

MS&T Exclusive Interview:

Dr Paul Mayberry

MS&T's Tom Slear had a chance in late March to talk at length with Dr. Mayberry, the US Deputy Undersecretary for Personnel and Readiness.



Above

Dr. Paul Mayberry.

Image credit: US DoD

Much of the impetus for training initiatives within the U.S. Department of Defense comes from the office of Dr. Paul Mayberry. Training Transformation (T2) and its lodestar, the Joint National Training Capability, are within his domain. He is, in essence, “the man” when it comes to America’s push for joint and coalition training, of which modeling and simulation will play a major role.

MS&T: In his book, *American Soldier, General Tommy Franks, the Commander in Chief of U.S. Central Command during Operations Iraqi Freedom and Enduring Freedom (Afghanistan)*, and an assistant division commander during Operation Desert Storm, did not have much good to say about the ability of American forces to operate jointly. In fact, he wrote that even as late as *Iraqi Freedom* the individual service chiefs did not “have sufficient Joint background or understanding to be operationally useful.” Do you agree with that, and has the recent push for training transformation made a difference?

Dr. Mayberry: General Franks certainly made a bold statement, and it was probably true during Desert Storm as the services were pretty much deconflicted by space. The Army had its lane, the Marine Corps had its lane, and there was very little interaction between the two.

As we got to *Iraqi Freedom*, the notion of joint was probably characterized as some degree of interaction between those lanes. But as *Iraqi Freedom* and *Enduring Freedom (Afghanistan)* have evolved, the concept of jointness within the services has made a phenomenal leap ahead to the point where jointness is no longer characterized as interactions among the four services, but also with coalition partners and civilian agencies, such as the CIA, the Department of State, the FBI.

We still have a long way to go, but we have made tremendous headway. The Joint National Training Capability, under the umbrella of the defense department’s training transformation program, is intended so that no individual, staff, or unit is deployed into combat without first having been trained in the rigors and the stress of their joint responsibilities in a realistic and robust training environment, to include the international

component and interagency. The Joint National Training Capability is somewhat of a misnomer. It is not a national capability. It is an international capability.

MS&T: *Any chance this push for joint training will run into a brick wall, that the old way of doing things might return to favor?*

Dr. Mayberry: What we have seen are individuals coming back from Operation Iraqi Freedom and Operation Enduring Freedom saying, "We have to train jointly. This is the way we fight."

The demand from the individual services says, "Hey, there is no other way that we can train. We must train jointly." The services have really been leaning forward not only in respect to joint training, but making sure their training events reflect current operations. Training transformation now has legs and it is no longer walking, it's running, and much of that running is done by the services. They have created a tremendous demand for joint training.

MS&T: *How do you see JNTC evolving in the near-term?*

Dr. Mayberry: As we developed the overall training transformation concepts, we made sure we could apply the appropriate level of joint context in the existing exercises of each of the services. In '04, we took four events and focused on making sure we could get the joint context into those synchronized events.

What we are transitioning to now is something we call program centric. We want to make the Joint National Training Capability a persistent training capability. The idea is not to build it and the services will have to come to these joint events. What we want is to make home-station level training more jointly focused at the tactical and particularly the operational levels.

To achieve this program centric notion, we need to get at the issue of accrediting and certifying. Accrediting involves ensuring four things: a joint scenario (for the exercise), coordinated opposing forces, instrumentation, and a joint after-action review process. With certifying, we want to make sure we have connectivity so that we can be distributed and that we have the modeling and simulation in place so that we are able to generate robust and wrap-around types of forces.

Then there's the third element of support. This will be individuals who will assist at various locations to accomplish the accreditations and certifications. They will make sure the scenarios, the forces, the after-action reviews are all joint in nature.

MS&T: *In this push for joint training, are you finding that you are running up against the limitations of physical ranges? Is modeling and simulation the only realistic solution?*

Dr. Mayberry: Modeling and simulation has a tremendous value added. In many cases, it's maybe our only venue to train and exercise to some very complex command and control issues.

What you have to realize is that there are multiple audiences being trained. For example, many of the services have tactical level MOUT facilities. But joint operations demand complexity and size beyond what the services have. How do you get a level of urban complexity that includes some degree of diversity in terms of multiple stories, subterranean, airfields, and industrial areas?

The answer will include live, but we have very few ranges that meet such a large, live requirement. I suspect that over time modeling and simulation will be the true way to put our individuals and staffs through that robust and realistic scenario.



Exercise Roving Sands '05 was part of the much larger JNTC training event - Joint Red Flag.
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MS&T: Do you think industry is meeting your needs for modeling and simulation?

Dr. Mayberry: In one sense industry has been phenomenally responsive to our immediate and evolving training needs. Convoy operations is an outstanding example. In a matter of about three to four months, industry generated convoy simulators – and very realistic ones - to make sure individuals deploying to Iraq would have realistic scenarios in simulators.

What I need from industry is to become joint in terms of the way that they develop products and work among themselves. Proprietary solutions and stovepipe products do not serve the (defense) department and our warfighter well at all.

I know it's a tremendous challenge to business models. I need industry to think through how they can be open in modeling and simulation so it can be a plug-and-play structure. We are against a dynamic, thinking, adaptive enemy and we have to train to operate within the decision cycle on the ground. I need industry to be able to turn within a decision cycle that doesn't require a long, drawn out development process for which there is no interoperability with either existing products or ones that have yet to be even identified.

The special operations community being able to plug into the virtual network is the type of open concept that is the way of the future. Many of our stand-alone systems are shortsighted in terms of a business plan and will not be a long-term solution for the (defense) department.

MS&T: When JNTC was introduced two years ago, there was talk of joint exercises delivered to a commander's door 24/7. Is that a realistic possibility?

Dr. Mayberry: You can access the progress we have made in terms of distributed events by the number of cars in the parking lot. If there are a lot, we have not done a good job. A recent exercise, which occurred back in January, was specifically for the Southern European Task Force that was deploying to Afghanistan. There were not a whole lot of cars parked in that lot. There were forces plugged in distributively and able to operate the command and control procedures from their home station while they continued with their unit and individual unit training.

MS&T: You mentioned earlier that JNTC is not a national capability, but an international capability. How well is it playing internationally?

Dr. Mayberry: Of those four events in '04, one was a coalition event. The staff was supplemented by the Brits. A submarine out of South America played in the exercise. The Germans, the French, and the Dutch played as well. Going on now is Joint Red Flag with many coalition partners taking part.

But as we deal more often with coalition forces, one of the things we are going to have to press is the issue of multi-level security. It is one of the greatest detriments to bringing in our coalition partners. When there is a security concern about what information can be released, even within the context of an exercise, we get away from training the way that we fight.

This is not only a training concern, but an operational concern as well. As we try to get other nation's aircraft plugged into either range instrumentation or some of these simulators, the issue of security is something we constantly bump up against, whether it is a case of not releasing a capability matrix for some of our classified platforms, or making sure the systems are able to operate together but not leave information behind.

One area where there has been tremendous payback is the notion of collaborative tools – how we bring all of our partners together in a collaborative environment, everything from chat rooms to voice over the Internet, to briefing visuals that can be sent back and forth. This notion has a tremendous upside in the interagency and multinational arenas. We can facilitate communication and exchange of information both for planning the exercises and the actual exercises themselves.

MS&T: Do you find much demand internationally for these collaborative exercises?



Above

Dr Mayberry discusses the challenges of transformation and jointness with MS&T's Tom Slear.

Image credit: US DoD

Dr. Mayberry: I have found our international partners leaning forward in terms of wanting to participate and a desire for recognition of their capabilities and that good use be made of them. The countries participate at the level they feel comfortable, either with live or virtual forces, or as observers so they can figure out where they could best fit in.

What I have seen is that multinational forces have a tremendous capability that we as a department don't fully recognize, don't fully appreciate, and don't fully understand how to make the best use of. I think it is only through joint training events that we can educate our commanders as to the amount of this capability, and how we can bring it together to create a synergy that is greater than either one of us individually. That is our challenge and the only way we will make significant headway is with continued emphasis on multinational training events.

MS&T: Do you see this turning the other way, with the United States participating in exercises derived and hosted by other countries?

Dr. Mayberry: As our forces become more rotational as opposed to forward deployed, we must project out. Whether training of the force is in Australia or Eastern Europe, we have to make use of the assets our coalitional partners can offer.

MS&T: Finally, what do you wish for?

Dr. Mayberry: One of my wishes is that we as a department would be a little further along with the incorporation and imbedding of training into our acquisition cycles. My picture of an ideal world would be with training and education recognized at the very beginning of the design phase. Future Combat Systems has designated imbedded training as one of its key performance parameters. That is outstanding.

And, two, that we as a department get better at capitalizing on international capabilities. We are transitioning from a threat-based type of strategy to a capabilities based strategy. You hear those words thrown around quite a bit: capabilities-based training, capabilities-based readiness, capabilities-based planning.

'Capabilities' implies a competition of ideas, and the international community is one that can make a significant contribution to this pool of ideas. Our challenge is to appreciate, understand, and realize how to go about capitalizing on those ideas. **MS&T**