Herding CATS: The Making of Combined Arms Training Strategies

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ABSTRACT

A high operational tempo and the Army Force Generation model has left units looking for more effective ways to plan and manage training for the Full Spectrum Operations Mission Essential Tasks directed by the Army. Recent work on the Combined Arms Training Strategy (CATS) program provides a holistic approach that takes advantage of knowledge management best practices and collaborative technologies to identify, capture, and share common training approaches and resource requirements for collective training. CATS is accessed within the Digital Training Management System (DTMS) to provide unit collective-based training templates and guidance on common tasks. Man hours are saved because task planning and resourcing is combined into one master calendar with the units' required Individual Training. Half of every DTMS calendar is dedicated to unit training (the other half to Individual Training), requiring only minimal unit tailoring. Each CATS product includes functional unit vetting and feedback during development, which ensures the Army will execute training plans incorporating recent and relevant experience from deployed units. Applying this form of knowledge management to training provides value to the Army because of the increased speed in development, time saved in creating training plans in units, and subsequent improved accuracy of training strategies, which could potentially save lives. This paper will inform readers about the CATS program's capabilities and offer techniques, tactics, and procedures that will help leaders plan and manage training for Full Spectrum Operations. Additionally, the paper will report the findings of a survey to quantify the time saved by using CATS and the DTMS tool. This type of collaboration between the Army's Collective Training Directorate (CTD), CATS contractors, Army Centers of Excellence proponents, and functional units is a progressive way to develop training strategies and can be used as a model for the other Services.

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INTRODUCTION

Gone are the days when the brigade operations officer has to build next year's training program on butcher charts and stubby pencil spreadsheets outlining the training tasks, fuel, ammunition, and range requirements. Changing operational tempos have presented the U.S. Army with the challenge of how to properly train and budget the force to meet those commitments. The traditional model of using generalized task lists tailored for warfighting neither meets the current criteria for stability and support operations nor do planning budgets based on Cold War deployment cost-estimating allow for rapid deployment of modular units. Today's technology-enabled staff has a relatively new tool that has reached a level of maturity that finally makes it worth consideration. Three quarters of unit leaders have used the Combined Arms Training Strategies (CATS) tool, and over two-thirds say the tools are saving time, money, and lives.

The Army is in the process of adapting to a more modular approach to deployments, such as you would find with the Marine Corps. Maintaining a pool of trained and ready forces that can be tapped as needed translates to a versatile and tailorable force that is well-suited for the recurring operational commitments in which the U.S. is currently engaged. What tools can be used to assist with this transition? By combining core training management elements such as personnel, equipment, events, fuel, and ammunition with a robust database, an easy-to-use interface, and a cadre of training developers to analyze requirements and populate the data fields, the CATS program is easily implemented as those transitional tools. The CATS program runs on the Digital Training Management System (DTMS) backbone. It is a core knowledge management system for commanders and their training managers.

This paper looks into the recognition and acceptance of the CATS/DTMS tool set at unit level and familiarizes the reader with the purpose of CATS, why it is important, who is involved in its development and use, its value as a planning tool for training, and recommendations for continued and improved use by the Army. We collected data directly from the field and training developers to determine CATS/DTMS effectiveness, and we provide recommendations for improvements and communicating the value of the program.

This paper is organized in four parts. In the first section, we describe the CATS and DTMS tools. Section two addresses how the Army envisions CATS and DTMS supporting development of a full spectrum operations mission-essential task list. In section three, we discuss the surveys and feedback from the field and training developers along with statistics about use and acceptance. The final section contains our conclusions and recommendations.

CATS AND DTMS

Combined Arms Training Strategy (CATS)

CATS is an Army program of record managed by the Combined Training Directorate at Combined Arms Center, FT Leavenworth. CATS is designed to allow Army units to quickly, easily and accurately develop short-range training plans and identify resourcing requirements to support that training. It is a consolidated database that provides data regarding unit missions, core capabilities, personnel, equipment, collective training plans, full spectrum operations requirements (if applicable), and resource projections. CATS was originally designed to provide Headquarters Department of the Army (HQDA) a means to determine how to budget for the resources (personnel, equipment, and funding) required to support proper training service-wide. It was to provide input to the Program Objective Memorandum (POM), which is a key portion of the budget process that details the allocation of forces, manpower, and funds for a five-year budget period.

The U.S. Army Training and Doctrine Command (TRADOC) trains and develops the Army's Soldier and Civilian leaders. It designs, develops, and integrates capabilities, concepts, and doctrine to build an Army that is a versatile mix of tailorable, adaptable, and networked organizations operating on a rotational cycle

for full spectrum operations. It also supports the Army's Human Capital Enterprise and sustains the all-volunteer force. TRADOC identified the CATS tool at DA and initiated the directives to develop and use the CATS program at unit level to improve and streamline training management.

All unit types have what are termed "core capabilities," meaning those capabilities each type of unit advertises as supporting their core mission. Added to those core capabilities for brigade and higher units are Full Spectrum Operations (FSO) Mission Essential Task List (METL) requirements, such as nation-building, which must be met to ensure the Army is trained to support non-traditional tasks while deployed. The CATS program provides the capability necessary for units to complete planning for all training requirements for both core capabilities and FSO METL.

A CATS designed for the unit provides commanders a flexible and unconstrained set of training events by which they can tailor their own unit training plan, in addition to providing a means to report against the requirements they have for training readiness. The event-driven training is already planned for resources required to successfully execute each evolution and thus reduces the time units need to estimate training logistics.

Digital Training Management System (DTMS)

DTMS is a web-based commercial off-the-shelf software application customized to implement the concepts in Field Manual 7-0, *Training for Full Spectrum Operations*. It is an online tool that allows units to schedule the two types of Army training: Collective and Individual. It is important to understand the differences and purposes of each type of training, so let us take a deeper look.

An *individual task* is a clearly defined and measurable activity accomplished by the individual. It is the lowest level in a job or duty that is performed. They provide the detail to design individual training and provide the framework for individual skills knowledge to support collective training. Proficiency must occur at the individual task level before it can occur at the collective task level.

A *collective task* is a clearly defined, discrete, and measurable activity or action that requires organized team or unit performance and leads to accomplishing the task to a defined standard. It describes the performance of a group in the field under actual operational conditions, and contributes directly to mission accomplishment. Each collective task has a

series of individual tasks linked to it. Because training events created under CATS train at the collective task level, it is implied that all associated individual tasks are trained inherently. This establishes the basis from which developers can form the "Crawl, Walk, then Run" sequencing of progressively challenging training events.

DTMS has a calendar feature that allows units to develop a tailored training calendar for both the individual training and collective training that must be accomplished. Individual training, such as weapons qualifications, annual classroom training (equal opportunity, stress reduction, etc.), and physical training, are scheduled and published by all units with DTMS access. If those units also have a CATS built for them, they may also include those collective training events and therefore have a complete training calendar encompassing all training they need to complete.

For those units that do not yet have access to DTMS, they may use Army Training Network (ATN) to view any and all CATS. While ATN does not have a calendar function from which a training schedule can be built, it does give access to all published CATS. Using an earlier unit example, if the 504th BfSB (Battlefield Surveillance Brigade) does not have access to DTMS (or it is limited in DTMS connectivity), they may log into ATN and view the CATS that was built for use by all three standing Army BfSB units. From there, they can tailor a training schedule that includes the collective training events developed for use in the CATS.

ACHIEVING FULL SPECTRUM OPERATIONS

The Secretary of Defense (SECDEF) has stated the need for a balanced force due to the evolving nature of conflicts and their inherent uncertainty (Gates, 2008). He stated the need for balancing unconventional thinking, keeping conventional threats in perspective, and sustaining the institution. Understanding the SECDEF's vision, the Chief of Staff for the Army (CSA) sees four imperatives for a strategy to restore balance to the Army and increase future readiness: sustain, prepare, reset, and transform. Specifically, he believes the Army needs to sustain an all-volunteer force, prepare Soldiers for future contingencies, reset equipment and personnel, and transform the force into an organization adapted to FSO.

FSO is a relatively new operational concept for the Army. The days of attrition warfare on the open battlefield have been replaced with asymmetrical operations, and the way in which we wage war has changed drastically. Instead of merely entering a conflict, and then pulling out once we have tactical and

operational success in combat, we now ensure that a solid nation-building effort is conducted before withdrawal. The Army therefore currently views all operations as FSO.

Because the nature of conflict has changed drastically since Operation Iraqi Freedom and Operation Enduring Freedom began, the military must ensure they are incorporating new FSO competencies into their training. Examples of FSO include, but are not limited to, counter-insurgency (COIN), nation-building, natural and man-made disaster emergency response, hostage rescue, and stability and support. The Army recognizes that unified action is now the standard, meaning that the military alone cannot solve all the problems associated with FSO. Therefore, they involve joint and multinational forces, and interagency, nongovernmental, and intergovernmental agencies to ensure the highest probability of success. Understanding the paramount importance of having the capability to conduct FSO operations, the Army is using CATS as the vehicle by which FSO concepts are incorporated into unit training.

How does CATS assist with FSO training? First, HQDA establishes Core Mission-Essential Task Lists (CMETLs) for units to focus training and leader development in the operational training domain. CMETLs rarely change. They provide a mix of mission-essential tasks that cover offensive, defensive, stability, and civil support operations. Brigade and higher units are then given an FSO METL. Units train using collective and individual tasks derived from and supporting the CMETL. Once the CMETL is established, FSO tasks are added and these units then have their broad FSO METL requirements. Once the FSO METL is established, those FSO requirements are included in the development of brigade and higher unit CATS so as to ensure that event-driven scenarios can be used to train against FSO.

When using CATS the commander selects a number of FSO CMETL tasks then CATS provides the feedback on resources needed for individual and collective training required to train each task.

Army Force Generation (ARFORGEN)

How does an organization as large as the U.S. Army prepare its forces for deployment for FSO? The answer is ARFORGEN. It is a cycle of phases that progressively build unit readiness through structured training and evaluation, and generate the forces necessary to operationally deploy units. Regarding the Army's new modularity approach in deploying forces described earlier, ARFORGEN is thereby an enabler for

the rotational, cyclical, and progressive readiness design in place today. The three phases are RESET, Train/Ready, and Available. For active duty units, RESET is 6 months, Train/Ready is 18 months, and Available is 12 months. For reserve units, RESET is 12 months, Train/Ready is 36 months (three 12-month periods), and Available is 12 months (see Figure 1).
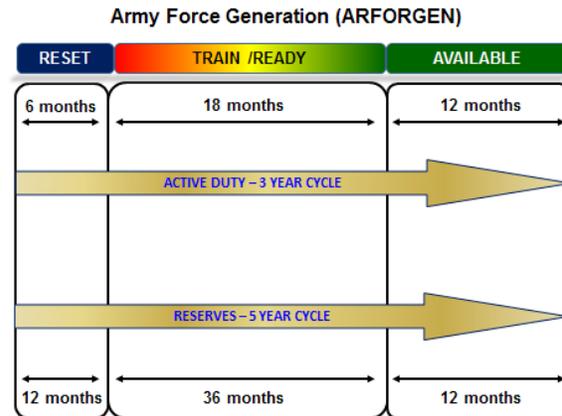
Figure 1. The ARFORGEN Cycle

In addition to the unit training aspect, ARFORGEN establishes the basis to plan and execute Army-wide resources needed for each training event. The CATS tool can assist DA in identifying training resources for the upcoming POM period. Those entities at DA that determine the funding priority for training to the force can use CATS as a projection model to develop their prioritized lists for resource allocation. This is why a connection between HQDA and unit training management is imperative.

Knowledge Management (KM)

Now that the training tools are available with CATS and DTMS, and the funding and resourcing requirements can be met via ARFORGEN, what is the next piece of the puzzle for success in FSO? It begins with leveraging knowledge.

Transferring knowledge derived from experience and learning is facilitated by Knowledge Management. KM is the art of creating, organizing, applying, and transferring knowledge to facilitate situational understanding and decision making. It is by no means one-directional, but rather, a networked system from which we can draw lessons learned; tactical understanding; tools, techniques, and procedures (TTPs); tacit and explicit knowledge. Allowing warfighters to learn from the experiences of others is invaluable to succeeding in today's conflicts. Centralizing repetitive processes, creating a knowledge base of training resources, creating standard templates,

and applying the lessons learned by one unit to another are some approaches CATS uses to save time, money, and lives.

When we think of KM's value, two questions may come to mind regarding using common training approaches, such as those found in CATS. First, are we saving man-hours by planning our training? Second, what is the life-saving potential when we learn from others or improve the accuracy of our training objectives? The answers to these questions will be later addressed in the *User Feedback* section.

Army Centers of Excellence

No program stands alone—it has advocates, supporters, stakeholders, and facilitators. The organizations with the heaviest amount of input to each CATS are the U.S. Army Centers of Excellence (CoEs) – the proponents for the Battlefield Functional Areas.

During development of every CATS, the CoE responsible for those unit types provides much feedback to ensure that training objectives are met. For example, if a CATS is developed for all Battlefield Surveillance Brigade (BfSB) units, then the Maneuver Center of Excellence is the CoE responsible for providing guidance and feedback during that CATS' development because all BfSB units fall under it.

CATS Development

We have discussed the importance of the CATS program and its shareholders, so now we will take a better look into how such a plan is developed. The Collective Training Directorate (CTD) determines a standard format for METLs and their supporting task groups, and these serve as the basis for CATS. CATS developers are charged with creating and/or modifying current strategies as deemed necessary by CTD. They determine which collective tasks should logically be trained together, and then organize them under a series of Task Selections. Each Task Selection contains training event(s) with which the developer believes will allow units using the CATS to train and become proficient for that set of collective tasks. The events are generally in a "Crawl, Walk, then Run" series so that units train progressively from familiarization through proficiency. This provides the commander with flexibility to accommodate training according to his assessment of the unit's state of training readiness.

Many references are used in CATS development, but the most important for each CATS are Table of Organization & Equipment (TOE), Universal Task List (UTL), Field Manuals (FMs), unit doctrine, and FSO METL (if brigade or higher).

Using the TOE, UTL, FMs, and (if applicable) FSO METL, a developer completes a mission analysis. That mission analysis will be the basis for the three phases of development of each CATS: Crosswalk, Front End Analysis (FEA), and Coordinating Draft. The Crosswalk is simply a document that shows the Task Selections created, and which collective tasks fall under each Task Selection. The FEA consists of the events (Crawl, Walk, and/or Run) created for each Task Selection, to include the iterations and durations for each event. The Coordinating Draft is the combination of the Crosswalk, FEA, and then a complete breakdown of training evolution details for each event, including execution guidance verbiage, logistics (fuel and ammunition), personnel, equipment, training aids, locations, and any linked events.

Army CoEs and proponents are responsible for updating current and future CATS and prioritizing resources to submit to their commands. Therefore, during each of the three development phases, proponents are given the deliverables so they may provide feedback to ensure the training requirements are met. Another feedback technique used is unit vetting, which is a process whereby proponents may give some or all of the deliverables to the unit(s) for which the CATS are being created/modified so that "end-user" input is integrated into the strategy. This is especially important because these units most likely have deployed recently and have real-world knowledge regarding the value of the training proposal that has been provided for feedback.

It is important to note that each CATS is developed in an unconstrained environment; that is, developers assume that all personnel, equipment, facilities, funding, and training time are available. When creating a CATS, each developer must plan for success unhindered by any "real-world" issues regarding shortfalls that may or may not exist for specific units. That being said, CATS are also designed to be suggestive, not directive. They make recommendations and provide templates from which unit commanders can draw and use as a tool to plan training for their units. They are not the textbook answer to training a unit, rather they demonstrate one way of achieving success in unit collective training.

Once the CATS Coordinating Draft is approved by the respective proponent, a notional training calendar is built and the CATS is published for use in DTMS and ATN. Earlier we discussed the calendar functionality built into DTMS, and that calendar can be used to

schedule both individual and collective training for a unit. Now that a CATS notional calendar has been built, which shows a suggested schedule template for all collective training events, the unit training calendar built in DTMS may be created and include all training that unit needs to complete.

CATS Users

Once the data has been input into the CATS knowledge base by the developer, the user should be able to build a training program in a matter of hours rather than weeks. While the CATS and DTMS tools are not perfect by any means, those units that have made an effort to learn they systems and tools have reported saving significant time. In the long run, once the data bases can be linked, headquarters at each level could have a means to better manage training resources. For the user, allowing the commander flexibility and the ability to tailor her Training Strategy is critical. Recommended changes discussed at the end of paper provide insights from the field and the developers to make CATS more user friendly and more relevant to the commanders needs.

INSIGHTS AND OBSERVATIONS

Objective Observations

All new methods, techniques, and processes are inevitably met with some indifference, if not even negativity. CATS is no exception. There is a wide spectrum of interest among the stakeholders. From the HQDA perspective, CATS is allowing for a way to effectively plan their training budget service-wide and match it with the ARFORGEN cycle, effectively ensuring that they can continue work on modularizing the Army for current and future contingency deployments. This is one of their tools to align the Army with the SECDEF's vision for balancing resources for a streamlined, yet modernized Department of Defense.

TRADOC has in CATS an additional means by which they can measure the success of the doctrine they write. As they develop new FMs to incorporate all of the lessons learned through KM, CATS is used to implement the new tenet of FSO and see it widely and expeditiously disseminated and adopted throughout the Army.

The Combined Arms Center – Training (CAC-T) and CTD are strong endorsers of CATS. This is not attributed simply to a disciplined and structured chain-of-command organization in which decisions are in the form of top-down, directive, and non-debatable orders. Rather, for these organizations, CATS continues to

provide a means by which training can be monitored for effectiveness and subsequently can be analyzed and modified to ensure the Army is meeting the standard for quality in training, including FSO, as set forth by HQDA. They take their jobs very seriously and it is readily apparent they want the best products possible for the warfighter in the operational environment.

User Feedback

It is important to understand the perspectives of CATS users, so 20 users were surveyed to determine (1) their familiarity with CATS/DTMS, (2) the time saved by using CATS, (3) potential lives saved using CATS, and (4) FSO planning inside CATS/DTMS.

First, it is important to know the level of familiarity units have with CATS/DTMS to accurately measure its effectiveness. The survey revealed that 85% of users are familiar with both DTMS and the CATS tool within. Next, we wanted to measure the potential savings in both time in training planning and in lives. 74% of users utilize CATS for their unit training plans. Of those CATS users, 64% believe CATS has saved time in planning training, and 39% believe using CATS has led to saving lives (see Figure 2).
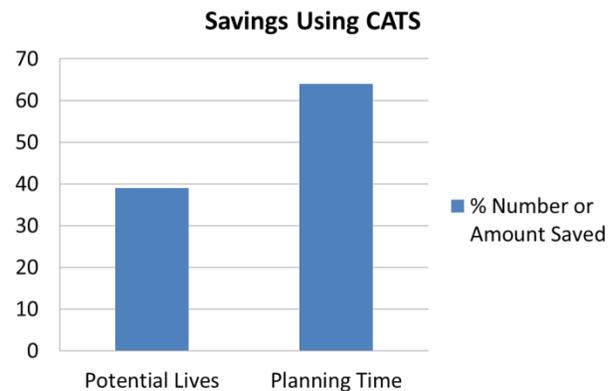
Figure 2. Savings Using CATS

The FSO results provided some unexpected results. 90% of users who have FSO METL are familiar with it, and 60% understand that they can plan unit training for FSO METL within CATS/DTMS. A reasonable assumption could therefore be that those units charged with implementing FSO into their training have a solid understanding of how CATS/DTMS works and believe it provides added value when developing training plans.

Developer Feedback

Eleven CATS developers were surveyed to discover the time needed when developing training strategies.

Specifically, it was important to know (1) how much time it takes to develop a CATS, (2) how long it takes to update an existing CATS, and (3) at what point is it better to create a new CATS instead of revising an existing one.

How long does it take to develop a new CATS? About 46% of developers report that it takes 40-80 hours to develop a new CATS, from Crosswalk through Coordinating Draft, including the notional calendar and any quality control changes (see Figure 3).
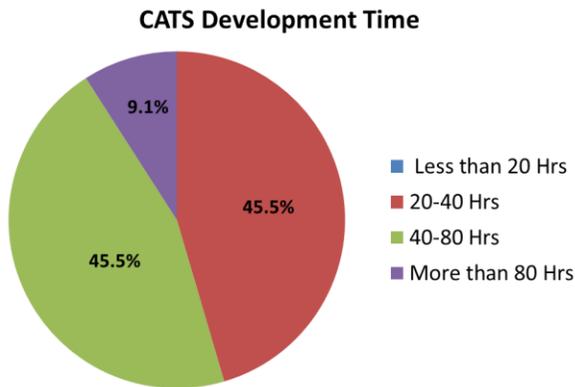
CATS Development Time

Figure 3. CATS Development Time

How long does it take to update an existing CATS? The standout response to this question is that 90% of developers report that a current CATS that needs over 70% revising can take up to 80 hours to implement. This would indicate that it would take as long or longer to revise a CATS as it would to create a new one.

At what point is it better to begin a new CATS vice revising an existing one? Considering the previous response, it may come as no surprise that 45% of developers believe that it is better to create a new CATS versus revising a current one if merely 35-50% needs revising.

Army CoEs and force modernization proponents understand that CATS provides a means by which they can command a more proactive role in developing the training strategies that will be executed by the units for which they are responsible to support. They are therefore actively involved in the CATS development process by providing feedback to developers for each of the three deliverables that lead to a complete and published strategy. That is not to say that everyone is necessarily "on board" with CATS. There have been issues with some proponents not providing timely feedback, and others have provided minimal feedback. A few have provided no feedback until they were directed to do so. Such issues have produced problems

for developers as they build CATS from Crosswalk through Coordinating Draft, thereby extending the development period and delaying some CATS from being published as scheduled. The majority of proponents are now actively involved in providing timely and thoughtful feedback to developers and strong communications channels exist as the number of published CATS continues to grow.

At the unit level, CATS has been well-received. Based upon unit validation visits, commanders are eager to learn more about CATS and have provided invaluable feedback to developers on the training needs of standing units. Incorporating FSO via CATS for the brigade and higher units has been met with optimism because it provides a metric by which the commanders can report their FSO readiness. Additionally, commanders are pleased with the budgetary projections that CATS will provide when requesting those elusive training dollars. Acceptance appears to be a matter of training on the system, which is not yet incorporated into every relevant level of professional military education.

CONCLUSION AND RECOMMENDATIONS

Using data obtained from the developer survey, one may draw a few important conclusions. If creating a full CATS from start to finish can be accomplished in 80 hours or less by one experienced developer, it is reasonable to assume that if individual units developed their own CATS, the developer hours expended would be multiplied by both the number of units who will use each CATS. Major revisions to existing CATS can run up to 40 hours per experienced developer. Most developers prefer to create a new CATS versus revising an existing one, which is especially interesting since the majority of CATS updates are done to incorporate new FSO METL requirements.

For example, if 300 similar battalions take advantage of CATS. Assuming each battalion has staff capable of producing its own CATS at the same 80-hour rate as would an experienced developer, the total number of hours to develop those CATS plans for all 300 battalions is 24,000 hours. In this scenario, the return on investment to have one experienced developer create a CATS for use by all 300 battalions is 23, 920 hours.

Understanding the enormity of effort included in each training strategy, it is easy to recommend that all Army units should be using the CATS tools. If a CATS already exists for a unit, it should be updated to reflect current operations. For brigade and higher units, FSO METL should continue to be incorporated into their CATS.

The data from the user survey provided insight into two particular areas: (1) The usage rate of CATS for training plan development, and (2) the potential for saving lives by using CATS as a planning tool. First, DTMS and CATS are already being used regularly by a majority of units to develop training plans. One would conclude that since units are using digital tools to assist with training, that it would save them time. The survey results, however, show that only a quarter of Army units polled believe CATS is saving them time in planning their collective training. This leads to the logical question: What are the reasons more units are not saving time using CATS? First, while 35% of users believe CATS is easy to use inside DTMS, 25% say it's difficult. No one wants to use a tool that seems complex or confusing.

Secondly, conversations with various units across the Army consistently identified poor, slow, and/or unreliable network connectivity as the main culprit. It is understandable that when directed to use a tool for training, planners may become frustrated when that tool is difficult to access. The recommendation, therefore, is first for the Army to provide CATS training for DTMS users, and secondly to upgrade its network infrastructure to provide the bandwidth necessary for units to quickly and reliably use DTMS and CATS. Additionally, as technology matures, creating "apps" for the CATS will provide leaders at all levels the ability to access hip pocket training at a moment's notice using smart phones and tablet devices.

A third issue is that the number of respondents who believe using CATS leads to saving lives is less than half of the number that do not. As the Army requires more units to implement a CATS for their training planning, and subsequently, those units deploy and execute that training more effectively, this question will have a more definitive answer in the near future. Competency with the DTMS/CATS tools was noted as one reason many did not use CATS or feel it saved them time. By integrating CATS/DTMS into every level of professional military education, we can reinforce the necessary skills, making CATS a ubiquitous training tool. As units continue to use CATS and provide feedback, they will help it evolve into a better tool. While saving man-hours is important for training management, saving lives is paramount. If this system of training can accomplish both, then CATS implementation should be considered a success.

In future versions of the CATS and DTMS system of systems we recommend improving the user interface so it makes it easier to understand and use. Also we recommend they add the capability for the Commander (or his training officer) to add his assessment of the unit's current ability to perform the required CMETL and his desired level. If the unit has 30 CMETL tasks the commander will prioritize which he must be "trained" on and which he will accept some risk on. This T, P, U assessment for current state and desired state would produce differing levels of resources for the training event and then be automatically placed on the training calendar and linked to prerequisite events. The commander would have full capability to slide events left and right but they would stay linked to other pre-post events to ensure resourcing and scaffold learning.

The Value to Other Services

It can be argued that having a definitive, streamlined, and guided set of templates provides training at the unit level to conform to the standard as set forth by the respective service headquarters. Service chiefs can be assured that their Soldiers, Sailors, Airmen, and Marines have all been given the same set of tools by which their members can train to be successful during deployments. The eventual link to resourcing databases provides an integrated approach to project training costs and managing scarce resources. This system of training should not be viewed as rigid or inflexible. In fact, it allows commanders at the individual unit level to develop and execute their own training plans based upon their needs, experiences, skills, and mission requirements.

Any experienced training officer from any service will attest to the number of times they or a colleague charged with developing a training plan was less than successful. That officer most likely either used an old training plan that did not reflect current operational commitments, or they tried to "reinvent the wheel" and failed because they did not have the most current task lists or resource guides and ended up back at the drawing board.

The time saved with CATS is significant and it has yet to reach full implementation or acceptance. Increasing the opportunities to learn and train with CATS and DTMS at our schools will increase the comfort level and the time saved. If we standardize the training and resource requirements, it is likely that units exiting the Trained and Ready phase of their ARFORGEN cycle are better prepared for FSO—and that potentially saves lives because it allows Soldiers to step out of their specialty lanes and gain proficiency in a broader spectrum of both combat and non-combat roles.

Is CATS the absolute and final answer to training for all the armed services? It is difficult to prove that any system can provide such a definitive and absolute

solution. If we look at the merits of CATS, however, it is reasonable to conclude that instituting a modern training methodology that incorporates the knowledge of an entire organization is the best solution for preparing our military for success in current and future operations.

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