

CHAPTER 25

CENTER FOR LAW AND MILITARY OPERATIONS (CLAMO)

REFERENCE

1. U.S. DEP'T OF ARMY, FIELD MANUAL 1-04, LEGAL SUPPORT TO THE OPERATIONAL ARMY (18 Mar. 2013).

I. OVERVIEW

The purpose of this chapter is to familiarize operational legal professionals with the Center for Law and Military Operations (CLAMO), encourage the use of CLAMO as a resource provider, and request the submission of information to CLAMO. This chapter also provides information concerning the Army's combat training centers (CTCs) and the Mission Command Training Program (MCTP).

II. CLAMO MISSION

CLAMO is a joint, interagency, and multinational legal center responsible for collecting and synthesizing data relating to legal issues arising in military operations, managing a central repository of information relating to such issues, and disseminating resources addressing these issues to facilitate the development of doctrine, organization, training, material, leadership, personnel, and facilities (DOTMLPF) as these areas affect the military legal community.

III. CONTACTING CLAMO

CLAMO invites contribution of operational legal materials and suggestions, including legal after action reports (AARs), ideas from the field, comments about its products, and requests for information or assistance. Please e-mail, call, or write to request or submit materials and ask questions. You may e-mail CLAMO at usarmy.pentagon.hqda-tjaglcs.mbx.clamo-tjaglcs@mail.mil. CLAMO's Secure Internet Protocol Router Network (SIPRNet) e-mail address can also be obtained by contacting CLAMO at that address. You may write to CLAMO at 600 Massie Road, Charlottesville, Virginia 22903-1781. CLAMO's phone number is (434) 971-3145, DSN prefix 521. The CLAMO JAGCNet web page¹ contains CLAMO's repository and publications. CLAMO's most current AARs are posted on the International and Operational Law Document Library, also on JAGCNET.² CLAMO provides alerts concerning the availability of new resources through CLAMO's Facebook[®] web page.³

IV. CLAMO: A RESOURCE PROVIDER FOR OPERATIONAL LEGAL PROFESSIONALS

A. Description

1. Established by order of the Secretary of the Army in 1988, CLAMO is located at The U.S. Army Judge Advocate General's Legal Center and School (TJAGLCS) in Charlottesville, Virginia. In addition to U.S. Army Judge Advocates (JAs), CLAMO's staff includes legal advisors from the U.S. Marine Corps, U.S. Navy, U.S. Coast Guard, Canadian Forces, the British Army, and the German Ministry of Defense.

2. CLAMO strives to be the most responsive resource provider for operational legal professionals in both the classified and unclassified environments, disseminating current best practices and timely lessons learned provided by the operational force, and serving as expert identifiers of emerging legal issues.

B. Information Collection

1. **Unit and Individual AARs.** The primary formal means by which CLAMO collects information is the AAR process. The JAG Corps (JAGC) expects its legal professionals to contribute to the betterment of the Corps by producing and sharing written AARs following significant operational training, exercises, and deployments.

¹ See The Center for Law and Military Operations, *available at* <https://www.jagcnet.army.mil/clamo> (last visited May 19, 2015).

² See The International and Operational Law Document Library, *available at* <https://www.jagcnet.army.mil/IODocLib> (last visited May 13, 2015).

³ See CLAMO (Center for Law and Military Operations), *available at* <http://www.facebook.com/pages/CLAMO-Center-for-Law-and-Military-Operations/105770019466402?ref=ts> (last visited May 19, 2014).

Appendix C of FM 1-04 contains the JAGC's doctrinal format for AARs.⁴ Operational legal professionals should submit their AARs to CLAMO using the contact information above.

2. **CLAMO AARs.** Upon review of submitted AARs or upon the return of a deployed unit or individual, CLAMO may contact legal personnel to set up a formal CLAMO AAR. CLAMO then interviews the personnel to capture their lessons learned. This interview may be telephonic or in person, at either TJAGLCS or the interviewee's home station. From this information, CLAMO produces a formal written AAR approved by the contributing legal personnel. CLAMO encourages contact from individuals desiring to participate in this process.

3. **Operational Products and Information.** CLAMO also collects information provided by deployed legal personnel. CLAMO encourages legal professionals to send any of their products and best practices directly to CLAMO. Additionally, CLAMO strongly encourages units and personnel to add CLAMO's email address to any standard distribution list used to keep their subordinates and higher headquarters informed. Legal situation reports, operational law updates, and operational summaries contain a wealth of useful information. Placement on the distribution list allows CLAMO to remain apprised of the most current information in the deployed environment without placing an additional burden on deployed legal personnel.

4. **Deployed CLAMO Personnel.** CLAMO occasionally deploys its personnel to operational theaters to collect the most current information directly. These deployments are typically of short duration (90 days) and funded by the receiving unit. The receiving unit is free to use the deployed CLAMO member as best suits the needs of the unit.

5. **Other Sources.** Finally, CLAMO constantly monitors a variety of sources for information that might be of use to operational legal professionals. Such sources include the Center for Army Lessons Learned (CALL), classes and lectures at TJAGLCS, the Army's various combat training centers, other services and our allies, public symposiums and conferences, and other open sources.

C. Information Management

1. **Repositories.** CLAMO's primary tools for information management are its repositories. The repositories (both secure and unsecure), serve as the JAGC's central storehouses for operational legal materials. They contain information for current and future reference, as well as for facilitating the development of training, doctrine, force structure, materiel, curriculum and other resources. Materials include primary source documents, directives, regulations, country law studies, graphic presentations, photographs, and various legal products. CLAMO organizes its repositories into the categories of International and Operational Law, Administrative and Civil Law, Contract and Fiscal Law, Claims, Legal Assistance, Military Justice, Multinational Operations, Interagency Operations, Homeland Security Operations, DOTMLPF and Country Materials.

2. **Repository Locations.** CLAMO's website on JAGCNet (<https://www.jagcnet.army.mil/clamo>) provides access to the International and Operational Law Document Library on the unsecured network. This library contains most of CLAMO's materials and is searchable using a free-text search. If there is a specific document you cannot find in the library, or you are seeking classified resources, please contact CLAMO directly.

3. **Repository Access.** As CLAMO's knowledge management structure develops and matures, you may occasionally have trouble reaching the information you need. Additionally, required security protocols sometimes block access for non-U.S. Army JAGC members. Should this occur, do not hesitate to contact CLAMO directly. Not only will CLAMO assist you in obtaining the information, but also your experiences with the systems will help CLAMO make the adjustments necessary to provide the maximum allowable accessibility.

D. Information Dissemination

1. **Websites.** CLAMO's websites are its most far-reaching tools for information dissemination. Constantly updated, they contain the most current information. Between CLAMO's JAGCNet website and the International and Operational Law Document Library, you can access all of CLAMO's AARs and products, as well as the repository discussed above.

2. **Deployed Resource Library DVD.** Recognizing that operational legal professionals are not always in an environment where there is Internet access, CLAMO also produces the Deployed Resource Library DVD. This DVD contains those materials most likely to be of use to a legal professional in an immature theater or contingency

⁴ U.S. DEP'T OF ARMY, FIELD MANUAL 1-04, LEGAL SUPPORT TO THE OPERATIONAL ARMY (18 Mar. 2013).

environment. CLAMO constantly updates the DVDs' content and produces them at least bi-monthly. Use the contact information above to request copies.

3. **Publications.** CLAMO also disseminates information through its many written texts. CLAMO writes on a wide variety of topics including current overseas contingency operations, domestic operational law, and rule of law operations. Additionally, to assist operational legal professionals in avoiding the relearning of lessons previously identified, CLAMO has published a compendium of lessons learned during major operations since 1994. Use the contact information above to request copies of CLAMO publications (or the Operational Law Handbook, Law of Armed Conflict Deskbook, or Law of Armed Conflict Documentary Supplement published by the TJAGLCS International and Operational Law Department). CLAMO's publications include:

- a. Tip of the Spear: After Action Reports from August 2009 – August 2010 (2010).
- b. Forged in the Fire: Legal Lessons Learned During Military Operation 1994–2008 (2008).
- c. Rule of Law Handbook: A Practitioner's Guide for Judge Advocates (2015).
- d. Domestic Operational Law 2015 Handbook for Judge Advocates.
- e. Legal Lessons Learned from Afghanistan and Iraq: Volume II, Full Spectrum Operations (1 May 2003 to 30 June 2004) (2005).
- f. Legal Lessons Learned from Afghanistan and Iraq: Volume I, Major Combat Operations (11 September 2001 to 1 May 2003) (2004).
- g. U.S. Government Interagency Complex Contingency Operations Organizational and Legal Handbook (2004).
- h. Deployed Marine Air-Ground Task Force Judge Advocate Handbook (2013)
- i. Law and Military Operations in Kosovo, 1999–2001: Lessons Learned for Judge Advocates (2001).
- j. Law and Military Operations in Central America: Hurricane Mitch Relief Efforts, 1998–1999: Lessons Learned for Judge Advocates (2000).
- k. Rules of Engagement Handbook for Judge Advocates (2000).
- l. Law and Military Operations in the Balkans, 1995–1998: Lessons Learned for Judge Advocates (1998).
- m. Law and Military Operations in Haiti, 1994–1995: Lessons Learned for Judge Advocates (1995).

4. **The Legal Center and School.** CLAMO's location at TJAGLCS enables the rapid communication of current operational materials and lessons learned to the school faculty and legal center directorates. This allows timely incorporation of current best practices and lessons learned into the JAGC's educational processes, as well as into force structure, doctrine, and training development. In a matter of days, the Legal Center and School can teach and incorporate the latest lessons learned from operational legal professionals.

5. **The Combat Training Centers (CTCs) and the Mission Command Training Program (MCTP).** The Army has three CTCs and one Training Program: The Joint Readiness Training Center (JRTC), the National Training Center (NTC), the Joint Multinational Readiness Center (JMRC), and the Mission Command Training Program (MCTP). Each of these focuses on specific elements of a broad spectrum of military operations and incorporates lessons from all recent operations, including those in the Balkans and Afghanistan. CLAMO's relationship with the legal personnel assigned to the CTCs and MCTP allows it to both gather lessons learned during training rotations and share those and other lessons with and among the CTCs and MCTP for immediate implementation by training units.

6. **Individual Operational Legal Professionals.** CLAMO also disseminates information directly to individuals. CLAMO encourages operational legal queries from the field. Use the contact information above to submit a query. In response to such requests for information/assistance, CLAMO attempts to locate the resource(s) necessary to assist the requestor. In keeping with CLAMO's vision of being the most responsive resource provider for operational legal professionals, initial responses go out within twenty-four hours of receipt. The nature of some requests, however, necessitates a longer time to gather a complete response.

V. COMBAT TRAINING CENTERS AND THE MISSION COMMAND TRAINING PROGRAM

This section describes the CTCs and MCTP, whom they train, and the role of the judge advocate(s) and paralegal(s) at each.

A. The Joint Readiness Training Center (JRTC).

1. The JRTC is located at Fort Polk, LA. This CTC focuses primarily on training brigade combat teams (BCTs) and attached units for Decisive Action Training Environment (DATE) rotations, the Global Response Force Mission, and mission rehearsal exercises (MREs) for specific deployments. The JRTC and Operations Group provide realistic, relevant, and rigorous training conditions in both remote and urban environments.

2. A rotation at JRTC varies in length, but generally lasts from fourteen to twenty-one days. Units ordinarily begin planning for their JRTC rotation more than seven months before the rotation and identify their training objectives to JRTC from home station 210 days before execution. The BJA should conduct parallel planning and liaise with the legal Observer/Coach/Trainers (OCTs) at this time to communicate his or her training objectives and focus. Around ninety days before the rotation, the unit will send primary staff members to JRTC for the Leaders Training Program (LTP).

3. The Brigade Judge Advocate (BJA) and the Paralegal NCOIC should both attend LTP. The Trial Counsel (TC) should also attend if the TC's trial schedule permits. During the LTP, the brigade staff members—including the BJA—use the Military Decision Making Process (MDMP)⁵ to plan their operation. The BJA will prepare the brigade legal appendix, rules of engagement, and conduct a legal review of the full draft operations order (OPORD). Preparation of the order requires access to classified and unclassified computer systems. Without access to those systems, the BJAs will not complete their responsibilities at LTP. The BJAs will meet the OPLAW Planner and the OPLAW OCTs during the LTP session. BJAs should be prepared to discuss their training objectives with the OPLAW Planner and OCTs and get best practices from the OCTs to prepare their brigade legal section (BLS) for rigorous training at the JRTC. BJAs should identify their personnel, equipment, and training requirements for the upcoming rotation.

4. Based on the requirements identified at LTP, the BJA and Paralegal NCOIC should develop a deployed standard operating procedure (SOP) which includes a draft battle rhythm, duties and responsibilities, equipment list (including communication and automation requirements), investigation guide, foreign claims guide, reporting format, and battle drills. The SOP should also include example claims packets, investigations packets, detention packets, rules of engagement (ROE) matrices, Commanders' Emergency Response Program (CERP) guidance, and a concept of operation (CONOP) review SOP. The BJA and Paralegal NCOIC must prepare their team for their JRTC rotation through counseling and training.

5. Battalion paralegals can either work at their battalions, in accordance with Army doctrine and unit authorizations, or be consolidated at the brigade level. Take the time to review battalion-level tactical standard operating procedures (TACSOPs) and integrate paralegal tasks into the battalion TACSOP. If the paralegals are not consolidated at brigade level, the BJA will have less daily contact with battalion paralegals while at JRTC, but proper planning for battalion paralegal communication platforms will allow for horizontal and vertical communication. Pre-rotational training and the SOP must give the battalion paralegal the confidence to operate at the battalion with minimal daily guidance from brigade. For example, a battalion paralegal with minimal supervision must be prepared to process non-judicial punishment; understand the ROE and mission approval authority; identify/report legal significant acts (SIGACTs); provide administrative assistance for investigations; review detention packets; and support legal services for the battalion command and Soldiers.

6. An Afghanistan MRE at JRTC will include a relief in place (RIP) and a transition of authority (TOA) with a fictitious brigade (or outgoing unit). The OPLAW Planner acts as the outgoing Brigade JA (BJA) for the Operations and Intelligence (O&I) briefing during RIP. For a DATE, which may include a forced entry into hostile territory, the JA must rely solely on the OPORD from higher headquarters and the intelligence provided to his unit. JAs should identify legacy issues from the outgoing unit and/or higher headquarters and be prepared to send up requests for information (RFIs) to Division as necessary.

7. The BJA must determine how, when, and where BCT units and augmentees will receive operational legal support and ROE training for the rotation. Besides the approximately 3,500 troops organic to the BCT, there

⁵ See the Military Decision Making Process chapter in this Handbook for further discussion of MDMP.

may also be units augmenting or requiring support from the BCT during a rotation. These units may include an aviation battalion, an engineer battalion, a combat hospital, or Security Force Advisory and Assistance Teams (SFAATs). Other supporting elements may include Civil Affairs (CA) and Military Information Support to Operations (MISO) detachments.

8. The JRTC provides a legally rich training environment. The BLS will encounter issues with ROE (including escalation of force, fire control measures, collateral damage estimation and dynamic targeting); detention operations; human intelligence collection; claims; fiscal law (including CERP or Reintegration Funding for theater specific MREs); Rule of Law; and investigations (including financial liability, fratricide, escalation of force, ROE and law of armed conflict incidents). In addition, there are multiple Situational Training Exercise (STX) lanes for combat convoy, cordon and search, Improvised Explosive Device (IED) defeat, and key leader and street level engagements and Tactical Site Exploitation (TSE). Very few of the issues that arise for the BLS are “injects.” Instead, the vast majority of these issues arise as the result of actions taken by the brigade. For example, with over 1,000 local nationals (civilian role-players), units may see a significant number of claims as a result of damage or injuries in civilian-populated areas. Units may have to investigate fratricide or civilian casualties, even though the unit may not be aware that it caused the deaths of those persons, except from allegations made in the local media.

9. The unit’s actions or inactions will shape the operational environment, either garnering more support for the host nation or the insurgency. Reactions and attitudes of the local population often shift based on their perceptions of U.S. Forces. For the BCT, the prompt payment of claims, the rapid use of CERP funds for sustainable projects, and plans in place to affect the civilian populace can have a positive impact on the area of operations. Units will encounter non-governmental organizations (NGOs), competing inter-agency governmental organizations, political parties, news media, police and paramilitary forces, and insurgent forces. The presence of these organizations may require JA involvement to determine their status and appropriate treatment by U.S. forces. The International Committee for the Red Cross (ICRC) may conduct inspections of the brigade detention/internment facility, and JAs will be present during such inspections.

10. Three JAG Corps personnel at JRTC serve as OCTs: two JAs and one paralegal NCO. The OCTs take a hands-on role in teaching, coaching, and mentoring the BLS members involved in the exercise in an effort to help them improve their respective contributions to their unit’s mission. Another JA serves as the OPLAW Planner responsible for the legal content of scenarios and replicating the Division or Combined Joint Task Force SJA. OCTs will conduct “green book” AARs during the training rotation in order to assist the BLS to see themselves and to reinforce positive actions or trends within the BLS. The intent of AARs is to help the BLS improve as a collective whole.

11. Formal AARs occur after the Force on Force (FoF) phase, and a final consolidated BCT AAR occurs at the conclusion of the JRTC rotation. Upon leaving JRTC, the BLS and the unit receive a Take Home Packet capturing OCT observations to assist the unit over both the short and long-term.

12. In conclusion, a BLS should begin preparing for its rotation a minimum of 90 days before the rotation. Greater preparation by the BLS results in a higher level of legal support to the brigade during operations. A BLS that arrives with personnel who are trained for the mission, armed with the prepared materials, and has trained the BCT on ROE, will have a much more successful rotation than a BLS who does not prepare.

B. The National Training Center (NTC).

1. The NTC is located at Fort Irwin, California, in the middle of the Mojave Desert. In July 2004, the NTC training environment shifted from the traditional role of training heavy brigade combat teams (BCTs) in mid-to-high intensity conflict, to preparing brigade-level units to support OIF and OEF. In 2012, this focus began to shift back to mid-to-high intensity conflict in the DATE rotations.

2. The NTC regularly hosts brigade-sized units—light, heavy, and Stryker BCTs (“brigades”). Much like at JRTC, this training uses realistic joint and combined arms training in DATE scenarios and MREs. The NTC provides comprehensive training scenarios from brigade-size live fire to combined armed maneuver (CAM) and wide area security (WAS) as subsets of training to conduct unified land operations.

3. The maneuver box at the NTC is as large as the state of Rhode Island (1,001 square miles). The depth and width of the operational environment gives a brigade the unique opportunity to exercise all of its elements in a realistic training area. An NTC rotation is often a unit’s only opportunity to test its combat service and combat service support elements over a doctrinal distance. Brigades must be able to communicate through up to eight

communications corridors, evacuate casualties over forty kilometers, and navigate at night in treacherous terrain with few distinguishable roads. Other environmental conditions, such as a forty to fifty degree diurnal temperature range, winds over forty-five knots, and constant exposure to the sun, stress every system and Soldier to their limits. The NTC is the only training area in the United States that allows a complete brigade-sized unit to conduct both a live fire attack and a live fire defense integrating all war fighting functions, including direct air support from Air Force and Naval platforms.

4. Historically, the NTC based its training scenario on contemporary operating environment scenarios originally developed at Fort Leavenworth. However, as NTC began training brigades for deployment to OIF and OEF, the scenarios shifted to Iraq or Afghanistan focused MREs that emphasize theater TTPs and problem sets. With the cessation of OIF and drawdown of OEF, MRE rotations are less common at the NTC. Future NTC training rotations will focus on DATE and train BCTs in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

5. Each fiscal year, NTC conducts ten rotations, each rotation consisting of twenty-eight days. The first five days of reception, staging, onward-movement and integration (RSOI 1-5) are spent generating combat power and integrating the brigade into the notional division headquarters, 52nd ID (M). During this period, there are host nation visits, civilian demonstrations, media events, and attacks by militants and terrorists. All of these challenge the BJA and civil-military operations (CMO) cell. The second phase is 14-18 training days which can be partitioned into a STX period and a Full Spectrum Operations (FSO) period. The normal split is 6 STX and 8 FSO, but 7 and 7, and 5 and 9 rotations have been executed. For an MRE rotation, the brigade will occupy a number of operating bases in the training area, both during STX and FSO. But, during a DATE rotation, the brigade will establish tactical assembly areas (TAAs). Additionally, the BCT may conduct live fire exercises throughout the course of the rotation. The final seven days of the typical NTC rotation are regeneration of combat power and redeployment back to the brigade's home station.

6. The DATE scenario deploys the brigade into a nation facing both external and internal threats. The external threat manifests in the form of invasion by a near-peer force from a neighboring country. The internal threat consists of various insurgent groups and criminal syndicates. The brigade must effectively employ combined arms maneuver to deal with the invading conventional forces, then transition to wide area security to deal with the various unconventional forces and criminal syndicates. The brigade is challenged to repel the invading forces, restore the international borders, and to assist the host nation government in reestablishing internal security and building legitimacy.

8. Judge Advocates (JAs) can expect to encounter a full range of legal issues during all phases of the rotation. Those issues include, but are not limited to, ROE advice covering all aspects of self-defense and deliberate offensive operations, detainee and POW operations, international agreements, authorities to fund and assist humanitarian operations, administration of investigations, foreign claims, and support to MDMP and targeting. OCTs at NTC do not inject legal assistance or military justice issues into the training scenario as real world problems typically arise from the training units during rotation.

9. Brigade legal sections should conduct deliberate planning for their NTC rotation and contact the OCTs at least 120 days prior to the rotation to communicate training objectives. For more information on what to expect during an NTC rotation, contact the NTC OCTs at (760) 380-6652, DSN prefix 470, or CLAMO at usarmy.pentagon.hqda-tjaglcs.mbx.clamo-tjaglcs@mail.mil.

C. The Joint Multinational Readiness Center (JMRC).

1. The Joint Multinational Readiness Center is located at Hohenfels, Germany. The JMRC trains multinational and U.S. forces for decisive action, joint, and combined operations. It provides Brigade Combat Teams with tough, realistic, Army/Joint battle-focused training. The focus is on training adaptive leaders for decisive action operations by integrating Joint, Interagency, and Multinational elements, and focusing on execution of simultaneous, non-contiguous operations. The integration of multinational forces and combined and joint operations scenarios are major training enablers available at JMRC.

2. The JMRC trains up to a task-organized BCT, with selected division/corps and joint force assets. It plans and conducts MREs to prepare units for operational missions and conducts live fire exercises at the nearby Grafenwoehr Training Area.

3. The JMRC supports the U.S. Army Europe (USAREUR) Expeditionary Training Center with the Deployed Instrumentation System by providing CTC capabilities to deployed forces. It provides doctrinally sound observations, training feedback and trends and lessons learned.

4. The JMRC typically conducts approximately five brigade rotations per year, each with embedded battalion rotations. The JMRC also conducts two MREs per year and teaches two Individual Readiness Training Situational Training Exercises (IRT STXs) per month. Each brigade rotation is comprised of up to three battalion-sized task forces. Rotations typically employ the 3-10-10-3 day rotational task force window model: 3-day deployment/multiple integrated laser engagement system (MILES) draw; 10-day company focused STX lane training and Brigade CPX; 10-day force-on-force maneuver exercise in a counter-insurgency environment and movement to contact, attack and defend stages, followed by a 3-day recovery.

5. With the expansion of multinational training requirements, the JMRC also conducts multiple NATO unit training cycles throughout the year. These multinational training cycles prepare NATO multinational forces to conduct operations in Afghanistan as Observer Mentor Liaison Teams (OMLTs).

6. Judge Advocates can expect to encounter a wide variety of legal issues at JMRC, whether involved in counter-insurgency, decisive action, peacekeeping/enforcement, or stability and support operations. Issues that routinely arise include ROE training and annex production; detention operations; foreign claims; targeting (lethal and non-lethal); law of armed conflict violations and investigations; the handling of displaced persons; and fiscal law issues. Although a JMRC rotation is intended to focus broadly on the brigade's systems, judge advocates can provide input to the training scenario development (approximately six months prior to the rotation) to incorporate additional, judge advocate specific training events.

7. Currently, there are two JA OCTs at JMRC. The role of the JA OCT is to oversee the incorporation and execution of legal issues in the training scenario. Additionally, the JA OCT serves as the primary coach and mentor for the JAs and paralegals involved in an exercise, to help improve their contribution to the unit's mission. The JA OCT conducts multiple informal AARs throughout the rotations and a more formal AAR at the culmination of the unit's training exercise. Two brigade-wide, instrumented AARs occur during the rotation: one at the mid-point, and one upon conclusion of the rotation. The JA OCT captures his observations in a take home packet provided to the BJA upon the conclusion of the rotation. The JA OCT continues to provide assistance to legal sections as they prepare for deployment after the training rotation.

D. The Mission Command Training Program (MCTP).

1. MCTP is located at Fort Leavenworth, Kansas. MCTP supports the collective training of Army units as directed by the Chief of Staff of the Army and scheduled by FORSCOM IAW the ARFORGEN process at worldwide locations in order to train leaders and provide commanders the opportunity to train on mission command in unified land operations. Mission command is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

2. MCTP is composed of a Headquarters and seven Operations Groups (OPSGRPs). MCTP is commanded by a post-BCT command Colonel; each OPSGRP is also commanded by a Colonel called the Chief of Operations Group (COG). Operational Law Observer/Coach/Trainers (OPLAW OC/Ts) are assigned to MCTP Headquarters and support all of the OPSGRPs. The JAGC usually assigns three OPLAW JAs (a lieutenant colonel and two majors) to MCTP at any given time.

3. OPSGRP A provides support and training for Army, Joint, and Coalition Senior Staffs in the training of unified land operations. OPSGRP A integrates with other interagency partners to facilitate the sharing and instruction of relevant doctrine, Chief of Staff of the Army guidance, and best practices as required.

4. OPSGRPs B, C, F, and S provide support and training to brigades and battalion task forces to create training experiences enabling the Army's senior mission commanders to develop current, relevant, campaign quality, joint and expeditionary mission command instincts and skills, as well as opportunities to train on mission command in unified land operations.

5. OPSGRP D provides support and training to ASCCs, JFLCCs, and JTFs in order to create training experiences enabling the Army's senior mission commanders to develop current, relevant, campaign quality, joint and expeditionary mission command instincts and skills. As required, OPSGRP D conducts tactical level mission command training for Divisions and Corps.

6. OPSGRP Contemporary Operating Environment (COE) integrates the training objectives/requirements of MCTP OPSGRPs and external agencies into comprehensive exercise design and control plans. COE oversees all Division/Corps WFX/MRE coordination/synchronization/integration planning events and meetings. COE also provides an opportunities-based opposing force (OPFOR) and manifestations of emerging/future threats and threat TTPs.

7. MCTP differs from NTC, JRTC, and JMRC in two respects. First, MCTP is a deployable CTC. MCTP OPSGRPs travel to the unit to conduct training. Second, there is no tangible area of operations or “box.” Instead, training occurs via simulation within a notional computer-generated area of operations and the broader operational environment.

8. Many spontaneous legal issues arise naturally during the course of an exercise, such as targeting issues, fratricides, detention operations and civilians on the battlefield. Additionally, OPSGRPs inject legal issues into the training scenario. “Inject” topics include: law of armed conflict; ROE; international agreements; justification of the use of force; contract and fiscal law; military justice; foreign claims; and legal aspects of Joint, interagency, NGO and international organization coordination.

9. The training unit commander’s mission essential task list (METL) is the basis of each MCTP exercise. Once the exercise actually begins, OPLAW OC/Ts support the unit’s training objectives by monitoring events that indicate how well the unit has integrated the SJA cell into the operations process (plan – prepare – execute – lead – assess). All MCTP OC/Ts observe the relationships between the training unit’s SJA cell and commanders and staff sections to help identify ways in which the SJA cell can better integrate into the command information process and support the commander’s ability to exercise mission command. OPLAW OC/Ts work directly with the SJA to help improve staff functions, information flow, and management processes.

10. Every OPSGRP rotation includes at least two formal AARs led by the COG. In addition, the OPLAW OC/T conducts at least one informal AAR with the SJA cell, several “hot washes,” and frequent one-on-one mentoring for the JAs undergoing training.