

Military Intelligence Junior Officer Development Program at the Joint Multinational Readiness Center

by Colonel James L. Snyder, Captain Ryan M. Hardin, and Captain Kent D. Homrighausen

Introduction

The Joint Multinational Readiness Center (JMRC), located at Hohenfels, Germany, is the U.S. Army's Europe-based combat training center. Like all Army combat training centers, JMRC provides—

- ◆ rotational unit trends,
- ◆ observations and lessons learned back to the operational force through center of excellence engagements,
- ◆ professional forum participation,
- ◆ leader training programs, and
- ◆ input to a multitude of newsletters and Center for Army Lessons Learned publications.

One of the most challenging missions we have is to “get left” of the rotation and influence trend reversal by driving change in unit home station training or institutional professional military education.

The Tactical Experience Gap

For many years, a troubling trend existed across the military intelligence (MI) community—a failure of battalion and brigade S-2s to perform their critical roles adequately, resulting in several S-2s being removed from their jobs. In response to this trend, the Department of the Army G-2, the Commanding General of the U.S. Army Intelligence Center of Excellence, and intelligence community leaders revamped curricula at the Intelligence Center of Excellence. They also instituted the new brigade combat team S-2 course at the Command and General Staff College and declared calendar year 2016 the “Year of the [brigade] BDE S-2” as an MI Corps focus. All these efforts have produced tangible effects and have improved the tactical proficiency of our junior field and company grade officers.

Having served in multiple nondivisional assignments, I [COL Snyder] observed a widening gap between our



Photo by U.S. Army SSG David Overson

U.S. Army Soldiers with 1st Battalion, 4th Infantry Regiment who are assigned to the Joint Multinational Readiness Center's Hohenfels Training Area, Hohenfels, Germany, practice their role in a combined arms rehearsal, prior to maneuvering into the “Box” during Allied Spirit VIII, January 25, 2018.

JMRC is a professional, adaptable, and innovative team that builds and sustains readiness of assigned European-based forces and rotational forces through premier training in order to deter adversaries and win in a complex operating environment.

junior captains who lacked the tactical experience of their peers serving in U.S. Army Forces Command (FORSCOM) brigade combat team assignments, either as branch detail or as basic MI Branch officers. While non-FORSCOM assignments are tremendously broadening to new MI lieutenants, they generally do not provide opportunities to experience the tactical operations process executed at a brigade or a battalion. This creates junior leaders with a tactical experience gap from not providing maneuver commanders with timely and relevant assessments and recommendations to win in large-scale combat operations against a peer threat.

Military Intelligence Junior Officer Development Program

To bridge this gap and effect trend reversal at the foundational level, the JMRC has implemented an MI Junior Officer Development Program to assist young officers who

personnel. Guest OCTs benefit personally and professionally while serving key roles in developing rotational training units. Building upon this model, the MI Junior Officer Development Program offers company grade MI officers the opportunity to broaden their intelligence expertise by observing tactical units in action. This program is tailored especially to those serving in units that focus on providing operational and strategic intelligence support to the European theater. During major training rotations, MI officers are exposed to—

- ◆ maneuver, fires, aviation, and engineer battalion S-2s,
- ◆ brigade intelligence cells and enablers,
- ◆ opposing forces (OPFOR) S-2, and
- ◆ division-level intelligence, surveillance, and reconnaissance asset managers.

Intelligence Ride Along – 2LTs, 1LTs, Jr. CPTs

- No tactical intelligence experience required
- Observation only
- Ride along with the OTC Team
- Flexible schedule

Full Immersion Experience – Sr. 1LTs and CPTs

- Previous tactical intelligence experience required – OR former ride along participant
- Serve as a certified JMRC Guest OCT
- Must attend complete rotation

OPFOR Assistant S-2 – 2LTs and 1LTs

- No tactical intelligence required
- Serve as the 1st Battalion, 4th Infantry Regiment assistant S-2 for an exercise
- Unique opportunity from red perspective
- Can be tailored to fit officer availability

MI Junior Officer Development Program

are not assigned to tactical formations. This crucible experience and focused mentorship with senior MI captains, majors, and lieutenant colonels serves to round out young officers' professional development and provide them with a resource for future growth. While one brief visit to a combat training center will not fully prepare a new battalion S-2 for the demands of combat, it will empower the officers to identify the gaps in their knowledge base that they need to close. This opportunity, early in their careers, will maximize their potential for career success, while capitalizing on their already diverse experiences to enhance their peers and the force.

JMRC regularly hosts premier training exercises for European-based and regionally aligned U.S. units and our multinational partners. It also frequently invites guest observer-coach-trainers (OCTs) to augment permanent party

The program offers three options:

Intelligence Ride Along. The intelligence ride along is for second lieutenants, first lieutenants, and junior captains. This program requires no prerequisite tactical intelligence experience, is observation-based, and is highly tailorable. Participants spend anywhere from 3 days to 2 weeks shadowing professional OCTs as they mentor rotational training units' battalion and brigade intelligence teams. The ride along program also includes a chance to "peer behind the enemy's curtain" and observe the OPFOR S-2 section as they prepare for operations against friendly forces.

Full Immersion Experience—Guest Observer-Coach-Trainer. The full immersion experience is specifically for senior first lieutenants and captains with previous tactical intelligence experience. Former participants in the ride along program are highly encouraged to attend. Participants

in the full immersion experience begin with a 3-day guest OCT Academy taught by JMRC's professional cadre. After certifying as a JMRC guest OCT, participants are assigned to a battalion OCT team to fill a critical intelligence OCT billet for an entire rotation.

OPFOR Assistant S-2. JMRC's OPFOR "warriors" from the 1st Battalion, 4th Infantry Regiment replicate a highly proficient peer enemy. The third developmental opportunity for junior MI officers is to serve as an OPFOR assistant S-2 for a rotation. Requiring little to no previous tactical intelligence experience, MI lieutenants benefit through on-the-job training by providing intelligence support from the enemy perspective. Participants serve within a seasoned S-2 section under the direction of a veteran MI captain for an exercise or a customized timeframe to fit the officer's availability.

Key Takeaways

The following key takeaways highlight the benefits of the program:

- ◆ Participants gain access to current and emerging intelligence trends and initiatives while learning specific intelligence processes such as intelligence preparation of the battlefield (IPB), staff planning, and current operations—all crucial aspects of being an officer.
- ◆ MI officers have opportunities to learn from OCTs of other warfighting functions, which not only broadens their leadership experience but also expands their network and provides a contextual background on specific intricacies of the various warfighting functions. These opportunities can inform intelligence officers as they support maneuver commanders throughout their careers. MI officers will take lessons learned and knowledge gained back to their home units and implement the experience into their training plans, operations, and professional development opportunities.
- ◆ Officers build a network of relationships across Europe, the MI Corps, and the U.S. Army, which will assist in coordination, information sharing, and support of future intelligence efforts in Europe and beyond.

Feedback from Participants in the Program

Since the program's inception in September 2018, JMRC has hosted five MI lieutenants for the intelligence ride along and one captain for the full immersion guest OCT experience. Some of their after action report comments highlight the program's benefits:

First lieutenant, 522nd MI Battalion, 207th Military Brigade: "The most beneficial aspect of this opportunity for me was the ability to see the S-2s/[MI company] MICO from varying warfighting functions execute IPB. The schoolhouse gives you the opportunity to plan and run through the steps of IPB, but this experience allowed me to see the execution of that plan from multiple perspectives and enabled me to learn from the experiences of varying intelligence professionals...The OPFOR S-2 had a wealth of knowledge and the time to explain the reasons behind his actions."

First lieutenant, 650th Military Group: "I found the initial planning process, the [military decision-making process] MDMP and IPB portions, to be the most beneficial for me. The fundamental refresher of these essential decision-making processes has not only shown me what I need to brush up on, before attending the [MI Captains Career Course] MICCC, but also the overwhelming importance of analytical planning prior to execution in the field."

First lieutenant, 24th MI Battalion, 66th Military Brigade: "We had the opportunity to have an impromptu [leadership professional development] LPD [session] with the JMRC [electronic warfare officer] EWO on the implementation of [electronic warfare] EW assets and the future integration of EW with [signals intelligence] SIGINT within the MICO. That was an extremely valuable opportunity."

How to Participate

Junior MI officers may participate in any of the exercises hosted at the JMRC. These exercises provide broadening opportunities for MI officers by allowing them to take part in armored, mechanized, Stryker, and airborne/light rotations and to work with North Atlantic Treaty Organization allies and U.S. partners. Units are responsible for coordinating transportation to and from the training area in Hohenfels, Germany. JMRC provides life support for the duration of exercises, making this a very low cost opportunity for units to broaden their junior MI officers. Interested participants should consult with their chain of command for support and contact usarmy.jmrc.usareur.list.sr-intel@mail.mil for additional information about JMRC programs. 

"To be successful at the next level, military intelligence [MI] leaders should have a variety of experiences at all echelons, from tactical to strategic. Participating in an immersion experience at a combat training center such as the Joint Multinational Training Center is an excellent way to broaden and deepen one's craft. Lieutenants and captains will take their lessons learned back to their home units, strengthening the MI community as a whole. This program pays dividends across the board."

– MI Company Senior Trainer, JMRC

COL James Snyder is the senior intelligence officer at the Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany. He is a proud graduate of The Pennsylvania State University, with a bachelor of science in aerospace engineering, and of Webster University, with a master of arts in security management. His prior assignments include battalion S-2, brigade S-2, Deputy Division Analysis and Control Element Chief, 66th Military Intelligence (MI) Brigade-Theater S-3 and deputy commanding officer, and Commander of 522nd MI Battalion (Equalizers!). He has deployed to Kuwait, Bosnia, Afghanistan, and Iraq.

CPT Ryan Hardin is the MI company senior trainer at the JMRC, Hohenfels, Germany. He has observed, coached, and trained three U.S. battalion S-2s and five MI company commanders. He commissioned as a branch detailed infantry officer in 2010 and subsequently served as a rifle platoon leader, battalion planner, and mobile gun system platoon leader. In 2012, he deployed to Afghanistan and served as the forward logistics element platoon leader. As a MI captain, his positions include infantry battalion S-2, headquarters company commander, and brigade engineer battalion S-2 observer-coach-trainer. CPT Hardin was recently selected to attend the National Intelligence University to pursue a master of science degree in strategic intelligence.

CPT Kent Homrighausen is the brigade engineer battalion intelligence trainer for the Raptor Team at the JMRC in Hohenfels, Germany. He commissioned as a branch detailed field artillery officer in 2010 with a bachelor's degree in justice systems from Truman State University and transitioned to MI in 2014. His prior assignments include fire direction officer, fire support officer, battalion S-2, battalion S-4, and counterintelligence/human intelligence detachment commander. He has two deployments to Afghanistan, the first in Nuristan Province and the second in Kunar Province.



What is Foundry

The Foundry Intelligence Training Program is a critical enabler to Army global readiness. It provides commanders the necessary resources (funding, facilities and subject matter experts) to prepare military intelligence Soldiers, Civilians, and units to conduct intelligence operations and activities at the tactical, operational, and strategic levels.

Foundry Training Types

- Foundry enhances individual and collective intelligence training for the Active and Reserve Components through –
- a. Resident (TDY) or at a Foundry Site
 - b. Live Environment Training
 - c. Mobile Training Teams



Funding

Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Intelligence, may allocate Foundry resources that support unit METL, Army Service component command's intelligence warfighter function training requirements and advanced intelligence training provided by the intelligence community.

Schedules

Foundry Courses can be scheduled through the Army Training Requirements and Resources System (ATRRS). ATRRS allows units to submit training requests online and view calendars of all available, requested, and scheduled intelligence training. ATRRS also displays training objectives, prerequisites, class size, and course administrative requirements. ATRRS URL: <https://www.atrrs.army.mil>.

Points of Contact

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