required. Getting beyond the minimum number not only builds depth in unit capabilities, it also builds the knowledge and experience of your PFCs and SPCs to aid in their development as future NCOs. Additionally, they'll be earning promotion points.

#### Sergeant

The Sergeant is a critical leader in field artillery formations. Sergeants must demonstrate a high degree of proficiency in MOS duties and competent performance of leadership functions commensurate with their position in order to effectively train and lead Soldiers. They have demonstrated mastery of the skill level one tasks and are now responsible for training that same level of mastery to their Soldiers. The sergeant's career progression relies upon a strong drive to excel in duty performance in addition to the attainment of additional knowledge, skills, and experience related to leadership and MOS competency. While training their Soldiers is the primary focus, they must also develop their understanding and competence of the duties and responsibilities two levels above their current position. If they have served successfully in their leader development position for the recommended requisite time, their next goal should be an assignment at a higher echelon or, based on needs of the Army and qualifications, a TDA assignment in the generating force. At this level of NCO, competitions and boards such as Best Warrior, NCO of the Month/Quarter/Year and induction into the Sergeant Audie Murphy/Sergeant Morales Clubs

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can significantly broaden their knowledge base, instill discipline, and improve ability to communicate verbally, but are often unheeded as an effective way to set themselves apart from their peers. Developing strong programs in your units to facilitate consistent participation by all NCOs (SGT-SFC) at higher echelons will significantly improve development of leaders.

## Staff Sergeant

This is the first time in a Soldier's progression that they are now responsible for leading other leaders. Staff Sergeants must remain committed to achieving excellence while developing subordinate leaders and Soldiers to be proficient in their duties as field artillerists. At this level, Staff Sergeants should continue to hone leadership skills and maintain a high proficiency level in their field artillery skills. Additionally, many more opportunities for special assignments become available for Staff Sergeants throughout the CMF and should be sought as soon as possible following successful completion of the recommended time in their respective leader development position. In the past, we've frequently selected high performing NCOs to serve in a position higher than their grade, only to have the Soldier later told that the time didn't count, because they weren't actually of the grade required. We've worked to rectify that in the new DA PAM 600-25 with the language, "Soldiers who have successfully performed at the next higher level prior to being promoted, should be considered above their peers for promotion. In order to be considered above their peers, successful service in leadership positions at the next higher grade must be documented on the DA Form 2166-9 (NCOER)." This statement is included throughout the DA PAM to assist in promoting those high performers whom have demonstrated said potential. We have also worked with our Enlisted Personnel Managers to ensure they are following this guidance with regards to assignments for Staff Sergeants and above. Finally, at this stage in their career, while still not a requirement; SSGs pursuit of college education should be focused on beginning to attaining an Associate level degree.

## Sergeant First Class

Sergeants First Class must remain committed to achieving excellence while developing subordinates to be proficient in their duties as field artillery Soldiers and leaders. This is typically the first level of leadership at

which the NCO is responsible for developing organizations (platoons/sections). SFCs should hone leadership skills that develop organizational leadership such as coordination with adjacent organizations and with echelons above the platoon, while maintaining a high proficiency level in their field artillery skills. SFCs should serve 24 months in their key developmental assignment to be considered competitive for promotion. Following this, they should seek assignments such as Master Gunner, Operations Sergeant, CTC (Observer/Controller), AC/RC (Observer/Controller/Trainer), AIT Platoon Sergeant, Assistant Inspector General, Career Management NCO, Equal Opportunity Advisor (EOA), Military Science Instructor (MSI), Research Develop Test and Evaluation (RDTE) NCO, Senior Drill Sergeant, Senior Instructor/Writer, or Senior Training Developer. These assignments require the knowledge, skills and experience provided by their time in their developmental assignment and give them experience and understanding that will undoubtedly serve them and the Field Artillery well at their next higher grade.

SFCs should continue to work towards a degree or accumulate two years of college credit towards a degree. A college degree is not required for promotion but all other things equal, it can be a deciding factor when it comes to being the best qualified.

## Master Sergeant/First Sergeant

Master Sergeant/First Sergeant (MSG/1SG) must remain committed to achieving excellence in their organizations by developing subordinates to be proficient in their duties as field artillery teams. This level of leadership requires the NCO be well grounded in doctrine, responsible for developing organizations (battery/staff section) and developing systems to maintain proficiency across a much wider spectrum of areas. MSG/1SGs should demonstrate leadership skills that develop organizational leadership, effective communication and coordination within and outside the organization, while maintaining a high proficiency level in their own field artillery skills. This is the first level of NCO leadership that no longer carries their former MOS identifier - they are no longer a 13B or 13J, they are a 13Z, Field Artillery Senior Sergeant. As such, they should now focus to acquire the knowledge of the entire Field Artillery system of systems

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if they are to be effective at this level and beyond. This requires self-study and getting outside of their “comfort zone” but it is attainable. They must use the resources available within the organization, such as unit Master Gunners or experienced subject matter experts, to learn and demonstrate an understanding and obtain a level of proficiency across the FA MOS spectrum. The goal of the Field Artillery Senior Sergeant should be to develop a high level of proficiency that keeps his/her Soldiers guessing on what their original MOS was. This is also the prime opportunity to round out experience between the cannon and rocket force. A mix of experience will make them more competitive for Sergeant Major selection as well as more competitive in the CSM Command Select List (CSL) process. If the NCO has had a predominance of assignments in cannon units, they should seek a position as a First Sergeant in a rocket battalion or vice versa. At this level of leadership, limited authorizations and fiercely competitive promotion criteria may dictate civilian education be considered a major discriminator for selection to SGM; they should strive to complete a degree program or accumulate two years of college credit toward a degree. Continuing civilian education (degree completion) is strongly encouraged. Leaders should also continue to exploit other distributed learning programs and to broaden their focus to include functional training. These Soldiers should recognize their new role as a senior NCO and pursue functional course offerings from various sources that will enhance their understanding of how the Army runs.

## **Sergeant Major/Command Sergeant Major**

While only a small percentage of Field Artillery Sergeants Major will be selected for a command position, all Sergeants Major have a remarkable opportunity to make significant contributions to the branch (BATTALION, BRIGADE, DIVARTY), and the Army. All Field Artillery Sergeants Major can expect to serve in a wide variety of professionally challenging and personally rewarding assignments in the operating and generating forces. Self-development should continue to be focused on knowledge and expertise beyond their MOS background, and beyond what is available in the institutional domain. They must become equally familiar with the employment and requirements of each of the fire support functions (sensor, control, and delivery) to ensure they are well grounded in doctrine, tactics, techniques

and procedures of the various MOSs within the CMF with particular emphasis on their application to Joint Fires. Additionally, SGM/CSM must focus on mastery of mentoring, education and development at both the operational and strategic level. They must be masters of war fighting and fire support skills, while growing capabilities to serve as operational, strategic and fires leaders for the Army and Joint forces.

## **In Closing**

An individual NCO's performance and desire to excel are key to ensure a successful career. Each Field Artillery MOS has a Professional Development Model that outlines the organizational, institutional, self-development goals by skill level and MOS. These Career Maps are informative, but are only part of the guidance needed to effectively manage a Soldier's career progression, or your own. When the PDMs are used in concert with the DA PAM 600-25 “NCO Professional Development Guide,” Soldiers and their leaders can identify an effective path to follow to produce those FA experts who are technically, tactically and morally prepared to lead Soldiers in combat. We have built a resource in the Army Career Tracker website to assist the proponent in this endeavor. The CMF 13 Field Artillery Communities page in ACT is a one stop shop for enlisted Redlegs career management, including the soon to be published update of DA PAM 600-25 as well as the updated PDMs which already reflect those changes. Encourage your Soldiers and their leaders to log on to

<https://actnow.army.mil/communities/community/enlisted-cmf13>

and join/follow the community to get immediate updates related to career progression.

Lastly, I would like to thank CSM ‘Berk’ Parsons, the Field Artillery Command Sergeant Major, for leading the charge to pull this information together. And... thank you for all you do; and remember, we are indeed the world's premier Artillery force – Modernized, Organized, Trained, and Ready to integrate an employ Army, Joint, and Multinational Fires because of the tremendous efforts of you and your Soldiers – 24/7/365, Regardless of weather, in any terrain, Quickly, Accurately and Danger Close.

*BG Stephen J. Maranian*

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# From the Desk of the Field Artillery CSM

## Precision

The Field Artillery has a long history of advocating accuracy. It is inherent in everything we do for good reason – lives literally depend on our precision. Advances in equipment and munitions, while providing unprecedented capabilities, have unfortunately equated precision to technology. These advances however, should not lead us to abdicate our responsibility to ensure we are doing everything we can to provide timely, accurate and effective fires each and every time.

Examining the definition of precision - the quality, condition, or fact of being exact and accurate – brings us to the foundation of this discussion. What each and every Redleg, regardless of duty position or experience must understand is every one of us has the responsibility in everything we do to ensure that quality of being exact and accurate, as well as the responsibility to halt the process when we see something in the process that is not. The Field Artillery, as a system of systems, requires integrating functions or tasks performed by the critical elements of the gunnery team to provide timely and accurate fires; each member has the responsibility to ensure what they do is precise each and every time. In order for that responsibility to become inherent, we must train to exacting standards each and every time and not rush to failure. Time is always a factor, but standards and precision should not be the bill payer for the resource of time – this could have catastrophic results.

Typically, we address precision and accuracy in the context of the five requirements for accurate fire, but in this discussion, I'd like to open the aperture. There's three points I'd like you to give some thought on, and maybe take a look at what you and your Soldiers are doing in your part of the combined arms team and where you might be able to identify and improve. Just asking for an honest assessment, I know we're doing a lot of things right, but let's take a step back and really look. If we can get every Redleg, from Private to Colonel, to examine what they do against these three tenets, I'm sure it'll begin to change the way we operate, either in small changes or wholesale revision.

**Know what you're doing and why.** We often default to purely physical actions when we train a Soldier to accomplish a task, and they will perform that task again and again because that's what we trained them to do. The first question we need to ask ourselves; 'am I training them the right way (doctrine) or am I training them based on the way I learned?' Human nature tends to lead us to the latter, because most of our learning come from someone showing us how to do something. It never hurts to break out the manual once in a while and compare what we're supposed to be doing to what our experience has provided us in our learning. If I've had a 'bad habit' ingrained in what I do, I may just continue on doing it because it's what I've always done. Doesn't make it right and I'd never know unless someone calls me on it or I look at what the manual lays out as 'what right looks like'. Once we get there, the next helpful step is to get beyond the physical execution of the task and know why we're doing it. A Soldier knowing the 'why it's important' behind what they're doing provides a deeper understanding of the effects of what they're doing as well as the potential impacts if they don't do it right every time. It is fundamentally our leaders' responsibility at all levels to keep our Soldiers informed. This deeper understanding if applied across the spectrum, also facilitates troubleshooting and immediate actions at the lowest echelon. Finally, training Soldiers to know what they are doing and why, will also empower them to stop action when they see something that's not right.

**Do routine things routinely.** This next focus area builds on the 'know what you're doing and why'. Once we've got what right looks like and why it's important, we can begin to build competence through ruthless repetition, knowing we're doing it right. This must be done through consistent enforcement of standards by Redlegs at every echelon and encompasses every aspect of what we do - maintenance, crew drill, pre-fire checks,

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calibration, occupation, et al. We cannot afford 'good enough', not when we're in the business of precision. Once we establish what right looks like, we need to ensure we're meeting that standard. EVERY. SINGLE. TIME. It's imperative that we don't take short-cuts or assume we'll get to it the next time, because if we do, chances are it's not going to go right when the enemy gets a vote. This is where we need to safeguard against sacrificing standards and precision for time - where leaders must make the tough calls to ensure that we train to established standards and if we're not there, we work a little longer until we are.

**Independent checks.** Lastly, but as important, is the true-to-artillery function of independent checks. I'm not ascribing this strictly to firing data; this is something that we as Redlegs are known for, and like the previous tenets, is applicable to everything we do. Before anyone throws me under a bus for violating mission command principles, we can all acknowledge that trust is earned - typically through demonstrated competence. However, individuals make errors. Even the most competent, efficient Soldiers are capable of mistakes or oversight and we need to acknowledge that we all have a responsibility to ensure that we're doing everything we can to

be as precise as we are able. If we're vigilant, we can catch and correct those errors to prevent the undesirable outcomes they could lead to. I'm not talking about micro-management here. What I am advocating is each of our Soldiers if trained right, should feel empowered to make the call when something's not right. I know we say it, but do we habitually practice it? As we're watching our Soldiers in action, do we ourselves know what we're looking for? Are we willing to step in and make the correction? Do we look for the little things that can contribute to a larger issue or do we wait until the larger issue is thrust upon us?

I submit these three points to Soldiers at every level with the anticipation that it will cause some discussion amongst your teams and potentially generate ingenuity in the way your Soldiers view and approach training. Is what we're doing creating the quality, condition, or fact of being exact and accurate? If we ensure precision in everything we do, any advances in technology and munitions just make us that much more lethal.

**King of Battle!**  
**Redleg 7**

*CSM Berk Parsons*

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For MOI go online @ <http://sill-www.army.mil/USAFAS/documents/awards.pdf>

**2017 KNOX, HAMILTON & GRUBER  
DEADLINE IS COMING SOON!**





# Security Force Assistance Brigade:

## What skills can Field Artillerymen bring to the new SFAB?

*By Sharon McBride*

*Public Affairs Officer, United States Army Field Artillery School*

### Why do we need SFABs?

For the past decade, Brigade Combat Teams (BCTs) have handled all advise and assist missions, either directly assisting Afghan or Iraqi personnel, or supporting those who are. (Boot, 2017)

This has been problematic, as these types of missions have taken resources and personnel away from the BCT, whose primary mission is to support the warfighter. To remedy this, Chief of Staff of the Army Gen. Mark A. Milley has prioritized that the advise and assist mission be allocated to a dedicated force structure; known as the SFAB (Security Force Assistance Brigade). (Ray, 2017) The first SFAB is on track to be ready for deployment by the first quarter of fiscal year 2019. (Ray, 2017)

### What is the organizational construct?

SFABs will be designed based on two variants – Infantry and Armored Brigade Combat Teams – consisting of senior officers and noncommissioned officers specializing in training foreign security forces based on either infantry or armor/mechanized formations. (Army Reenlistment, 2017) However, SFABs need experienced infantrymen, artillerymen, engineers, and logisticians, among other skill sets. (Myers, 2017)

There will be six SFABs in all – a total of five in the active component and one in the National Guard – each will have 529 Soldiers assigned. (Lopez, 2017). SFABs will also be able to quickly grow into a full-sized BCT with as many as 4,000 Soldiers, if the Army needs to increase combat capability.

The SFAB is intended for rapid deployment into a theater of operations in support of a Combatant Commander. Once it arrives in a particular theater, the SFAB will begin to train, advise, and assist partner nation security forces on needed training to include logistics, communications, maneuver or fire support. (Lopez, 2017)

While Iraq and Afghanistan are of importance for SFABs, the brigades could deploy to support local forces in places like Europe, Africa and South

America. It's similar to Special Forces missions, but will include the full range of brigade capabilities, from infantry to logistics. (Myers, 2017)

By creating structure and manning for the SFAB, the BCT in its entirety will be available to conduct its training, deployment and combat operations mission. The SFABs are designed to relieve the pressure on BCTs. (Lopez, 2017)

Once SFABs are established, Field Artillerymen can provide a leading role in shaping operations by retaining freedom of Maneuver and creating the right conditions for mission success. (Jackson, 2010) Maneuver commanders have relied on and will continue to rely upon the presence and knowledge of the Field Artillery to provide “firepower insurance.” (Jackson, 2010)

Besides conducting key leader engagements, SFABs Soldiers must advise partner force leaders on the second and third order effects of their decisions and operations. (MG James B. Linder, MG Eric J. Wesley and CPT Elliot S. Grant, 2017).

“The operating environment is a fabric of many threads that are interwoven and interlaced,” said LTG Robert L. Caslen, the former commanding general of the U.S. Army Combined Arms Center. “Pulling on one thread can cause hundreds to unravel. Actions cause second, third, fourth, fifth and sixth order effects. All commanders have to be able to understand what the consequences are of these actions and then adjust accordingly.” (McBride, LTG Caslen Provides ‘Mission Command’ Update While Visiting the Fires Center of Excellence: Mission Command Center of Excellence Expedites Information to the Field, 2011)

### FA role in SFAB

No one is better than the Field Artillery Soldier in understanding second, third and fourth order effects. As fire force integrators, Field Artillery Soldiers are capable of understanding situations in depth, they can

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critically assess situations, and can adapt actions to seize and retain the initiative in support of Full-Spectrum Operations by employing offensive and defensive Fires.

From seasoned Captains to Senior Warrant Officers, the Field Artillery has a bevy of expertise and knowledge to provide the SFAB. For example, Field Artillery Captains and NCOs can deliver training and development to battery operations. They provide instruction on howitzer crew drills, platoon activities, fire direction, fire support, and section certification for the host nation. They can also advise on how battery operations can support the overall FA Battalion's actions along with how they support all Maneuver endeavors.

The Majors in the FA Battalion develop capacity through integration and management of training. They can also demonstrate to the host nation how to support the BCT plan with the FA Battalion, how to manage ammunition, proper training management, and certification and activities.

Although the FA staff is much smaller than a typical staff, it is comprised of key leaders. The BCT Fires Cell will also be organized under the FA Battalion. A Major will serve as the Fire Support Coordinator with a Captain as the Fire Support Officer. Additionally, a Chief Warrant Officer 3 (CW3) will lead the lethal effects element as the Targeting Officer with a Fire Support Sergeant (typically a Sergeant First Class).

The BCT Fires Cell provides instructions on integration of lethal and non-lethal effects. This will require fully understanding the host nation's capabilities and tailoring understanding to maximize their abilities. They will use decide, detect, deliver and assess (D3A) process to demonstrate how to target and how the targeting process fits into the BCT operation.

The SFAB FA Battalion will have an HHB and two batteries. The batteries are commanded by experienced MAJs and each battery has two teams led by senior Captains. The team also has an NCOIC, a Fire Control Sergeant, and a Gunnery Sergeant to provide expertise in the battery HQ, Fire Direction Center (FDC), and on the gunline.

The Cavalry Squadron and Infantry Battalions will each have a Captain Fire Support Officer and E7 Fire Support NCO. Their primary focus is integrating

fires at the battalion level. They can teach the host nation how to develop permissive fire support coordination measures (FSCMs) and how to incorporate other assets into operations – for example, attack aviation and close air support.

All of these FA leaders combined will bring expertise from serving in these jobs prior to their assignment to the SFAB.

### Going Forward

These brigades will consist of senior servicemen and women from all branches. These hand-picked senior NCOs, warrant officers and commissioned officers, while experts in their respective fields, will get additional skills necessary to train indigenous forces. (MG James B. Linder, MG Eric J. Wesley and CPT Elliot S. Grant, 2017)

The first SFAB unit will be permanently stationed at Fort Benning. The second one, which is planned to stand up in the fall of 2018, will be a National Guard brigade. The third SFAB will be in the regular Army, and it is planned to begin training in the fall of 2018, though permanent stationing and resourcing decisions haven't been made yet past the first brigade. (NCO Journal, 2017)

Currently, the Army has three BCTs deployed for advise and assist missions. It may be a few years before the new SFABs will be able to take over those missions for the BCT. In the meantime, the 3-353rd Armor Battalion at Fort Polk, Louisiana, will continue training BCTs to handle security force assistance missions. (NCO Journal, 2017)

In the meantime, the United States Army Field Artillery School is qualifying Joint Fires Observers, in preparation for being certified at their units. These JFOs will bring a much needed skill set to the SFABs, as they are key members of the Fire Support Team at the Maneuver platoon level within the BCT. Once certified, JFOs can request, control, and adjust, Surface-to-Surface fires, provide timely and accurate targeting information in support of Close Air Support to a Joint Terminal Attack Controller/Forward Air Controller – Airborne {JTAC/FAC(A)}, or directly to aircraft when

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authorized by the controlling JTAC/FAC(A), and perform autonomous Terminal Guidance Operations (TGO).

## In Conclusion

Maneuver commanders have relied on and will continue to rely upon the presence and knowledge of the Field Artillery to provide “firepower insurance.” (Jackson, 2010) However, the Field Artillery has proven over the years it can provide more than just “firepower.” The Field Artillery can bring so much more to the SFAB. FA NCOs, warrant officers and commissioned officers are highly-trained and analytical-minded people who can think in the abstract, and are able to deliver concrete results. They are experts in coordination, synchronization and integration. They are imaginative, agile, and adaptive leaders and motivators who understand how to build teams and collaborate with others. They are – multi-functional.

FA NCOs, warrant officers and commissioned officers can synchronize the Maneuver commander’s objective and intent to achieve the end state. Through the careful integration of multiple stakeholders and team members, they are able to guide the employment of resources and assets in a way that delivers results at the right time and right place.

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# Lessons Learned Nuggets

## Ten Fundamental Brigade Combat Team Skills Required to Win the First Fight

Written by subject matter experts at the National Training Center (NTC), this publication communicates doctrinal solutions to persistent observations, helping leaders quickly understand the issues and change their training strategies as required. The current fundamental skills required are: commander-driven operations process; operate in a cyber electromagnetic activities (CEMA)-denied environment; reconnaissance and security; digital fires capability (sensor to shooter); combined arms breaching; decisive action in an urban environment; CBRNE in decisive action; joint force integration and interoperability; and sustainment in decisive action. These 10 fundamental skills were derived from senior leader input, persistent observations, and trends. They will be re-evaluated and updated regularly to ensure the NTC operations group provides the best feedback to the force that will enable brigade combat team success.

The current ten fundamental skills required to win the first fight in a complex world are:

1. Commander-driven operations process
2. Combined arms breaching
3. Decisive action in an urban environment
4. Operations in a cyber electromagnetic activities (CEMA)-denied environment
5. Reconnaissance and security
6. Digital fires capability (sensor to shooter)
7. Counterfire
8. Chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) in decisive action
9. Joint force integration and interoperability
10. Sustainment in decisive action

*To read the entire publication go to URL: <https://call2.army.mil/toc.aspx?document=17526&file=true>  
JLLIS URL: <https://www.jllis.mil/index.cfm?disp=cdview.cfm&doit=view&cdrid=107838>*

## Fighting with Fires, Volume IV Newsletter.

In the 1990s, the fire support community published an excellent three-volume series of observations and recommendations based on a decade of experience against a world-class opposing force (OPFOR). Fighting with Fires, Volume IV, expands the series with recent observations from the combat training centers based on the last three years of training in a decisive action training environment. The goal of this publication is to assist brigade combat teams in training-to-proficiency in planning, preparing, and executing fires so the combined arms team is ready to win the first battle of the next conflict.

URL: <https://call2.army.mil/toc.aspx?document=17543&file=true>

JLLIS URL: <https://www.jllis.mil/index>

## HURRICANE HARVEY COMMUNITY OF PRACTICE

CALL has established binder #30881 in the Joint Lessons Learned Division's Hurricane Harvey COP (#3171) that contains a variety of lessons learned and after action reports from Hurricanes Katrina and Sandy, along with an assortment of doctrinal and CALL publications. This COP can be accessed on the Joint Lessons Learned Information System at <https://www.jllis.mil/apps/?do=cops.view&copid=3171>



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## Book Review

# We Were Soldiers Once...and Young

## Ia Drang - The Battle that Changed the War in Vietnam

In November 1965, some 450 men of the 1st Battalion, 7th Cavalry, under the command of Lt. Col. Hal Moore, were dropped by helicopter into a small clearing in the Ia Drang Valley. They were immediately surrounded by 2,000 North Vietnamese soldiers. Three days later, only two and a half miles away, a sister battalion was chopped to pieces. Together, these actions at the landing zones X-Ray and Albany constituted one of the most savage and significant battles of the Vietnam War.

How these men persevered--sacrificed themselves for their comrades and never gave up--makes a vivid portrait of war at its most inspiring and devastating. General Moore and Joseph Galloway, the only journalist on the ground throughout the fighting, have interviewed hundreds of men who fought there, including the North Vietnamese commanders. This devastating account rises above the specific ordeal it chronicles to present a picture of men facing the ultimate challenge, dealing with it in ways they would have found unimaginable only a few hours earlier. It reveals to us, as rarely before, man's most heroic and horrendous endeavor.

I was an Infantry Officer in the 101st Airborne in Vietnam, during the "Hamburger Hill" - Firebase Ripcord period in the area of the Ashau Valley that, like the Ia Drang Valley, ate American units whole. I came back disillusioned and angry as many did.

But when I finished this book, I looked at my wife and said, "If THIS MAN were to walk up to our front

door, drop a rucksack and a rifle on the porch and say "Follow Me," I would do it. THIS MAN (Lt Col. Hal Moore) is a leader who cares! I was gratified some years later to learn that Hal Moore retired as a General Officer.

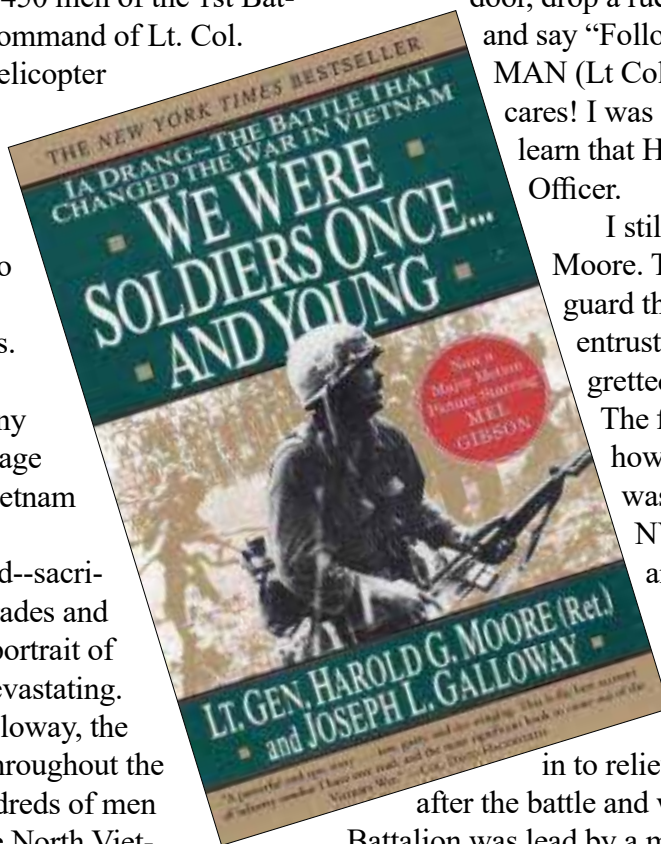
I still would still follow Lt Col. Moore. The man did his best to safeguard the young lives who were entrusted to his care, and bitterly regretted every life that was sacrificed. The first half of the book describes how Lt Col. Moore's Battalion was dropped into the middle of an NVA Regimental Headquarters and the battle that resulted.

Sadly, the second half of the book is a description of what happened to the battalion that was combat assaulted in to relieve Lt Col. Moore's Battalion after the battle and was decimated because that Battalion was lead by a man who clearly did not care and was incompetent.

This book was not an easy book to read, but it clearly deserves the five stars that I gave it.

I am proud that I served and I am not saying that we should never go to war. But I do feel that there should be a required reading list for anyone who wants to send young Americans to die on foreign battlefields and this book should be high on that list.

*Book Review Courtesy of Good Reads @ <https://www.goodreads.com/>*



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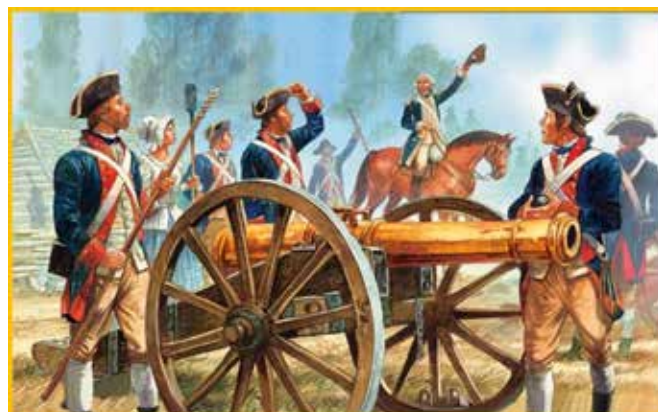
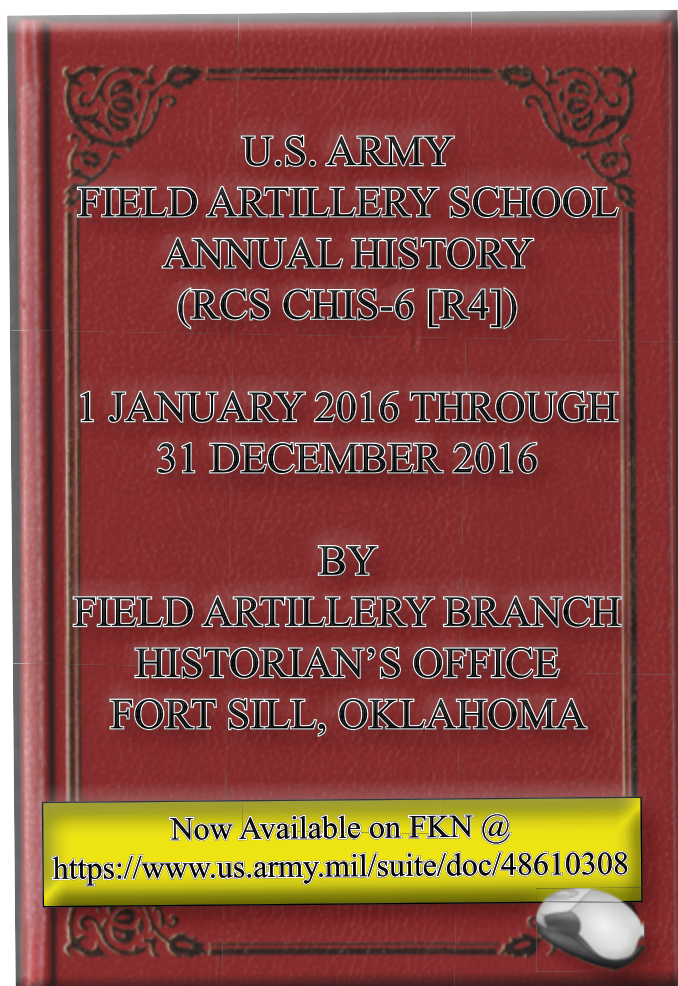
For the complete list of books on the Chief of the Field Artillery/  
CSM of the Field Artillery Reading List go to  
<https://www.us.army.mil/suite/doc/47930994>



# REMINDER

**DEADLINE FOR 2017 RED BOOK IS  
DECEMBER 1, 2017**

For more instructions go to MOI @  
<https://www.us.army.mil/suite/doc/49044793>



**“Those who cannot  
remember the past are  
condemned  
to repeat it.”**

The Field Artillery Fires Knowledge Network holds a wealth of information, to include history links and lessons learned.

<https://www.us.army.mil/suite/doc/48573767&inline=true>

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