

Clear The Way

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First and foremost, I want to thank you for an outstanding ENFORCE 2010. It was great to see our leaders—young and old, officers, warrants, and NCOs—gather from across this Regiment to continue the professional debate about the future. Most important, it was extraordinary to see our young leaders at the company level lead the debate—from their foxhole as some of our most proven combat leaders—and have the senior leaders listen to their insight and counsel. I want to extend my sincere thanks to all the young leaders who went above and beyond to be at the center of the debate rather than on the sidelines. Your passion for service to the Army and this profession honors this Regiment. Our future is in great hands!



The chief purpose of ENFORCE this year was to confirm and adjust the Regimental Campaign Plan—based on your feedback—that has become the centerpiece of all actions at your Regimental Headquarters. I urge you to continue to make this YOUR Regimental Campaign Plan. Be an active participant in the decision process, track our progress on achieving the objectives of the various decisive points (DPs), and understand the plan's direction and the assumptions about the future on which the decisions are based. Above all, be able to articulate the plan and its salient points. We have tried to provide you with the ability to tap into the campaign plan through an online dashboard that lays out each of the lines of effort (LOEs), DPs, the progress of staff actions, and a rolling summary of upcoming decisions. And within each DP there is a forum that allows you to provide input into those decisions. You can access the campaign plan with your common access card (CAC) at the following site: <https://vo.wood.army.mil/sites/CP/ENCP/default.aspx>. Make this your campaign plan and help the headquarters better serve the Regiment.

To spark your interest, below are the key areas that—based on ENFORCE—will be the focal points of our campaign plan efforts in 2010-2011. This is not the complete list, but the ones where I need your insights. I've listed them by their associated LOE and used the DP number so you can easily find them and provide input using the online dashboard.

LOE #1: Train Engineer Warriors

DP 1-02: Implement Sapper Campus. Sapper Campus will be a premiere training facility with upgraded facilities

and training aids and collocated combat engineer and bridge crewmember training, providing maximum space for the student load.

DP 1-04: Institutionalize Counter Explosive Hazards Center (CEHC) Training. Bring CEHC training courses (Route Reconnaissance and Clearance Course [R2C2], Mine Detection Dog [MDD] Course, etc.) in line with other functional courses in the training base under the 1st Engineer Brigade.

DP 1-08: Enlisted Building Great Engineer (BGE) Initiative. The 21R course is training a new program of instruction (POI), expanded by 2 days to incorporate needed blocks of instruction (completed). The 21K course is training a new POI, expanded by 4 days to incorporate needed blocks of instruction (completed). The 21W course is training a new POI, expanded by 13 days to incorporate needed blocks of instruction. Combat engineer training POI(s) include training on newly fielded equipment; training is fully supported through achieving needed doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) requirements as necessary.

LOE #2: Develop Engineer Leaders

DP 2-06: Engineer Leader University. Redesign the education system following a university model that allows the student and gaining organization more input into the individual's education. Allows for "testing out" of classes, better supports the warfight, Army Force Generation (ARFORGEN), and building adaptive leaders.

DP 2-13/14: Interactive and Relevant Instruction. Make education more interactive by dramatically reducing classroom instruction and making small-group problem solving the centerpiece of facilitated instruction based on relevant warfighting challenges.

LOE #3: Support Current Operations

DP 3-09: Mission Rehearsal Exercise (MRX) Academics. Engineer units provide MRX Academics with the engineer technical expertise necessary to allow them to transition smoothly into operations.

DP 3-10/11: Regimental Lessons Learned Integration and Reachback. Build greater capacity within the Engineer School to collect, track, and integrate unit lessons learned into classroom instruction.

LOE #4: Develop Engineer Capabilities in Support of Full Spectrum Operations (FSO)

DP 4-02: Consolidate FM 3-34, Engineer Operations. Rewrite an engineer keystone manual incorporating the engineer framework of the four lines of engineer support:

- Assure mobility
- Enhance protection
- Enable expeditionary logistics
- Build capacity

In addition, influence paradigm shift from functions to disciplines.

DP 4-04: Implement the Brigade Combat Team (BCT) Engineer Battalion. Implement a major change in Army force structure that gives every BCT and engineer battalion headquarters one combat engineer company and one construction company organic.

DP 4-21: Transition Operational Need Statement (ONS) Equipment to Programs of Record (PORs). Identify ONS equipment/capabilities, in particular improvised explosive device defeat (IEDD) equipment that has been developed and procured for the current fight. Determine

what equipment needs to become enduring equipment in engineer tables of organization and equipment (TOEs) and get it transitioned to official Army programs so we can train them in United States Army Training and Doctrine (TRADOC) schools.

LOE #5: Enhance Sense of Regiment

DP 5-02: Establish a Wounded Sapper Program. Establish a program that helps wounded engineers make transitions and get further education, employment, and other life services.

DP 5-06: Renovate the Engineer Museum. Develop a museum program capable of educating and inspiring members of the Regiment and preserving engineer artifacts in preparation for certification.

As I said, this is not the full list of DPs and only gives a sample of the main focus areas for this year's efforts. I can't emphasize enough that this has to be YOUR Regimental Campaign Plan; YOU have to be an active participant in Achieving the Vision; YOU have to fulfill your responsibilities within this profession and shape the debate about the future and the decisions we will make.

Lead to Serve. Essayons!