



Preparing for Joint, Interagency, Intergovernmental, and Multinational Operations

By CPT Wesley C. Williamson

In an era of decreasing budgets and varied threats, Army Aviation will increasingly participate in joint, interagency, intergovernmental, and multinational (JIIM) operations. This participation is ever more often at the platoon and company level. Therefore, Army Aviation must institutionally train Soldiers throughout their career to expect, and be familiar with, JIIM operations. This training should not be solely conducted as advanced or specialized training during broadening assignments and field grade professional military education courses but must be an integral part of a Soldier's skill set. I am not advocating all Soldiers be trained as experts in JIIM operations in their initial training. I suggest, however, that the Army familiarize Soldiers with JIIM operations at every stage of their training. Fortunately, we can greatly improve Soldiers and Aviators' preparedness to operate in JIIM environments through the integration of JIIM concepts into formal Army training at earlier stages. Minor adjustments to Aviation doctrine and training structures will pay substantial dividends at the operational level.

Just as the theoretical basis of how we fight does, JIIM education must begin with doctrine. From the earliest level of professional education, we must use and integrate joint and multinational terminology. This does not require major changes, merely the use of existing doctrine. The most ready example of this is in Field Manual (FM) 3-04, *Army Aviation*, with the extended discussion of the new "Attacks against enemy

forces in close friendly contact." Beyond the obvious flaw as an unnecessary complication of terminology for a simple concept, it creates a "new" term for an action that already exists in both Joint and North Atlantic Treaty Organization (NATO) publications - namely close air support (CAS). In Army Doctrine Reference Publication ADRP 1-02, *Terms and Military Symbols* and Joint Publication 1-02, *Department of Defense Dictionary of Military and Associated Terms*, CAS is defined as, "Air action by fixed- and rotary-wing aircraft against hostile targets that are in close proximity to friendly forces and that require detailed integration of each air mission with the fire and movement of those forces." The NATO Allied Procedural Publication 6, *NATO Glossary of Terms and Definitions* (English and French) similarly defines CAS as, "Air action against hostile targets which are in close proximity to friendly forces and which require detailed integration of each air mission with the fire and movement of those forces." FM 3-04 states, "Army Aviation... conducts attacks that enable friendly ground maneuver forces in close enemy contact to seize, retain, or exploit the initiative... [T]he ground maneuver commander in close enemy contact controls the synchronization and integration of Army Aviation maneuver and the distribution and deconfliction of Army Aviation fires." The "new" term in FM 3-04 doesn't define a new concept. It instead describes the same basic concept without acknowledging the existing term. Instead of creating additional terms, Army Aviation should use existing terminology,

already integrated with our JIIM partners, to improve shared understanding.

Army Aviation should next focus on integrating JIIM concepts into all training scenarios. The groundwork for this already exists. The fictional "Atropia" and the operational environment created for the combat training centers (CTC) and also used in simulation exercises in the Aviation Captains Career Course already includes joint and multinational actors. However, these actors are easily ignored in planning because they are created as adjacent units who do not play a decisive role in the exercise. By integrating these JIIM forces into the task force as contributing and necessary actors, Soldiers will train to expect and value JIIM partners as an integral part of their operations, instead of creating a separate mental construct treating JIIM as a special operation. Then, when Soldiers go to training or operational deployments with JIIM partners, they merely have to adjust their mental concept of which JIIM partners are in the operation, instead of learning an entirely new mental construct.

Without much difficulty, Army Aviation can integrate JIIM into training scenarios by inviting JIIM partners to participate in collective training exercises. The Joint Multinational Readiness Center in Grafenwoehr, Germany, provides a successful model for this. Every exercise there includes joint and multinational partners. Though the Continental U.S. CTCs cannot leverage multinational partners for training easily, they can



training and deployments, as this is where we will build upon the institutional JIIM training and build the skills that buttress the institutional training.

Army Aviation can better prepare Soldiers to operate in JIIM environments with small and simple, but important, changes. This preparation is essential in our complex and interrelated world, as these operations promise to expand in scope and increase in regularity. Familiarization with JIIM concepts ensures an efficient and effective transition as Army Aviation increasingly operates with these diverse partners and agencies. By training Soldiers to be familiar with and prepared to operate in JIIM environments, Army Aviation will set the standard for professionalism, proficiency, and preparedness.



integrate joint and interagency training using the same framework. By leveraging the high demand for Aviation, Soldiers can continuously build upon the JIIM concepts they learn in training.

In one respect, Army Aviation is already prepared to operate well in JIIM environments. We often organize into

modular task forces. Familiarity and experience in task force organization, matched to the mission set, lends itself well to JIIM task forces without requiring any noteworthy changes from current Army combined arms task forces. Army Aviation can easily support diverse JIIM customers as easily as it supports diverse Army ground forces. We should sustain this for field

¹ U.S. Department of the Army, FM 3-04, Army Aviation (Headquarters, Department of the Army, 29 July 2015). 1-3.

² U.S. Department of the Army, ADRP 1-02, Terms and Military Symbols (Headquarters, Department of the Army, 7 December 2015). 1-16.

³ U.S. Department of Defense, JP 1-02, Department of Defense Dictionary of Military and Associated Terms (Department of Defense, 12 April 2001). 92.

⁴ North Atlantic Treaty Organization Standardization Agency, AAP-06, NATO Glossary of Terms and Definitions (English and French) (North Atlantic Treaty Organization, 2013). 2-C-5.

⁵ FM 3-04. 1-3.

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Acronym Reference

CAS - close air support

CTC - combat training center

FM - field manual

JIIM - joint, interagency, intergovernmental, and multinational

NATO - North Atlantic Treaty Organization

