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**Fort McPherson, Georgia 30330-1062**
**27 October 1999**

***FORSCOM/ARNG/USAR Regulation 350-2**
**National Guard Bureau**
**Washington, DC 20310-2500**

**Training**
**RESERVE COMPONENT TRAINING**

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**History.** This regulation supersedes FORSCOM/ARNG Regulation 350-2, dated 12 June 1998
**Summary.** This regulation prescribes Forces Command (FORSCOM), Army National Guard (ARNG), and United States Army Reserve (USAR) premobilization training requirements, the training proficiency levels Reserve Component (RC) units are expected to achieve, and the training support they can expect to receive. This regulation is effective for planning in FY00 with an effective date of FY01.
**Applicability.** This regulation applies to the Active Component (AC), ARNG, USAR units and installations supporting RC training. Training and Doctrine Command (TRADOC) installations are encouraged to follow the guidance and procedures contained in this regulation to the extent practicable. The ARNG and USAR are collectively referred to as the RC. Special Operations Command (SOCOM) RC units will follow training guidance contained in SOCOM/ARNG Regulation 350-1.
**Supplementation.** Supplements to this regulation will not supersede, change, rescind, or duplicate higher-level command policy.
**Suggested improvements.** The proponents of this regulation are the Commander, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, Director, ARNG, ATTN: NGB-ART, 111 South George Mason Drive, Arlington, VA 22204-1382 and Commander USARC ATTN: AFRC-OPT-S, 1401 Deshler, SW., Fort McPherson, GA 30330-2000. Users are encouraged to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms).
**Policy.** This regulation may be adopted by U.S. Army, Europe (USAREUR), U.S. Army, Pacific (USARPAC), U.S. Army Forces Southern Command (USARSO), and Special Operations Command (SOCOM) in accordance with (IAW) current guidance outlined in respective Memorandum of Agreement between FORSCOM and these major army commands (MACOMs).
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***This regulation supersedes FORSCOM/ARNG Regulation 350-2, dated 12 June 1998**

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# CHAPTER 1
## *Reserve Component (RC) Training Mission*

### 1-1. Mission

United States Army Forces Command (FORSCOM) mobilizes, trains, prepares for deployment, and deploys units required to expand the Army to meet CINC requirements. When directed, FORSCOM demobilizes units no longer needed to meet war or other national emergency requirements. This regulation, used in conjunction with FORSCOM Mobilization and Deployment Planning System (FORMDEPS), provides guidance to commanders to accomplish training, mobilization, and deployment, planning and execution.

### 1-2. Purpose

This regulation prescribes FORSCOM, Army National Guard (ARNG), and United States Army Reserve (USAR) guidance for premobilization training. It complements Army Regulation (AR) 350-1, AR 350-41, and reinforces Field Manuals (FM) 25-100 and 25-101 doctrine for training. This regulation provides commanders premobilization training requirements, prescribes training proficiency levels they are expected to achieve, and prioritizes required training support. The premobilization training requirements listed in this regulation will be executed within available resources.

### 1-3. Training Goal and Objective

The goal of Army training is to produce trained units capable of executing wartime or other assigned missions. The objective of Army training is ready units; the foundations of unit readiness are: Duty Military Occupational Specialty Qualified (DMOSQ) soldiers, developed leaders, and unit cohesion.

### 1-4. Training Strategy

a. Army training strategy sets the conditions for achieving the Army's objective of trained and ready units. This strategy is built around unit stability and adherence to the Army's training management doctrine.

b. To achieve and sustain established minimum premobilization training proficiency levels, the commander and key leaders should be stabilized. This will allow the unit continuity needed to develop and execute the short and long range unit training plans.

c. Commanders must ensure their soldiers are trained on the tasks necessary to perform DMOSQ duties; leaders are trained in the skills, knowledge and abilities to train and lead their units; and staffs are trained at the level organized.

d. Training requirements stated in this regulation are the floor level of proficiency for premobilization training. Using multi-echelon-training techniques, coupled with a mix of live, virtual, and constructive training, the commander will be able to efficiently achieve premobilization training requirements within the limited time and resources available. Training will be planned, prepared, executed, and assessed IAW the principles set forth in FM 25-100/101.

e. Training must be Mission Essential Task List (METL) driven and battle-focused concentrating on selected, supporting, collective tasks that meet premobilization requirements.

f. The postmobilization training objective is achieving METL proficiency, meeting the deployment criteria established by the CINC, and deploying as required. The training readiness criteria for deployment will be based on the strategic, operational, and tactical situation and are the same for all components.

(1) Leaders at all levels must work together to plan, prepare, execute, and assess premobilization and postmobilization training. Because premobilization training is inextricably linked to postmobilization training, the premobilization objective is to identify achievable, sustainable training requirements that will produce a predictable start point for postmobilization training. Commanders must narrow the focus of premobilization training in order to create and achieve realistic goals.

(2) The unit commander plans, prepares, executes and assesses training. The commander establishes the unit METL. The commander will select a specific set of METL supporting collective tasks that can be trained to standard during pre-mobilization. Those METL supporting collective tasks not selected will be deferred for post-mobilization training. The CONUSA and associated AC unit will assist as required.

(3) Yearly Training Plan (YTP) is developed to prioritize the METL supporting, collective tasks that will become that year's pre-mobilization training objectives, and schedule them for execution during specific IDT and AT training periods, see **Appendix C.**

# CHAPTER 2
***Responsibilities***

**2-1. Commander, FORSCOM:**

a. Establish training criteria, evaluates, oversees the training of the RC and in coordination with Director, ARNG and CDR, USARC, develops RC training guidance.

b. Support execution of RC training through direction of AC resources.

c. Host the World Wide Training Scheduling Conference (WWTSC).

d. Develop and execute memoranda of agreement with other Major Army Commands (MACOMs), including TRADOC, to apply the guidance contained in this regulation to other installations.

e. Provide guidance and establish objectives for observer controller/trainer (OC/T) certification. See **Appendix J**, Observer Controller/Trainer (OC/T) Certification, to be published.

**2-2. Director, Army National Guard (ARNG):**

a. Establish training policy for ARNG units to meet premobilization training requirements as stated in Chapter 6.

b. Serve as the official channel of communication between the Department of the Army (DA) and The Adjutant Generals (TAGs).

c. Plan, program and budget for ARNG training.

**2-3. Commander, USARC:**

a. Establish training policy for USAR units to meet premobilization training requirements, as stated in Chapter 6.

b. Plan, program and budget for their Major Subordinate Commands (MSC) for the execution of USAR training within resource constraints.

**2-4. Commanders, Corps/AC Associate Higher Headquarters/Senior Mentor:**

a. Support the METL development process explained at **Appendix B**.

b. Designate AC units to provide mentor relationship to RC units in accordance with FORSCOM Regulation 350-4.

c. Approve the yearly training plan for force support package (FSP) General Officer Commands (GOCOMs), Divisional Roundout/Roundup (RO/RU), and enhanced Separate Brigade (eSB) units assigned an AC associated unit, review the Unit Status Reports (USR), assess training resource requirements, and validate the compatibility and interoperability of associated RC units with AC forces IAW Army National Guard Combat Readiness Reform Act (Title XI), Section 1131. Title XI information will be forwarded annually to CDR, FORSCOM, Deputy Chief of Staff For Operations , ATTN: AFOP-TRO, NLT 20 Oct for the preceding fiscal year.

d. Ensure designated AC commanders provide their assessment of the eSB maneuver units' ability to conduct effective battalion-level combined arms operations at one of the CTCs. Matrices at **Appendix I**, Combat Training Center Assessment, will aid in making this judgement.

**2-5. Commanders, CONUSA:**

a. Plan, program, and provide training support; and oversee training.

b. Exercise command (less ADCON) authority over Training Support Brigades (TSB) and OPCON authority over Training Support Divisions (TSD).

c. Support the training of each RC unit in its area of responsibility within capability and IAW priorities established in conjunction with ARNG and USARC.

d. Coordinate with Corps, DARNG, USARC, and TAGs regarding AC training support to RC unit home stationed in the CONUSA area.

e. Provide functional assistance and mobile training teams (MTT), within capability, as requested by unit commanders. Report shortfalls to FORSCOM (ODCSOPS) for tasking.

f. Approve unit YTPs IAW **Appendix C**.

g. Provide assistance to commanders in developing command training guidance, planning training and conducting training management.

h Coordinate Yearly Training Brief (YTB) Program with TAGs/USARC MSCs.

i. Execute responsibilities for Overseas Deployment Training (ODT) in accordance with AR 350-9.

j. Schedule training support IAW the timelines shown in **Appendix D**.

k. Manage TAM evaluations of units in accordance with FORSCOM Regulation 220-3. Has change and waiver authority on TAM and lane requirements.

l. Establish training program to certify OC/Ts.

**2-6. The Adjutants General (TAG):**

a. Command and control ARNG units stationed within the state.

b. Issue Command Training Guidance (CTG) for ARNG units.

c. Within the state, approve the METLs of ARNG units except FSP GOCOMs, Divisional RO units and eSBs. Within the state, approve the YTPs of ARNG units except eSB, FSP, LAD <30, and Divisional RO units.

d. Coordinate Yearly Training Briefs (YTB) with CONUSA and associated WARTRACE units.

e. Allocate, within capability, resources necessary to meet the Army's training strategy.

f. Take command action on training assessments of ARNG units stationed within the state.

g. Ensure, within capability, readiness of assigned ARNG forces.

h. Coordinate training assistance for ARNG units with CONUSA and other sources as appropriate.

i. Ensure all state ARNG units schedule and complete premobilization training requirements stated in Chapter 6

**2-7. USARC Major Subordinate Commands (MSCs):**

a. Issue command training guidance for assigned USAR units less TSD.

b. Approve the METLs of assigned USAR units except FSP GOCOMs and Divisional RO units. Approve the YTPs of assigned USAR units except FSP, LAD <30, and Divisional RO units.

c. Ensure that assigned USAR units train in accordance with this regulation and the Army standard.

d. Supervise training plans and execution of training of assigned USAR units.

e. Allocate resources necessary to meet the USAR training strategy.

f. Take command action on training assessments of assigned USAR units.

g. Coordinate training assistance for USAR units with CONUSA.

**2-8. Commanders, Installations Supporting RC Training:**

a. Perform area support missions prescribed in Army Regulation (AR) 5-9.

b. Support RC unit training at the installation.

c. Support Training Assessment Model (TAM) evaluations for RC units conducting AT at your installation as coordinated by the CONUSA IAW FR 220-3, when tasked by FORSCOM.

d. FORSCOM, ARNG and USARC installations, and, within capability, TRADOC installations will lock-in RC unit training (IDT and AT) 90 days prior to the start of the FY. Once training is scheduled and coordinated with installations, it will not be preempted without approval of the first GO in the installation chain of command in coordination with the unit's supporting CONUSA HQ.

**2-9. Unit Commanders:**

Planning, preparation, execution, and assessment of training are inherent responsibilities of command. Unit commanders will train their units IAW this regulation, FM 25-100/101, and the appropriate Army mission training plan (AMTP). Unit commanders are required to determine both pre- and postmobilization training and training support requirements.

## CHAPTER 3
### *Training Management*

**3-1. General**

Certain fundamental doctrine, policies, and principles shape training management within the Army. Commanders will apply the Army Training Management System (ATMS) contained in FM 25-100/101. These manuals provide the concepts, techniques and guidelines on how to plan, prepare, execute, and assess unit training. A practical template to aid leaders in executing training management is an 8-Step Training Model. This model which is detailed in **Appendix E** provides leaders at all levels with an outline to plan, prepare, execute, and assess realistic training.

**3-2. Time Management**

Leaders will manage resources to maximize the limited time available to them to conduct effective training. Leaders will focus and fence prime time training periods.

a. Train using multi-echelon techniques. Multi-echelon training makes the best use of limited training time. Training using a combination of live, virtual, and constructive simulations will efficiently achieve training requirements. The Common Task Training (CTT) will be integrated with other training when conducted in a field environment

b. Leaders will combine mandatory requirements, such as medical screening, panographic x-rays, and HIV tests to minimize their effect on training. These requirements should be accomplished during IDT to the maximum possible extent or during

recovery time following a ten-day field exercise during AT.

c. All inspections that impact IDT will be constrained to one weekend during the year. CONUSA, USARC, and TAGs will coordinate to attain this objective.

d. Travel time to and from a training site will not be more than 25 percent of the total Multiple Unit Training Assembly (MUTA) hours planned.

### 3-3. Yearly Training Plan (YTP)

Yearly Training Plan is the link between the Yearly Training Guidance (YTG), Yearly Training Calendar (YTC) and the Yearly Training Briefing (YTB). FSP GOCOM, eSB, and Divisional RO/RU unit commanders will present their YTP to their chain of command, AC higher headquarters and CONUSA with the AC Associated higher HQ approving the YTP IAW Title XI, Section 1131. FSP units (less FSP GOCOM and priority units in their chain of command) and units with Latest Arrival Date (LAD) ≤30 days without AC Associated unit, will present their YTP to the RC chain of command and CONUSA with CONUSA approving the YTP. The ARNG divisions and remaining units will present their YTP to the RC chain of command and CONUSA with the RC chain of command approving the YTP. YTB is the normal procedure for accomplishing this. The approving authority will establish the YTB format. The YTB is usually conducted 8 to 10 months before the fiscal year (FY) start, but may require revision after completion of the last AT period and analysis of the impacts of the changes in resource availability associated with the next year's Army budget. The YTP/YTB addresses plans and objectives for IDT and AT in the upcoming year, including schools, leader training, resource requirements, and support needed to execute plans. Guidance on YTP is contained in **Appendix C.** The approving authority may provide supplementary guidance, as appropriate.

### 3-4. Assessment.

a. Assessment. All training will be assessed and have an AAR conducted IAW FM 25-100/101 and Training Circular (TC) 25-20. Leaders must continuously assess training to obtain information on how well units, leaders, and soldiers are meeting training objectives and standards, and to determine future training needs and priorities. Training inspections and evaluations conducted will conform to FORSCOM Regulations 220-2 and 220-3.

b. Priority units will receive TAM evaluation annually. Other units will receive a TAM evaluation triennially IAW training support priority guidelines in paragraph 3-5c and within capability of the CONUSA. Requirements will be synchronized and finalized at the CONUSA Training Support Synchronization Conference (TSSC).

### 3-5. Training Support XXI (TS XXI)

TS XXI consolidates selected AC and RC soldiers who provide training support to RC units into combat arms (CA) and combat support/combat service support (CS/CSS) battalions. TSXXI is organized into a TSD with Simulation Brigades (Sim Bde) and TSB under the OPCON of CONUSA.

a. The functions of the TSD are:

(1) Coordinate and synchronize training support plans.

(2) Ensure quality control and review TSB and Sim Bde operations.

(3) Coordinate and oversee the training support for the conduct of RC units' lane training and evaluation.

(4) Ensure lane and gunnery evaluation, branch and functional area support and TAM evaluation within capability is provided to RC units.

(5) Ensure the TSB provides TAM input to the AC associated unit commander on eSB training readiness for CTC rotations (Combat Training Center Preparatory Assessment process).

(6) Ensure the TSB provides input to AC associated unit commander of eSB and FSP GOCOM units on Section 1131, Title XI requirements.

(7) Ensure the TSB executes Section 1131, Title XI requirements for FSP units, except FSP GOCOM.

(8) Ensure the Sim Bde conducts simulations supported command and staff exercises (Battle Command and Staff Training (BCST)) for RC brigade and battalion equivalent headquarters.

b. Priority for RC training support.

(1) The RC MTOE units that will be provided first priority for training support to train to established premobilization objectives are AC division roundout/roundup (RO/RU) units, FSP 1 and 2 units, units with LAD ≤30, designated AH64 helicopter units, and eSB units (Priority units). The priority for AC to RC training support, among Priority units, is equal.

(2) All other RC MTOE units are next in priority.

(a) It is expected that the TS XXI training structure should be able to provide functional assistance and mobile training teams (MTT) to all units that request assistance.

(b) Lane training support shall be available to other units based on request timeliness, and IAW established TSD priorities.

c. Training support priority guidance. The following guidance is provided to assist in developing training plans when/if resources and time are limited or conflicts between training events occur (this is a guide only, supported and supporting commanders must weigh all factors when resource constraints dictate):

- Units, regardless whether Priority or other, alerted for call-up and subsequent deployment in support of a gaining CINC operations will be afforded the highest priority for training support.
- AT lane training to Priority units.
- Simulations to Priority units.
- Gunnery to Priority units.
- TAM for Priority units.
- Functional and branch assistance to all RC units.
- Lane training requests from other units (request based/capability permitting) in following order:

(a) CTC scheduled participants first.
(b) CTC support elements second.
(c) Remainder, within capability.

- TAM for other units

# CHAPTER 4
## *Soldier Training*

### 4-1. Soldier Proficiency

a. The MTOE/TDA RC unit floor is 3 digit DMOSQ and NCO professional development of 85% of assigned enlisted personnel. The Officer/Warrant Officer goal is 100% initial branch qualification and professional development.

b. Unit commanders request quotas and ensure that soldiers needing the training attend the requested course IAW implementing instructions from the Director, ARNG or Commander, USARC.

### 4-2. Soldier Training in Units

a. Soldier training and skill sustainment are the leader's responsibility and executed through the chain of command. Skills taught during Initial Entry Training (IET) must be sustained, while additional tasks required by the unit's wartime mission are incorporated into the IDT training plan. Soldiers must be proficient on individual tasks that support training on collective tasks. Tasks should be defined by conducting a METL crosswalk for collective to soldier supporting tasks.

b. Integrate soldier training to collective training. Using principles in FM 25-101, commanders must integrate soldier and collective training. It is essential to have soldiers, squads, crews, sections, platoons, companies, and battle staffs trained to fight, survive, and win on the battlefield under all types of conditions. The centerpiece of collective training is soldier qualification and sustainment.

(1) DMOSQ and leadership training are key to successful small unit training. When units are conducting collective training, the small unit leader must ensure that squad/crew members are executing soldier tasks under prescribed conditions and standards. For each collective task there are supporting soldier skills that must be trained to standard.

(2) Sergeants' responsibilities include individual training. First line leaders must be allowed to train their soldiers. Commanders need to provide fenced time for NCOs to develop and train their team on skills necessary for that team to fight. Key aspects of sergeants' business are ensuring their soldiers are proficient on CTT, comply with the Army Weight Control Program and take and pass the Army Physical Fitness Test (APFT).

### 4-3. Common Task Training (CTT)

CTT is critical and must be incorporated into unit training. Essential survival skills are contained in the Soldier Manuals of Common Tasks.

a. Each year a number of common tasks in the manual are selected for emphasis, training and testing in accordance with AR 350-1. Unit commanders will determine the frequency for training these tasks. Formal testing of CTT is required annually.

b. Integration of survival skills and common tasks. Field Training Exercises (FTX) and other training events offer excellent opportunities to practice survival skills/common tasks under field conditions. Commanders will plan and include specific survival skills/common tasks to be trained during theses and other training events.

c. Nuclear, Biological, and Chemical (NBC) Defense Training. To ensure a capability to defend against NBC threats, units will integrate NBC individual and collective (squad/platoon) tasks into premobilization training.

d. See AR 350-1 for the list of mandatory training that must be accomplished.

# CHAPTER 5
## *Leader Development*

### 5-1. Leaders Must Be Developed

Commanders must develop professional leaders at all levels capable of training and leading their units in combat or in support of combat operations. Commanders and leaders must ensure that required

officer, warrant officer and NCO educational courses are programmed, taken and completed and that leader and staff developmental assignments are executed. The professional development of leaders depends on three pillars:

a. Institutional training. Commanders will select potential leaders and ensure these soldiers are scheduled for schools. The Enlisted and Officer Personnel Management Systems (E/O PMS) will guide the process to ensure that the right soldier receives the right training at the right time.

b. Operational training. Commanders should place leaders in operational assignments that enable them to gain experience and leadership expertise. Stabilizing key leader assignments enhances leader development and gives continuity to the unit.

c. Self-development. Commanders must provide leaders a climate that encourages them to be aggressive, adaptable, flexible, creative, as well as technically and tactically proficient. Leaders must be motivated to think and grow intellectually. Leadership skills multiply when leaders apply knowledge to training planning and execution. Leaders develop themselves through completion of pre-command courses, correspondence courses, civilian education, self-study programs and Officer/NCO Professional Development Programs. Commanders and leaders must ensure that their soldiers receive training consistent with statutory and regulatory directives, DMOS and unit operational requirements.

**5-2. Leader Development Model**

Leader Development Models for Officers, Warrant Officers (WO) and NCOs are described in **Figures 5-1 through 5-3**, respectively.

**5-3. Institutional Training**

Leader courses are designed to provide leaders with the basic skills, knowledge and abilities to lead and train their subordinates. Commanders should program their subordinate leaders to attend appropriate professional development courses as discussed below.

a. Officer Basic Course (OBC). The OBC, an IET course, is required for both deployablity and branch qualification. Officers who have not completed OBC should be programmed for completion within 18 months of commissioning. Exceptions will be addressed IAW regulation 611-101 series.

b. Captain's Career Course (CCC) (Formally known as the Officer Advanced Course (OAC) and Combined Arms Staff Services School (CAS3)). The CCC prepares officers for company command in the branch being trained and battalion and brigade staff level assignments. Officers serving in TOE staff positions graded Captain and above should be CCC graduates.

c. Non-Commissioned Officer Education System (NCOES). Primary Leadership Development Course (PLDC), Basic Non-Commissioned Officer Course (BNCOC), Advanced Non-Commissioned Officer Course (ANCOC) and the Sergeants' Major Course (SMC) are required for promotion to the grades of Sergeant, Staff Sergeant, Platoon Sergeant/Sergeant First Class and Sergeant Major, respectively. Commanders are required to establish OML/Promotion List to ensure that NCOES seats are managed properly to support unit readiness.

d. Pre-Command Courses.

(1) Company level commanders should complete CCC prior to assumption of command.

(2) TOE brigade and battalion commanders will be programmed to attend TRADOC's School for Command Preparation prior to assumption of command. Exceptions will be approved at TAG/USARC level.

(3) The TAGs and USARC commander may establish local pre-command courses to supplement TRADOC CCC and pre-command courses. These courses will orient on critical training and administrative functions and sources of support, but will not be a substitute for attendance at a TRADOC pre-command course.

e. Tactical Commander's Development Course (TCDC). The School for Command Preparation offers TCDC for Combat Arms (CA) brigade/battalion commanders, executive officers and S-3s. Brigade and battalion commanders will attend TCDC within 12 months of assuming command. Exceptions will be approved at TAG/USARC level. Brigade and battalion XOs and S3s are encouraged attend

f. Senior NCO Battle Staff Course. Staff Sergeants and above assigned to TOE/Table of Distribution and Allowance (TDA) positions coded as requiring the Additional Skill Identifier (ASI) 2S will attend a Senior NCO Battle Staff Course to acquire the staff knowledge and skills to perform in a battalion/brigade sized TOC/Administration Logistics Center (ALC)

g. First Sergeants Course. First Sergeants will attend either the First Sergeants Course at the United States Army Sergeants Major Academy (USASMA) or via TATS courseware. This will be accomplished within a one-year window beginning six-months prior to initial assumption of First Sergeants duties.

| Leader Development Model<br>Officer Model | | | | | |
|---|---|---|---|---|---|
| | 2LT/1LT | CPT | MAJ | LTC | COL |
| Institutional Training | OBC | CCC | CGSC<br>TCDC | SSC<br>TCDC<br>PCC | PCC<br>TCDC |
| Operational Assignments | Plt Ldr<br>Co XO<br><br>Asst Bn/ Bde Stf | Co Cmd<br><br>Bn/Bde Stf | Bn S3<br>Bn XO<br><br>Div Stf | Bn Cmd<br>Bde XO<br>Bde/Div/ State/ MUSARC Stf | Bde Cmd<br>Div/State/ MUSARC Stf |
| Self Development | Baccalaureate* | | | Masters Preferred | |
| Critical Gates for Funding Institutional Training | OBC | CCC | CGSC | SSC<br>PCC | PCC |
| Critical Operational Assignments | Plt Ldr<br>Co XO | Co Cmd | Bn S3/XO | Bn Cmd | Bde Cmd |

**Required Institutional Training**
**OBC – Prepares newly commissioned officers for first duty assignment**
**CCC – Produces tactically and administratively competent company-level commanders and trains officers for Bn/Bde-level staff officers**
**CGSC – Develops leaders to train and fight units at the tactical and operational level, develops combined arms doctrine and and training skills**
**PCC - Only for Bn and Bde command designees**
**TCDC – Only for CA Bn/Bde Cdr, S-3, and XO**
*** Baccalaureate required for promotion to O3**

**Figure 5-1. Officer Development Model**

| Leader Development Model<br>Warrant Officer Model | | | | | | |
|---|---|---|---|---|---|---|
| | WOC | WO1 | CW2 | CW3 | CW4 | CW5 |
| Institutional Training* | WOCS | WOBC | WOAC | WOSC | WOSSC | |
| Operational Assignments | | Entry Level positions (Bn/Sep Co) | Advanced Level Positions** (Bde/Div/Corps) | | Senior Level Positions | |
| Self Development | Associate Degree | | | | Baccalaureate Preferred | |
| Critical Gates for Funding Institutional Training | WOCS | WOBC | WOAC | WOSC | WOSSC | |

**Required Institutional Training**
WOCS – Warrant Officer Candidate School
WOBC – Warrant Officer Basic Course
WOAC - Warrant Officer Advanced Course
WOSC – Warrant Officer Staff Course
WOSSC – Warrant Officer Senior Staff Course
* Required institutional training for promotion to next grade
** Some Bde/Div positions only require entry level expertise

**Figure 5.2 Warrant Officer Development Model**

| Leader Development Model<br>Non-Commissioned Officer Model | | | | | | | |
|---|---|---|---|---|---|---|---|
| | CPL/ SPC | SGT | SSG | SFC | MSG/ 1SG | SGM | CSM |
| Institutional Training (IT) | PLDC[1] | BNCOC[2] | ANCOC[3]<br>BSC-RC[5] | ANCOC<br>BSC-RC | FSC-RC[4]<br>SMC<br>BSC-RC | SMC<br>BSC-RC | CSMC |
| Operational Assignments (OA) | | Tm Ldr | Sqd/Sec Ldr | PSG<br>Sec SGT | 1SG<br>Stf NCO | Stf NCO | CSM |
| Self Development (SD) | High School | | | Associate Preferred | | | |
| Critical Gates IT | PLDC | BNCOC | ANCOC | | FSC-RC | SMC | CSMC |
| Critical Gates OA | | Tm Ldr | Sqd Ldr<br>Stf Ldr | PSG<br>Stf Ldr | 1SG<br>Sr Stf Ldr | Sr Stf Ldr | Bn/Bde CSM |

**Required Institutional Training**

1. Initial leadership training for junior enlisted
2. Leadership/management training for junior enlisted
3. Advanced leadership/management training for senior enlisted
4. Trains senior NCOs to perform First Sergeant's duties (Functional course)
5. Prepares NCOs for duty as staff section sergeants in battalion/brigade operations center or admin/log center during combat (Functional course)

**Figure 5-3 NCO Development Model**

# CHAPTER 6
## *Premobilization Training*

### 6-1. General

a. Premobilization training is inextricably linked to postmobilization training. A critical objective is to identify achievable, sustainable training requirements, which provides the focus for effective premobilization unit training. RC commanders will train their units to achieve established premobilization floor requirements.

b. Minimum Premobilization Training Proficiency Level Requirements:

-Level of individual soldier proficiency: DMOSQ and professional development at 85% of assigned strength.

-Level of maneuver proficiency

-IN/AR/CAV: platoon.

-Other Combat Arms (CA) and Combat Support (CS) /Combat Service Support (CSS) unit: company/battery/detachment level.

-Crew/weapons system qualification/technical skills proficiency.

-Command and staff proficiency at level organized.

c. These premobilization training proficiency requirements are floors. When echelons have been assessed by the commander as attaining a minimum of 70 percent "T" (Trained) or "P" (Needs practice) on the critical tasks/drills that support the company's METL, the unit may proceed to higher levels of training. Command and staff training will be conducted as specified in paragraph 6-4. Premobilization training programs must be balanced between gunnery, maneuver/mission, sustainment, survival skills, and leader development.

(1) Infantry, Armor, and Cavalry premobilization training objectives. These units will focus on platoon maneuver and gunnery training during premobilization. Although the maneuver commander must balance unit training between maneuver and gunnery, this balance is not necessarily an equal balance, particularly for heavy maneuver units. Given that maneuver training is decidedly more complex, the commander may use more of the available training time to train and sustain maneuver skills. Although Tank/Bradley Table VIII crew qualification is a critical premobilization task and is a prerequisite for TT/BT XII and higher echelon live fire training, it is not a gate for platoon and higher level maneuver training. Therefore, commanders are not required to defer maneuver training until all crews are qualified. The gate for moving to company is platoon level proficiency. Decision level for moving to company level is the brigade commander. Gunnery training under the STRAC XXI concept gives commanders the flexibility to qualify in the live environment and validate previously qualified events in the virtual environment. The RC units present a unique opportunity to apply the additive value of TADSS in support of unit individual and collective training. The wide dispersion of RC units requires TADSS equipment to be mobile and flexible. The TADSS required to support this concept is identified in **Appendix G.**

(2) The STRAC XXI standard for Training Readiness Code (TRC) B units is annual gunnery table VIII. STRAC XXI provides eSB maneuver battalion commanders how to qualify and validate tank and Bradley crews using a mixture of live and virtual environments.

(3) The STRAC XXI standard for TRC C units is biennial gunnery table VIII. STRAC XXI provides maneuver battalion commanders how to qualify and validate tank and Bradley crews using a mixture of live and virtual environments.

(4) Within capability, weapon systems qualification, both ground and aviation, will be externally evaluated.

(5) ARNG Training Gunnery Strategy (TBP) will provide additional guidance.

d. All other CA and CS/CSS units will train to company/battery level during premobilization. These units may move to higher level collective training after attaining proficiency on the tasks that support the company/battalion METL tasks.

(1) Under STRAC XXI, CS and CSS units will have the same flexibility as the maneuver units.

(2) Additional flexibility can be realized with the fielding of the Engagement Skills Trainer (EST). The EST will give CS/CSS and maneuver commanders the flexibility to qualify and validate small arms (9mm pistol through 40mm MK19) using a mixture of live and virtual environments (the STRAC XXI concept).

e. Operate at level organized. Even though units focus their training at levels lower than organized, collective training must be structured so the entire organization operates as it would during wartime. The unit must conduct structured training and receive feedback on its ability to perform critical C2 and sustainment functions. Lane training must replicate warfighting missions. As an example, an Armor battalion conducting tank crew qualification and tank platoon maneuver lane during AT would support and control this training from a field configuration, e.g. with field and combat trains, a Unit Maintenance Collection Point (UMCP), a functioning Command Post (CP), combat trains and

field trains and thorough use of Logistics Package (LOGPAC) operations.

**6-2. Unit Training Requirements**

The CONUSA will support the minimum training requirements shown below. Functional assistance will be available to all units within capability and resources. This minimum requirement is meant as a floor and is not meant to constrain units from conducting training more frequently, at a higher echelon, or in a multi-echelon manner as proficiency dictates.

a. The FSP units, Div RO/RU units, attack helicopter (AH-64) units, units with LAD ≤30 days (company/battery level is the floor), and eSB (platoon level is the floor for IN, AR, and CAV units) will conduct METL focused training:

(1) Lane Training. Conducted annually, normally during AT.

(2) Gunnery: IAW STRAC XXI.

(3) Command and Staff Training: Conduct one staff training event quarterly with one simulation supported battle staff exercise annually for each brigade and battalion level headquarters.

(4) IDT Training. A commander may request any of several alternatives, such as MTT, branch and functional training, and lane training, to support his YTP. The IDT lane training should be a TSD supported requirement, within capabilities, supporting AT goals.

(5) TAM: Annually within capability of the CONUSA and IAW FORSCOM Reg 220-3.

b. Requirements for all other units .

(1) Lane Training: Conducted every other year supported by the CONUSA as resources allow. For training support priority see paragraph 3-5c.

(2) Gunnery: IAW STRAC XXI.

(3) Command and Staff Training. Conduct one staff training event quarterly with a constructive battle staff exercise for each brigade and battalion level headquarters as detailed in **paragraph 6-4**.

(4) TAM: Triennially within capability of the CONUSA and IAW FORSCOM Reg 220-3.

c. VTP. The ARNG will execute 280 platoon/company and 21 battalion maneuver training cycles annually.

d. Divisional OPFOR. The ARNG divisions are required to provide one battalion task force for each eSB for purposes of AT OPFOR mission support.

e. Conduct a ten-day field training exercise consisting of 24-hour operations.

**6-3. Participation in CTC**

The CTCs provide the unit commander the capability to fight his unit in scenarios ranging from low-to-high level intensity. The CTCs are the NTC, Fort Irwin, CA, JRTC, Fort Polk, LA, BCTP, Fort Leavenworth, KS, and the CMTC, Hohenfels, Germany. RC units will participate in the CTCs as rotational units and will provide units to the troop lists to support rotational units. As a minimum, all units participating in CTC training will receive a take home package. The scheduling for CTC training is conducted at the FORSCOM WWTSC.

a. NTC. The regulation governing the requirements for NTC is FORSCOM Regulation 350-50-1.

(1) BLUFOR. Each ARNG heavy eSBs will execute a Brigade Combat Team (BCT) rotation focused at the battalion task force (Bn TF) level once every eight years. The ARNG will execute one CO/TM rotation as part of every AC BCT rotation. See **Appendix I** for CTC Preparatory Assessment.

(2) OPFOR. The ARNG will execute 21 infantry company level augmentations annually. The ARNG will provide a total of ten 155 SP artillery batteries, ten FA reinforcing battalions (-) and 10 120mm mortar platoons, (including organic fire direction centers) annually. The ARNG will execute five engineer company augmentations annually. The USARC will execute three engineer company augmentations annually.

(3) Theater Opening Force Modules (TOFM). The ARNG will execute two TOFMs annually and the USARC will execute two TOFMs annually.

(4) Leader Training Program (LTP). The ARNG will execute eight, six-day LTP programs annually.

(5) Maintenance Training. The requirement for the ARNG is to conduct 7 DS & 7 GS maintenance company training cycles per year and the requirement for the USAR is to conduct 3 DS & 3 GS maintenance company training cycles per year.

b. JRTC. The regulation governing the requirements for JRTC is FORSCOM Regulation 350-50-2.

(1) BLUFOR. Each ARNG light eSBs will execute a BCT rotation focused at the battalion task force level once every seven years. The ARNG may also add a third battalion to that annual rotation as the CPX task force. Additionally, ARNG maneuver battalions may participate in up to two AC rotations annually as the CPX battalion. The ARNG will execute one CO/TM rotation as part of every AC BCT rotation conducted. See **Appendix I** for CTC Preparatory Assessment.

(2) OPFOR. The ARNG will provide three infantry companies annually.

(3) LTP. The ARNG will execute seven, six-day LTPs annually.

(4) Additional support. The ARNG will provide 1 Sapper platoon to support a minimum of three training cycles annually.

(5) ASG/CSG. The ARNG and USARC will execute three training cycles annually, a total of six per year.

c. CMTC.

(1) BLUFOR. The ARNG will provide three infantry companies annually.

(2) OPFOR. The ARNG will provide 14 infantry companies and 14 Engineer Sapper Teams, Support in and out of the box, 14 armor platoons, 14 maintenance teams, and 14 observer/controller (OC) augmentation teams (15 soldiers/per team) annually.

d. BCTP. The regulation governing the requirements for BCTP is TRADOC Regulation 350-50-3

(1) ARNG Divisions. The ARNG will execute two division level rotations annually. The ARNG divisions will participate in two corps BCTP rotations annually.

(2) Field Artillery Brigades. The ARNG will execute ten, EAD FA brigade rotations as part of a corps/division BCTP rotation annually.

(3) Heavy/Light Maneuver Brigade. The ARNG may participate as the fourth maneuver brigade in a heavy/light scenario as requested by the BCTP rotational unit.

(4) Brigade Command and Battle Staff Training (BCBST). The ARNG will execute 14 brigade level BCBST rotations in even fiscal years and 12 BCBST rotations in odd fiscal years.

**6-4. Command and Staff Training**

a. A structured, effective training program with leader training exercises supporting the operational pillar of leader development. Commanders will develop programs that focus on the individual, section, and collective battle staff in both the tactical operations and military decision making process (MDMP). Battle Staff Training System (BSTS) is a paper based and computer based interactive multimedia instruction training system with training support packages for the commander's and individual staff officers of armored and mechanized infantry at battalion and brigade level. The BSTS offers a method to take a new staff officer and reinforce basic individual warfighting skills by first reviewing staff common tasks and then reviewing specific tasks for that staff position. Learning is measured by examinations, practical exercises, and a comprehensive assessment upon completion. Maneuver brigade and battalion staff officers will complete the appropriate module within 12 months of assignment.

b. BCTP, BCBST, BCST, VTP, and LTP programs provide the commander an external assessment of the combat effectiveness of his staff. The commander will use these events as culminating events to leverage his staff-training program.

(1) Battle Command Training Program (BCTP). Driven by the Corps Battle Simulation (CBS), BCTP develops leadership expertise in large unit operations, C2, decision-making, and staff work. The BCTP is available to ARNG Divisions as a primary training audience. Upon completion of a BCTP, the Division will support the CONUSA with the execution of the following year BCTP. The ARNG field artillery (GS) brigades will conduct BCTP rotations during AC corps or division BCTP biennially. eSBs will participate in a BCTP biennially with WARTRACE, AC Associated unit, or corps.

(2) Brigade Command and Battle Staff Training (BCBST). Driven by Brigade Battalion Simulation (BBS) and JANUS, BCBST develops leadership, expertise in brigade and battalion operations, C2, decision-making, and staff work. The eSB commanders and staff will participate in a BCBST biennially. Divisional and strategic brigades should conduct a BCBST every four years. BCBST rotations are preceded by a combat refresher exercise conducted by the Combat Refresher Team (CRT). The CRT which is a mobile training team located at Command and General Staff College, Fort Leavenworth, KS, conducts training on the MDMP two months prior the unit's scheduled BCBST. The training takes place at the unit's home station in an IDT status.

(3) Battle Command and Staff Training (BCST). The BCST exercises CS and CSS commanders and staffs using BBS and JANUS as exercise drivers. Priority CS/CSS units will receive a BCST training event annually and other CS/CSS units, triennially. CA units are not excluded from participating in a BCST training event.

(4) Virtual Training Program (VTP) exercises maneuver brigade and battalion staffs using SIMNET, BBS and JANUS. The VTP is normally conducted during an IDT although it can be conducted during AT. The ARNG will execute 12 maneuver brigade level training cycles annually. The ARNG will execute 14 maneuver battalion task force level training cycles annually. Scheduling for the VTP will be integrated at the WWTSC.

(5) Leader Training Program (LTP). The LTP is a six-day exercise conducted at the NTC for heavy maneuver units and JRTC for light maneuver units. The exercise focuses on the MDMP and culminates with a JANUS exercise. Normally, the LTP is conducted 120 days prior to the CTC rotation.

Additionally, LTPs will be conducted 1 and/or 2 years prior to the unit's CTC rotation. See FORSCOM Regulations 350-50-1/2.

**6-5. Participation in Joint Chiefs of Staff (JCS) Exercises, and Overseas for Deployment Training (ODT) Events**

a. Participation in either an ODT or JCS exercise will be METL focused, multi-echelon collective training.

b. The primary deciding factor in selecting a unit for an operational deployment-training event is to be equal to or better than a CONUS lane-training event. The training must also be synchronized with their training strategy to ensure consistency with the unit METL.

c. The planning and programming of these events will be done by ARNG/USARC and integrated at the FORSCOM WWTSC.

| PROGRAM | OBJECTIVE | TRAINING AUDIENCE | FREQUENCY/ LENGTH OF TRAINING | SIMULATIONS USED/ FURNISHED BY |
|---|---|---|---|---|
| BCTP (Battle Command Training Program) | Furnishes Team Building Seminars, Challenging Warfighter Exercises and Post-Exercises Sustainment Packages | eSB | Biennially with WARTRACE, AC Associated unit, or corps | CBS/ CAC-T (Seminar at Fort Leavenworth; Warfighter at Home Station |
| | | ARNG Divisional Staffs. | Once every four years/ 5 Day Seminar 5 Day Warfighter | |
| | | ARNG FA Bde (GSR) | Once every two years with an Corps/Div | |
| BCBST (Brigade Command and Battle Staff Training) | Enhance Understanding of Current Doctrine, Tactics and Techniques, Opportunity for Command Team to Strengthen Decision-Making Process | eSB and Battalion Commanders and Staffs | Biennially/ 5 Day Seminar 2.5 Days (MUTA 4/5 CPX) | BBS/JANUS/ CAC-T (Seminar at Fort Leavenworth; CPX at Home Station) |
| | | Divisional Brigades and Staffs | Once every 4 years/ 5 Day Seminar (MUTA 4/5 CPX) | |
| BCST (Battle Command Staff Training | A Training Event that Exercises CS/CSS Brigade, Group, and Battalion Commanders and Battle Staffs | Priority CS/CSS unit Commanders and Staffs | Annually / 2.5 Days (MUTA 4/5/6 CPX) | CBS/BBS/CSSTSS /CONUSA Sim Bde at Home Station |
| | CA units are not excluded from participating in a BCST | Other CS/CSS unit Commanders and Staffs | Triennially/ 2.5 Days (MUTA 4/5 CPX) | |
| Virtual Training Program for Battalion and Brigade Staffs | Training event for AR./Mech IN/Atk Hel battalion and brigade staffs | AR./Mech IN/Atk Hel Bde and Bn staffs | Executed year prior to BCTP/BCBST | SIMNET/BBS/ JANUS at Fort Knox or exportable to home station |
| Leader Training Program (LTP) | Provide a staff training exercise focusing on the MDMP using constructive simulation and conducting TEWTs | Maneuver Bde and Bn CDR and staffs task organized as they will be for their NTC/JRTC rotation | Executed about 120 days prior to scheduled NTC/JRTC CTC rotation/ 6 Days | JANUS/at Fort Irwin or Fort Polk |
| Battle Staff Training System (BSTS) | Professional develop-ment for Bn and above battle staff officers. | Bn/Bde/Div battle staff officers | Within 12 months of assuming battle staff position | PC |

**Figure 6-1. Command and Staff Training Program**

# APPENDIX A
## *References*

### Section I
### *Required Publications*

| | |
|---|---|
| **AR 5-9** | Intraservice Support Installation Area Coordination |
| **AR 10-87** | Major Army Commands in the Continental United States |
| **AR 11-30** | WARTRACE |
| **AR 140-1** | Army Reserve Mission, Organization and Training |
| **AR 350-1** | Army Training |
| **FORSCOM Regulation 220-2** | Compliance Assessment Program |
| **FORSCOM Regulation 220-3** | Training Assessment Model |
| **FORSCOM Regulation 350-4** | AC-RC Training Associations |
| **FORSCOM Regulation 350-12** | Procedures for Tasking and Support from Active Component Installations and Units |
| **FORSCOM Regulation 350-23** | FORSCOM Command Mobilization Exercise Program ARNG |
| **FORSCOM Regulation 350-1** | Active Component Training and Specialized Training in FORSCOM Active Army and Reserve Component Units |
| **DA Pamphlet 350-38** | Standards in Weapons Training |
| **FM 25-4** | How to Conduct Training Exercises |
| **FM 25-100** | Training the Force |
| **FM 25-101** | Battle Focused Training |
| **FM 100-17** | Mobilization, Deployment, Redeployment and Demobilization |
| **TC 25-10** | Leaders Guide to Lane Training |
| **TC 25-20** | Leaders Guide to After Action Reviews |
| **TC 25-30** | Leaders Guide to Unit Training Meetings |

### Section II
### *Related Publications*

| | |
|---|---|
| **AR 1-201** | The Inspection Program |
| **AR 27-1** | Judge Advocate Legal Services |
| **AR 37-7** | USAR Financial Management and RC Support |
| **AR 37-100** | Army Management Structure (Vol III) |
| **AR 135-3** | Full-Time Support Program |
| **AR 200-1** | Environmental Protection and Enhancement |
| **AR 200-2** | Environmental Effects of Army Actions |
| **AR 200-3** | Natural Resources – Land, Forest, and Wildlife Management |
| **AR 200-4** | Cultural Resources Management |
| **AR 220-1** | Unit Status Report |
| **AR 350-4** | Weapons Qualification |
| **AR 350-7** | Training and Evaluation of Forces of Civil Disturbances |
| **AR 350-8** | Army Exercises |
| **AR 350-9** | Overseas Deployment Training |

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|---|---|
| **AR 350-10** | Management of Army Individual Training Requirements and Resources |
| **AR 350-17** | Noncommissioned Officer Development Program |
| **AR 350-38** | Training Device Policies and Management |
| **AR 350-50** | Combat Training Center Program |
| **AR 385-10** | Army Safety Program |
| **AR 600-9** | The Army Weight Control Program |
| **FORSCOM Regulation 37-7** | USAR Financial Management and Reserve Component Support |
| **FORSCOM/ TRADOC Regulation 140-3** | USAR Training Division, USAR Training Brigades, and USAR Reception Battalions Training Policies |
| **FORSCOM Regulation 350-5** | Joint Training Exercises |
| **FORSCOM Regulation 350-50-1** | Training at the National Training Center |
| **FORSCOM Regulation 350-50-2** | Training at the Joint Readiness Training Center |
| **FORSCOM Regulation 500-3** | Forces Command Mobilization and Deployment Planning System (FORMDEPS) |
| **FORSCOM Regulation 500-3-1** | **Plan** (FMP) FORSCOM Mobilization |
| **FORSCOM Regulation 500-3-2** | Deployment Guide |
| **FORSCOM Regulation 500-3-3** | RC Unit Commander's Handbook |
| **FORSCOM Regulation 500-3-4** | Installation Commander's Handbook |
| **FORSCOM Regulation 700-2** | FORSCOM Standing Logistics Instructions |
| **National Guard Regulation 10-1** | Organization and Federal Recognition of Army National Guard Units |
| **National Guard Regulation 10-2** | Organizations and Functions, State Area Command, Army National Guard |
| **National Guard Regulation 10-4** | Organization and Functions, State Defense Forces, National Guard Bureau and State National Guard Interaction |
| **National Guard Regulation 25-5** | Army National Guard Training Areas |
| **National Guard Regulation 37-104-3** | Military Pay and Allowances - Army National Guard |
| **National Guard Regulation 350-1** | Army National Guard Training |
| **National Guard Regulation 350-3** | Mobilization and Deployment Exercise Program |
| **National Guard Regulation 350-6** | Competitive Marksmanship |
| **National Guard Regulation 351-1** | Individual Military Education and Training |
| **National Guard Regulation 351-5** | State Military Academies |
| **National Guard Regulation 351-15** | U.S. Army Sergeants Major Academy Courses |
| **National Guard Regulation 351-21** | Senior Service Colleges |
| **National Guard Regulation 351-25** | Reserve Component Tank Commander Course |
| **National Guard Regulation 351-31** | Combined Arms and Service Staff School (CAS3) |
| **National Guard Regulation 500-1** | Military Support to Civil Authorities |
| **National Guard Regulation 600-200** | Enlisted Personnel Management System |
| **FORSCOM/ARNG Regulation 27-1** | Judge Advocate Training Association Program |

| | |
|---|---|
| **DA Pamphlet 25-37** | Index of Graphic Training Aids |
| **DA Pamphlet 350-9** | Index and Description of Army Training Devices |
| **DA Pamphlet 350-37** | Handbook for Administration of the Individual Training and Evaluation Program |
| **DA Pamphlet 351-20** | The Army Correspondence Course Catalogue |
| **DA Pamphlet 608-47** | A Guide to Establishing Family Support Groups |
| **DA Pamphlet 360-525** | Family Assistance Handbook for Mobilization |
| **FORSCOM Pamphlet 25-30** | Consolidated Index of FORSCOM Publications and Blank Forms |
| **TRADOC Pamphlet 350-9** | TRADOC Training Devices for Army-wide Use |
| **FM 3-3** | Chemical and Biological Contamination Avoidance |
| **FM 3-4** | NBC Protection |
| **FM 3-5** | NBC Contamination |
| **FM 3-100** | NBC Defense, Chemical Warfare, Smoke and Flame Operations |
| **FM 17-12-1** | M1 Tank Gunnery Tables |
| **FM 21-20** | Physical Training |
| **FM 22-100** | Military Leadership |
| **FM 23-1** | Bradley Fighting Vehicle Gunnery |
| **FM 23-9** | M16A1 Rifle and Rifle Marksmanship |
| **TRADOC** | eSB Training Strategy (Heavy) and eSB Training Strategy (Light) |

**Training Support XXI (TS XXI) Implementation Plan,** dated 13 August 1998.

# APPENDIX B
## *Mission Essential Task List (METL) Development*

### B-1. Applicability
All Army units and organizations develop METL. The OPLANs and external directives that relate to a unit's wartime mission are the primary elements in METL development. Tables of Distribution and Allowances (TDA) organizations and/or units not aligned with an OPLAN develop METL based on guidance provided by their higher peacetime headquarters. The METL is used to form the organization's training program as outlined in FMs 25-100/101.

### B-2. Mission guidance Process (See Figure B-1)
Mission guidance in support of OPLANs is initiated at the higher levels of command, e.g., corps or theater army area command, and provided down through the WARTRACE chain. Commanders monitor the WARTRACE database and provide mission guidance to newly aligned subordinate units within 120 days of alignment change. Guidance for units not assigned a WARTRACE is provided by the RC chain of command. Upon receipt of mission guidance, commanders conduct an analysis and begin development of their METL.

### B-3. Approval Process (see Figure B-1)
METL approval for FSP GOCOMs (including priority units in RC peacetime chain), eSBs, and RO/RU units (to AC Divisions) is provided by the AC Senior Mentor. The METL approval for FSP, except GOCOMs, units with LADs C+30 or less, and any other units within a WARTRACE is provided by the RC chain of command. All other units not addressed above, METL approval is provided by the RC chain of command.

### B-4. Prioritization
While units may be apportioned to multiple OPLANs, the METL is based on the priority OPLAN alignment. The WARTRACE Program, described in AR 11-30 and FORSCOM Regulation 11-30, provides information on wartime missions/OPLANs. The WARTRACE Mission Priorities Report identifies OPLAN alignment priorities. This information is in the Global Command Control System (GCCS) database, which is available at STARC and USARC headquarters. Priorities for METL development coincide with OPLAN priorities.

### B-5. Peacetime Training Focus
The RC peacetime chain of command provides command training policy and resources, and ensures that all training (except for state required ARNG training) is directed at METL proficiency. Higher headquarters approve METL for FSP units (except GOCOMs), units with LAD $\leq$30 days, and all other RC units. These units will also provide a courtesy copy to their WARTRACE chain of command. Unit commanders submit their METL to the appropriate headquarters within 120 days of mission guidance receipt. Commanders of AC associated unit and the RC unit develop agreement on the METL supporting, collective tasks to be trained to standard each training year. The CONUSA provide assistance as required to FSP units (except GOCOMs) and units with LAD $\leq$30 days in the development of the unit's METL. This process is depicted at **Figure B-1**.

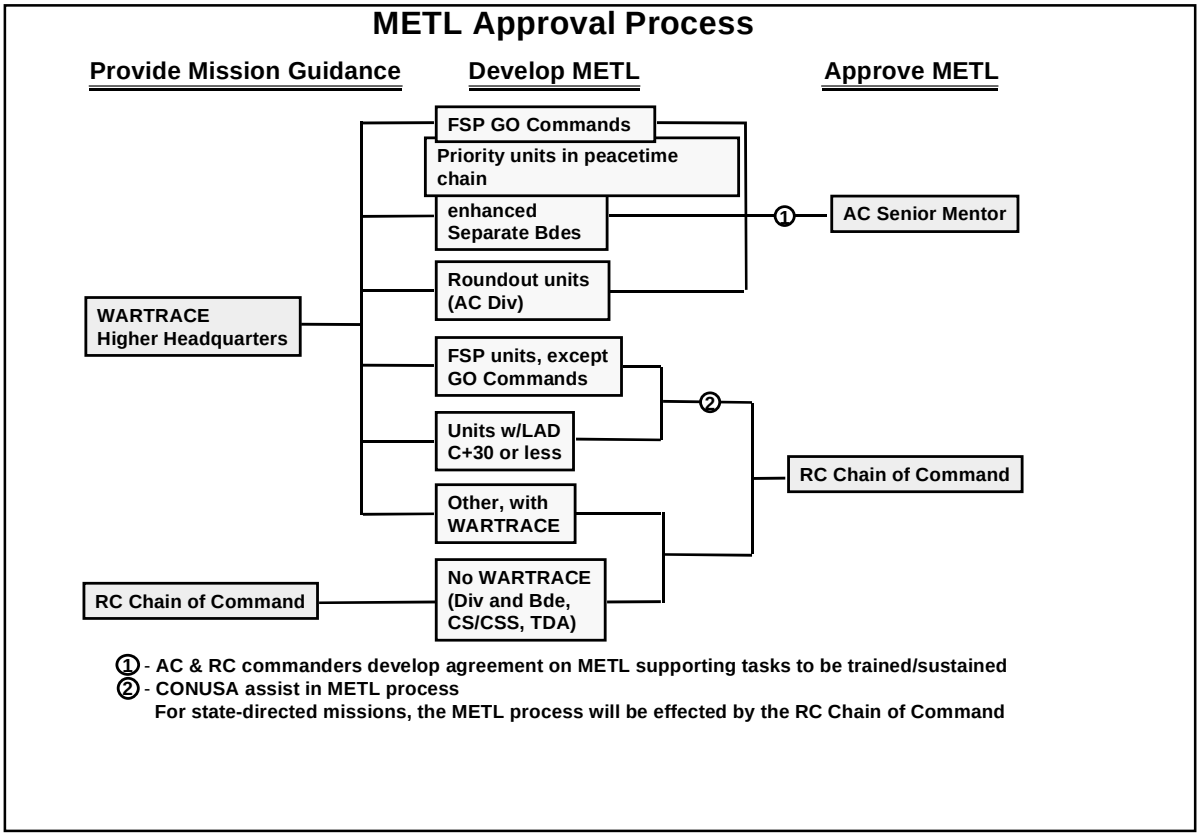


**Figure B-1. METL Approval Process**

## APPENDIX C
### *Yearly Training Plan (YTP)*

**C-1. Yearly Training Plan.** The YTP is described in FM 25-101 (Figure 3-4). The YTP is the linkage between the YTC, YTG, and YTB. Yearly training plans are prepared by separate companies/detachments, battalions and higher. These plans will be briefed to the chain of command. Sound planning is imperative to effective training and includes identifying requirements based on the unit METL, assessing unit objectives through internal and external evaluations. Plans for training must be based on the unit's mission, guidance from higher headquarters, and Army doctrine. As a minimum, training plans will include training objectives oriented on unit METL, AT dates, CPX/FTX scheduling, institutional training, evaluations and support requirements.

a. Commanders will publish CTG annually to aid subordinate commanders in preparing their YTP.

b. The CONUSA coordinates yearly training support requirements with Corps, TAGs and USARC MSCs, as appropriate.

**C-2. Cooperative Development of Training Plans**
Multi-component interaction is paramount to the formulation of YTP and postmobilization training plans. The process entails six steps:

a. Required tasks. The chain of command develop the METL. The chain of command may request assistance from the AC associated unit, WARTRACE or CONUSA HQ These requirements are the basis for the YTP.

b. Commander's assessment. The METL tasks are assessed as Trained ("T"), Needs Practice ("P"), or Untrained ("U"). The commander does this assessment. In accordance with training principles set forth in FM 25-100 and 25-101, DA Pamphlet 350-38, AR 350-1, FORSCOM Reg 220-3, FORSCOM Reg 350-4, and this regulation.

c. Based on analysis of time and training resources available the commander will determine which tasks shall be trained during IDT, AT or deferred until postmobilization. For premobilization training, the unit commander will select a specific set of tasks, which can be trained and sustained to standard during premobilization. This set may not represent the full METL at any level of organization. Those tasks not selected will be deferred for postmobilization training.

d. Elements of YTP.

(1) The Corps/AC higher headquarters approve YTP for FSP GOCOMs (and Priority units in their peacetime chain of command), Divisional RO/RU, and eSB units assigned an AC associated unit. The CONUSA approves YTP for FSP (except GOCOM) and units with LAD $\leq$30. For the remaining ARNG units their respective peacetime chains of command will approve their YTPs. Units with a peacetime chain of command approval authority will provide a courtesy copy to their primary WARTRACE chain of command. **See Figure C-1**.

(2) The YTP contains specific tasks to be trained during IDT/AT and includes the resources and support required to execute them. The plan contains all training required, leader, soldier, and collective tasks. Requests for support are initiated based on these plans and submitted as soon as practical.

e. Execution of plan. Training plans need to be effectively executed. Training conducted is assessed by the chain of command, with assistance from the CONUSA through the lane training evaluation process. The CONUSA is responsible for all TAM evaluations.

f. Plan into future. After AT, the unit commander must assess the results of the training year. Based on the assessment, commanders will determine which tasks are to be trained during the next year.

**C-3. Annual Training (AT)**
Annual Training provides the best opportunity for collective training and assessing the unit's training readiness. Lane training is an effective technique for multi-echelon training. All lane training will be based on and structured to train the unit METL. All training will be conducted to standard, incorporate anticipated missions such as NBC and maintenance, and provide for a ten-day field training exercise (FTX) consisting of 24 hour operations. FORSCOM resourced training support requirements are coordinated through the CONUSA scheduling process.

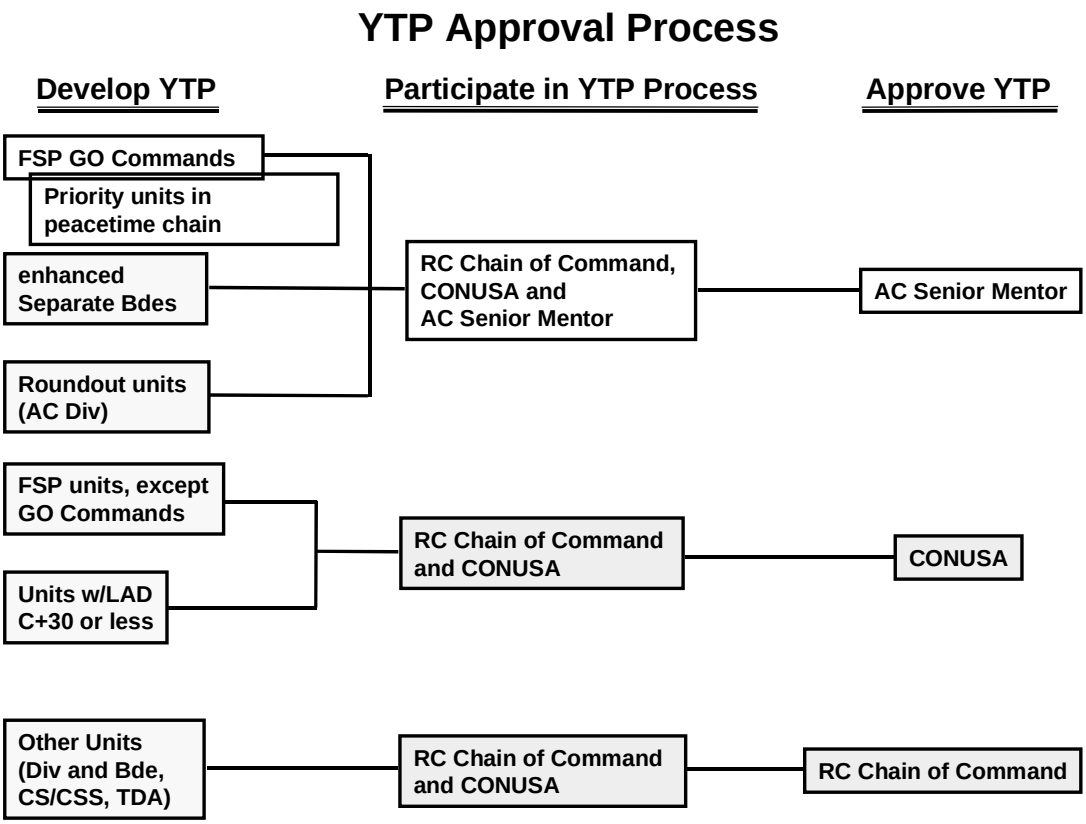


**Figure C-1. YTP Approval Process**

# APPENDIX D
## *Annual Training (AT) Scheduling Process*

### D-1. AT Planning and Scheduling Milestones*

The AT planning and scheduling process must follow a logical order to optimize training and support resources. The following milestones are established.

| | |
|---|---|
| **Jan** | OCONUS CINCs, CONUS/ OCONUS Corps and CTCs provide FORSCOM with RC unit requirements for new POM years. |
| **Feb** | FORSCOM forwards OCONUS CINCs, CONUS/ OCONUS Corps and CTCs requirements to ARNG/USARC for unit flagging. |
| **May** | Armor Center coordinates VTP schedules and sends unit designations to FORSCOM, NLT Jul. |
| **Sep** | For TY that begins 13 months out, the ARNG conducts TOES Conference with TAGs to finalize unit commitments for CTC/JCT Exercises and ODT requirements. The USARC conducts AT/CTC/JCS EX/ODT conference with MSCs. |
| **Oct** | FORSCOM hosts World Wide Training Scheduling Conference (WWTSC) to synchronize/update training requirements for the TY that begins 12 months out and five year training plans listed in paragraph D-2. |
| **Nov-Dec** | The CONUSA oversees Regional Scheduling Workshop for TY beginning 11 months out. (**See paragraph D-3**). |
| **Nov-Jan** | The CONUSA will host Training Support Synchronization Conference (**See paragraph D-4**). |
| **15 Jan** | The CONUSA input AT schedules (blueprint) from the Training Support Synchronization Conference into TESS (**See paragraph D-6**). |
| **30 Jan** | The CONUSA provide evaluator requirements to HQ FORSCOM, ATTN: AFOP-OT, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 with requests for short-fall for the current Training Year. |
| **15 Apr** | CONUSA refine/update TESS database with data from AT schedules for next TY (beginning 5 months out) approved during the Training Support Synchronization Conference (**see paragraph D-5**). |
| **1 Jun** | Final AT schedule from TAGs to ARNG and RSC/MSC to USARC for the Training Year 4 months out for approval/funding. |

### D-2. World-Wide Training Scheduling Conference (WWTSC)

FORSCOM will host the WWTSC to synchronize the FORSCOM Five-year training schedule to include RC unit participation in Joint Training Exercises (JEX), Combat Training Center (CTC) rotations, Overseas Deployment Training (ODT), and all major CONUS exercises.

a. The Five-year Training Schedule is designed to:

(1) Synchronize the planning and programming cycles in order to provide predictability to RC units in planning their training and forecast the requisite funding to support RC unit requirements of OCONUS CINCs, CTCs, and CONUS/OCONUS Corps.

(2) Determine RC unit capabilities in support of the Joint Exercise Program and the CTC Program.

b. Categories of unit requirements are:

(1) Joint Exercise troop listing of units that may be apportioned to an OCONUS CINC.

(2) CTC rotations.

(a) eSB rotations.

(b) ARNG attack helicopter battalion rotations.

(c) ARNG Division BCTP rotations.

(d) ARNG Div, eSB, FA Bde, corps/division BCTP Warfighter Exercise (WFX).

(e) RC units in support of split-based brigades.

(f) EAD/CSS support to rotations.

(g) Opposing Force augmentation (infantry and engineer).

(h) DS/GS Maintenance Training.

(i) Engineer Host Nation Building training.

(3) Overseas Deployment Training which provides units an opportunity to conduct mobilization, deployment, reception, execution of METL based training, and redeployment activities.

### D-3. Regional Scheduling Workshops (RSW)

TSD is responsible for conducting RSW IAW the milestones in **paragraph D-1**. The CONUSA will oversee RSW Process. The RSW should include representatives from FORSCOM, ARNG, USARC, TAG, (to include RSC & DRC), training sites/installations. Participants will be required to make decisions/commitments regarding scheduling and support issues. The purpose of these workshops is to schedule training support and establish the

annual training blueprint for the next TY, and collect scheduling information for the TY two years. BCST exercises will be scheduled 24 months out and reconfirmed 11 months out. The CONUSA will ensure coordination among all organizations to program lane training, simulation training, and TAM requirements. Focus of effort will be to maximize capabilities of lane training and constructive simulation support resources by aligning Priority unit-training sites/dates with optimal training windows. Within capability, other units will also be scheduled for lane and simulation training support. Additionally, all TAM requirements will be validated during these workshops.

**D-4. Training Support. Synchronization Conference (TSSC)**

The CONUSA will host Annual TSSC IAW the milestones in **paragraph D-1**. CONUSA will ensure there are no conflicts in dates between the First and Fifth Army TSSC. The TSSC will include representatives from FORSCOM, ARNG, USARC, TAG, (to include RSC & DRC), TSD/TSB and training sites/installations. The purpose of these conferences is to finalize/confirm AT schedules and training support programmed during the previous RSW for the TY beginning in 9 months and further develops AT schedules for the TY beginning in 21 months. The CONUSA will ensure all organizations involved in the process reach agreement on the schedule and plan to support training for all units. Additionally, all TAM requirements for the upcoming TY will also be confirmed at this conference.

**D-5. Training Requirements**

a. At the RSW and TSSC, the CONUSA will ensure units schedule the following requirements:

(1) AT Site/date for each unit.
Branch & functional area support
MTT
Simulations support

(2) AT training, gunnery, and lane training
ODT
CTC
Joint Exercise
IDT
YTP, Assistance and Briefing dates

(3) BCTP, BCBST, BCST, or VTP.

(4) TAM requirements.

b. All requests for waiver of TAM evaluations, and required lane and simulation training must be submitted, in writing, through the RC chain of command and signed by the TAG/MSC commander.

(1) The CONUSA is the approval authority of all requests for waiver.

(2) All requests for waiver must be received at the CONUSA NLT of 120 days in advance of the training event.

**D-6. Database Management**

a. The AT site/date schedules for units in each CONUSA area will be maintained on the FORSCOM Training Evaluation Scheduling System (TESS). The TESS database enables HQ FORSCOM, CONUSA, ARNG/TAGs, USARC/RSCs/ DRCs to obtain current information regarding AT. Information on TESS is also available to DA and other Major Army Commands (MACOMs).

b. The CONUSA will ensure initial input and maintenance of TESS files for all units in their geographical area of responsibility, regardless of AT site. The database will include AT scheduling information for all units for the current and next TY. Data for AT schedules for major units (Bde/Grps) will be maintained in the database for the TY, 2 years out.

(1) The CONUSA input AT schedules (blueprint) from the Regional Scheduling Workshops for the TY beginning 10 months out into TESS NLT 15 Jan.

(2) The CONUSA refine TESS database based on final/approved AT schedules from the TSSC for the TY beginning 5 months out NLT 15 Apr.

c. The U.S. Army Pacific (USARPAC) develops an AT site/date schedule covering essentially the same time frame and format as TESS and provides it to Commander, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, Director, ARNG, ATTN: ARNG-ARO, 111 South George Mason Drive, Arlington, VA 22204-1382 with copies to appropriate CONUSA, USARC, and other commands and installations affected.

**D-7. Changes in training and training support.**

AT changes prior to 120 days from the event are submitted by the unit through normal chain of command to USARC/NGB (ARNG) and CONUSA simultaneously. AT changes submitted within 120 days of the event will require GO signature. The 120-day mark is based on the earlier of the proposed change or currently scheduled AT dates. TAGs/RCS/ MCS are responsible for coordinating AT changes with gaining and losing installations. RC should note that changes to AT within the 120 window may result in the unit not receiving an evaluation or training support.

## APPENDIX E

### *8-Step Training Model*

A practical template to aid leaders in executing training management is an 8-Step Training Model. Following the eight-step model results in training that is battle-focused, challenging, resourced, and executed in accordance with the commander's intent. Senior commanders should spot check throughout the training management cycle to teach, coach, and mentor their junior leaders through this eight-step model.

(1) Plan the training. This first step is the key to developing battle-focused training. Senior leaders should ensure junior leader's participation to assess and plan training because this gives them ownership of the training. Company training meetings should be used as the vehicle to accomplish this vital step.

(2) Train and certify leaders. Prepared leaders are critical to successful training. Leader training should be planned and resourced as a training event.

(3) Reconnoiter the training site. Trainers must ensure the training facilities support the plan. Training plans should be modified if they don't to avoid problems during execution and to effectively use limited resources.

(4) Issue the plan. Training plans must be battle focused and precisely layout responsibilities for trainers and trainees. Clearly defined commander's intent that provides the purpose of the training event allows maximum flexibility for trainer initiative.

(5) Rehearse. Rehearsals are essential to ensure trainers at all levels know the commander's intent, how he intents to execute the training, and what is expected of the trainers and trainees to minimize STRAC XXI at time of execution. Rehearsals, trainer certification, and reconnaissance of training sites should be on the training schedule and discussed at training meetings.

(6) Execute. Execute training as planned. Execution should be IAW the preset training goals and objectives. Commander oversight during this step ensures training conducted remains battle-focused. Assessment is key during this step of the model.

(7) Conduct After Action Reviews. The most essential step is to provide feedback to the trainee. Feedback should focus on determining 'cause and effect' relationships, deviations from established standards, and what decisions were made and why. The trainer and trainee will then use this feedback to develop a plan and a contract on how to improve.

(8) Retrain. Training managers should build time into training events for retraining. Conduct retraining that is based on the feedback developed in the AAR. All tasks judged to be 'untrained' should be retrained as soon as practicable.

# APPENDIX F
## *Weapons Training*

### F-1. STRAC XXI

Commanders will conduct training to attain and sustain unit TRC levels as prescribed in STRAC XXI. STRAC XXI ensures commanders have the flexibility to use available assets combined with emerging technologies (TADSS) to train and sustain to a higher level of readiness. It maximizes the use of simulations to sustain baseline individual/crew proficiency and allows the commander to reallocate ammunition for collective training. STRAC XXI recognizes that units have individuals/crews with varying training needs and allows commanders several methods of qualifying/validating crews.

### F-2. Small Arms Weapons Qualification

a. Individual weapons qualification and practice firing will be accomplished IAW AR 350-4, AR 350-1, STRAC XXI, and appropriate FMs.

b. Unit commanders will make every effort to conduct annual weapons qualification. The TAG/USARC MSC commanders may grant waivers for the below listed reasons. When granted, the TAG/USARC MSC waiver must be attached to the TAM of the unit before it undergoes AT.

(1) The unit does not have reasonable access to adequate range facilities but fired the previous training year.

(2) No ranges are located within the 25% travel time limit during IDT or at the AT site.

(3) For other than CA units, night firing qualification of weapons under NBC conditions and transition firing may be deferred to postmobilization training.

c. Preliminary Marksmanship Instruction (PMI) and record firing will be conducted during IDT, where possible. Record fire may be scheduled during AT; but, must be consistent with the commander's training strategy and not detract from collective tactical training. The frequency of record fire is based on deployablity and TRC, as stated in STRAC XXI.

d. Soldiers in TDA units, who are not assigned individual weapons, are exempt from weapons qualification. However, if a weapon can be borrowed, they may fire for instructional purposes or qualification. The engagement skills trainer (EST) is an acceptable instructional alternative for TDA enlisted soldiers not assigned an individual weapon.

e. Soldiers awaiting IET are not required to complete weapons qualification. They will not be included in the unit's weapons qualification percentages on the TAM.

f. Units will schedule small arms qualification on a standard record fire range, when one is within two hours travel time (one way). Alternative courses of fire, prescribed in the applicable FM to the weapon, may be used when local conditions do not allow use of a standard record fire range.

### F-3. Crew-Served Weapons Qualification

Unit commanders will designate and train soldiers to operate crew-served weapons for which crews are not specifically designated in the authorization document, e.g., M2, Squad Automatic Weapons (SAW) and M60 machine gun.

# APPENDIX G
## *Training Aids, Devices, Simulators, and Simulations (TADSS)*

### G-1. Training Enhancers
TADSS are training multipliers with which commanders can train to and maintain mission readiness while conserving resources. TADSS increase training effectiveness by giving soldiers the opportunity to conduct multiple iterations in a realistic environment, functional context, and receive immediate feedback. By using TADSS, commanders can enhance overall readiness. The focus of TADSS is:

a. METL oriented

b. Training soldiers, leaders, staffs, and units..

c. Armory and facility based.

d. Replicating live fire training and field training.

e. Doctrinally sound and supports the Combined Arms Training Strategy (CATS).

### G-2. Battle Simulations
Battle simulations provide realistic and cost effective ways to train for unit/command/contingency missions.

a. Simulation supported command and staff training exercises are excellent tools to train commanders, staffs, and leaders. Computer driven simulation exercises can be used at home station or in a field environment.

b. Simulations include Corps Battle Simulations (CBS), Brigade/Battalion Simulation (BBS), JANUS (Battle Focused Trainer), Combat Service Support Tactical Simulation System (CSSTSS), SPECTRUM, and Tactical Simulation (TACSIM). These simulations train commander/staff skills up through brigade level and leader skills from platoon to battalion level. Emerging Battle Simulations for the next millennium are Warfighter' Simulation 2000 and OneSAF.

### G-3. Prioritization of TADSS Usage
Supporting installations will accord RC units priority in the use of training devices and simulation systems during IDT and AT. Priority for TADSS items, including MILES, follows:

a. Units that are deploying to a CTC needing TADSS, including equipment to augment items to be issued at the CTC.

b. Units conducting train-up for CTC rotation.

c. Maneuver units conducting Situational Training Exercises (STX) or AT.

d. CS/CSS units conducting STX or AT.

### G-4. Prioritization of Battle Simulation Usage
a. The nine AC Battle Simulation Centers' first priority is to AC units, and then priority for RC units as listed below.

(1) The FSP units, Divisional RO/RU units, units with LAD $\leq$ 30 days, and eSB units.

(2) ARNG division and strategic brigade units

(3) All other units within training capacity.

b. The five USAR Battle Projection Centers are prioritized as listed below.

(1) The FSP units, Divisional RO/RU units, units with LAD $\leq$ 30 days.

(2) All other CS/CSS units within training capacity.

### G-5. Combat Arms Simulators and Simulations
CA simulator and simulation devices for crew and higher collective training should be an integral part of every commander's training plan. Innovative use of simulator/simulation devices will maximize their potential and provide effective, repetitive training at low cost. Alternative methods to training armor and Bradley infantry crews and units are encouraged to attain and sustain readiness.

a. The conduct-of-fire trainers M-COFT, U-COFT and appended COFTS (A-FIST and FIST-B) provide crew skill training in target acquisition, identification, classification and engagement for the vehicle commander and gunner. The appended COFTs integrate the entire crew.

b. Tank Weapons Gunnery Simulation System (TWGSS)/Precision Gunnery System (PGS). TWGSS are vehicle-appended precision gunnery training systems that simulate main gun and coax machinegun firing for the M1A1/A2 tanks (TWGSS) and M2/M3-A2-ODS-A3 Bradleys. It interfaces with the vehicle fire control system and permits precision and degraded-mode gunnery training. TWGSS/PGS collects actual Gunner/TC gunnery actions to be utilized during the individual and collective AAR. TWGSS is interoperable with PGS, MILES, TSV, LTIDS and ITIGS. TWGSS/PGS also provides target-tracking training; scale gunnery training, and should be used for force-on-force training and gunnery training.

c. Close Combat Tactical Trainers (CCTT). CCTT provides crew through platoon/company collective, doctrinal skill training in force-on-force or against computer generated opposing forces. Fixed CCTT site distribution is to major AC installations. The eSBs (Heavy) will have home station access to the Mobile CCTT units when the unit can not travel to fixed site locations. Commanders will schedule CCTT (Fixed/Mobile) usage to ensure platoons train

quarterly at a minimum. SIMNET may be used if CCTT is not available.

(1) Fixed CCTT site locations (CONUS) are Ft Hood #1, Ft Knox, Ft Benning (Aug 99), Ft Stewart (2d Qtr FY00), Ft Hood #2 (3d QTR FY00), Ft Carson (2d QTR FY01), Ft Riley (3d QTR FY01), and Ft Lewis (4th QTR FY02). Each location will have the ability to facilitate a company size plus unit simultaneously and/or smaller elements (platoons) on different simulation events concurrently. Coordinate through the chain of command to the installation Training Oversight Representative (TOR) for reservation guidance.

(2) Mobile locations are presently at Camp Beauregard, LA and Leesburg, SC. Four additional platoons sets will be fielded in POM years with locations to be determined by DARNG (NGB-ART-S).

d. The Engagement Skills Trainer (EST) will be used as an indoor, multipurpose, multilane, small arms, crew served and individual anti-tank training simulator. The EST will provide audio and visual presentations and feedback during training scenario exercises simulating the operation of a variety of small arms weapons. The EST shall be used primarily to:

(1) Train and evaluate individual marksmanship training in preparation for initial entry soldiers.

(2) Train Team/Squad engagement of OPFOR with task based, mission focused, combat scenarios. The training should focus on three parts,

(a) Team/Squad leader warning and operations orders and leader tasks.

(b) Team/Squad engagement execution.

(c) The after action review (AAR). The key element and value of EST being the scenario playback capability for the AAR.

(3) Provide unit sustainment training in preparation for individual and crew small arms live fire weapons' qualification.

**G- 6. Virtual Training Program (VTP)**

The VTP is a multi-echelon structured training program that uses existing simulation and simulator technologies (CCTT) to train armor, mech infantry, and cavalry units in the collective execution of both offensive and defensive operations. The program uses virtual environments of CCTT, SIMNET and the Janus/BBS constructive simulation to provide the training unit, from platoon to brigade level, structured training. The VTP is designed as a “turn key” program that emphasizes the execution phase of the operation to maximize the unit’s available training time. The scheduling for the VTP will be integrated at the FORSCOM WWTSC.

**G- 7. Installation Training Support Center (TSC)**

Army Regulation 5-9 identifies coordinating and supporting installation TSCs. Commanders should ensure that they, and newly assigned officers and NCOs receive an orientation on available TSC services, procedures and resources (e.g. TADSS) to assist them in training soldiers and units.

# APPENDIX H
## *Functional Training*

**H-1. Maintenance Company Training Strategy Methodology.**

a. The intent of this strategy is to assure that non-divisional maintenance companies are technically trained to accomplish and manage wartime maintenance support. Company maintenance management, unit technical leadership and management, shop flow procedure and inter shop communication and management must be trained and assessed. The TAM evaluations received at NMTC, EMC-E, NTC and or JRTC will validate this technical wartime training proficiency. Fourth year production oriented training opportunities will strive to capitalize on the collective expertise attained in earlier year rotations while allowing the unit leadership to operate as it would in a post mobilization environment.

b. The ARNG and USARC will schedule units for training during the WWTSC and ensure they are in compliance with the appropriate training strategy. This scheduling must be consistent with the intent specified to assure units are programmed for these training deployments in a way that builds predictability and unit success into the cycle. This training strategy should follow the four year crawl-walk-run scheduling sequence specified in paragraphs H-2 and H-3.

d. Divisional and separate brigade direct support maintenance companies may be programmed into this training strategy when nominated by their command.

**H-2. General Support (GS) Maintenance Unit Training**

All GS maintenance units will follow a progressive four-year training cycle. The GS Maintenance Companies must evaluate and assess the company level training proficiency to establish a base line for follow-on training activities and events. All maintenance companies will train at the NTC and National Maintenance Training Center (NMTC) with a minimum of 50% of the company authorized strength. Scheduling of maintenance training for years 2-3 will be coordinated by the NGB/USARC and integrated during the WWTSC.

a. Year one: Training IAW unit's training strategy. The MOS qualification, Career Development Courses or skill sustainment training at The Total Army School System (TASS) may be the primary focus during the first year. Secondary options include training at Installation Director of Logistics (DOL) shops or Combined Support Maintenance Shop (CSMS) as directed by TAG/USARC ICW CONUSA.

b. Year two: This year will focus on skill sustainment and collective training at the NMTC, Camp Dodge, IA. The NMTC provides an opportunity to exercise and assess the maintenance company's ability to perform and manage a platoon maintenance mission in a lanes training environment. The ARNG requirement is to rotate eight units each training year and the USAR three units. All RC GS Maintenance Companies that attend NMTC training rotations will receive a TAM evaluation conducted by the NMTC Cadre.

c. Year three: This year will focus on a collective AT period at National Training Center (NTC). This linkage between the NMTC and NTC will reinforce and build upon the technical training received at Camp Dodge, IA through a practical application of maintenance skills. Coordination between NMTC and NTC training programs will assure that the FORSCOM training strategy is progressive and consistent with Army maintenance doctrine and FORSCOM standards for TAM evaluations. The requirement for the ARNG is to conduct seven maintenance company training cycles per year and requirement for the USAR is to conduct three maintenance company training cycles per year. Integrating maintenance training at NTC will take place during the WWTSC.

d. Year Four: Training IAW unit's training strategy. The GS Maintenance Units may be afforded an opportunity to train with their WARTRACE or Equipment Maintenance Center-Europe (EMC-E) at TAG/USARC discretion ICW CONUSA. However, quality collective training should remain a priority when executing these more production oriented command-training opportunities consistent with a crawl-walk-run training strategy. Maintenance companies should not be split up piece meal to satisfy a production mission at the expense of sacrificing unit leader training and company level maintenance management training.

**H-3. Direct Support (DS) Maintenance Unit Training**

All DS non-divisional maintenance units will follow a progressive four-year AT cycle. The DS maintenance companies must evaluate and assess the company level training proficiency to establish a base line for follow-on training activities and events. All

maintenance companies attending training at NTC and NMTC will deploy with a minimum of 50% authorized strength.

a. Year one: Training IAW unit's training strategy. The primary focus of this year should be MOS Qualification, career development courses or skill sustainment training through TASS. Secondary options include training at Home Station, Installation DOL shops or CSMS as directed by TAGs/USARC ICW CONUSA.

b. Year Two: This year will focus on skill sustainment and collective training at NMTC, Camp Dodge, Iowa. The NMTC provides an opportunity to exercise and assess the ability of a maintenance company to perform and manage platoon/section level maintenance missions in a lanes training environment. Every effort will be made to attend training at NMTC with the maximum level of personnel strength. All reserve component DS maintenance companies will receive a TAM evaluation conducted by the NMTC Cadre. The NMTC will evaluate the unit's technical ability to perform a platoon/section level collective DS Maintenance mission. The NMTC will focus on platoon/section level lanes training to improve technical skills at the mechanic, technical supervisor level and improve leadership and maintenance management skills. This training period will serve as a baseline for more progressive training in the following year. While the NMTC focus is on non-divisional DS maintenance companies, the NMTC will work with divisional DS maintenance companies on a case-by-case basis. The ARNG requirement is to rotate nine units each training year and the USAR three units. The NMTC rotations will be coordinated through the TAG/USARC/NGB and confirmed at the WWSTC.

c. Year Three: The third year will focus on a more production tactically oriented AT at NTC. The third year training rotation will be sequential with NMTC. The requirement for the ARNG is to conduct seven DS maintenance company rotations per year and the requirements for the USAR is to conduct three DS maintenance company rotations to NTC per year. This linkage with NMTC will reinforce the technical training received at Camp Dodge, IA through practical application of maintenance skills at the NTC. Coordination between NTC and NMTC will assure that the training strategy is progressive and consistent with Army maintenance doctrine and FORSCOM standards for TAM evaluations. Integrating maintenance training at NTC will take place at the WWTSC.

d. Year Four: Training IAW unit's training strategy. The fourth year will afford DS maintenance companies the opportunity to train in an even more production oriented / operational support mode and or at a more tactical focused mode (JRTC). However, the intent of this year is still to allow the maintenance company an opportunity to capitalize on the technical training standards improved during the previous two years at a company collective level. These training opportunities will take advantage of maintenance missions within the unit's command or maintenance mission training opportunities OCONUS.

e. All non-divisional DS maintenance companies will coordinate a four-year rotational training schedule through CONUSA. Integrating of maintenance training at NMTC, NTC and JRTC will take place during the WWTSC.

**H-4. FORSCOM Petroleum Training Module (FPTM), Joint Training Module (JTM) and FORSCOM Centralized Salt Water Purification Training Site (FCSWPTS) Program**

a. Forces Command DCSLOG serves as the Army Executive Agent for POL and Water Training; the 49th QM Group, Fort Lee, VA serves as FORSCOM's Executing Agent.

b. Training is scheduled in two-week increments and is conducted by a civilian contractor(s) at Fort Pickett/Story VA. The training cycle for the FPTM is from April through October and the FCSWPTS conducts training April through November. The 49th QM Group is responsible for establishing unit rotation schedules for the Water/POL training sites and confirming unit rotation schedules at the Pre-Camp conference held annually at Fort Story/Pickett.

c. The FPTM and JTM was established at Fort Pickett, VA for Quartermaster (Petroleum Pipeline and Terminal Operation) and Engineer (Petroleum Pipeline Construction) Companies to provide a means for units to train on the Inland Petroleum Distribution System (IPDS). The IPDS is an operational project stock and not issued to units as organic equipment.

d. The JTM is stored at Fort Pickett and is available upon request to support major exercises. The JTM provides the necessary petroleum equipment that will typically represent the majority of missions where IPDS will be deployed. Army Petroleum Units must submit a request to the 49th QM Group for use of this equipment. Normally, exercise funding will be programmed to pay the costs associated with the loan, use, repair and return to package configuration. Programming these funds is outlined in AR 350-28.

e. Forces Command provides water purification training at the FCSWPTS at Fort Story, VA. This site provides specific training opportunities

at a surfside location for the MOS 77W Water Purification Specialist. Training is also available on the 600 GPH ROWPU, Tactical Water Distribution System, Storage and Distribution System. Additional training of the 63J Chemical and Quartermaster Equipment Repairman is provided to enhance and improve MOS skills on the 3K ROWPU, 600 GPH ROWPU, 125 GPM Pumps, 350 GPM Pumps, Hypochlorinators, 30KW and 60KW Generator Set.

f. Mobile Training Team(s) (MTT) can be contracted upon written request. Units desiring the MTT are responsible for providing specific Statements of Work and funding support to their supporting contract office. Training available through the MTT include specialized home station and assistance training for the 77W, 63J and 92Y, environmental training using the Multi-Functional Modular Fluid Filtration System (MMFFS) and Reticulated-Electro Chemical Oxidation Paks (RECOR PAKS), operation/ maintenance on the military Water Purification Units (ROWPU), Storage and Distribution Systems. Further information and draft statements of work may be obtained by contacting U. S. Army Forces Command, AFLG-LSE, DSN: 367-6703/5370.

**H-5. Judge Advocate General's Corps (JAGC) Training**

Due to the specialized training needs, separate provisions for the training and evaluation of JAGC elements and units are provided for in AR 27-1 and FORSCOM/ARNG Regulation 27-1, Judge Advocate Training Association Program (JATAP)

**H-6. Training for RC Unit Ministry Team (UMT) Personnel**

a. Chaplain RC UMT training links premobilization training with an AC/RC training environment to enable UMTs to meet postmobilization training objectives. RC UMT training prepares the UMT to provide religious support during military operations. UMT AT should normally occur with the unit of assignment. AT not occurring with the unit of assignment should be consonant with the UMT unit mission. Supporting and resourcing Chaplain and Chaplain Assistant professional training and Officer Professional Development (OPD) are appropriate for AT. Responsibilities:

(1) The FORSCOM Chaplain will develop and monitor training requirements for RC Chaplain and Chaplain Assistants.

(2) Commanders, in conjunction with TAGs, USARC and CONUSA Chaplains, will plan, program and provide training support to ensure Chaplains and Chaplain Assistants have the tactical and technical proficiency necessary to provide religious support on the battlefield and are properly equipped to carry out their mission.

(3) The CONUSA Chaplains, in conjunction with the FORSCOM Chaplain, will:

(a) Assist, coordinate, synchronize, and evaluate UMT training and other training in the CONUSA area of responsibility.

(b) Provide the FORSCOM Chaplain with a quarterly status report of training.

(4) Installation Chaplains will communicate scheduled training through STARC and RSC Chaplains and include RC UMTs in local installation training, planning and execution.

(5) The National Guard Bureau Chaplain will:

(a) Monitor the implementation of Chaplain professional development training with STARC Chaplains.

(b) Foster ARNG UMT participation in local installation training, planning and execution through the STARC.

(c) Coordinate institutional training for ARNG Chaplains.

(6) The USARC chaplain will:

(a) Monitor the implementation of Chaplain professional development training with MSC chaplains.

(b) Direct MSC Chaplains to communicate with local Installation Chaplains for USAR UMT participation in local installation training, planning and execution.

(7) The US Army Reserve Personnel Command (AR-PERSCOM) Chaplain will:

(a) Manage individual ready reserve (IRR) Chaplain training and encourage IRR Chaplains to communicate with local Installation Chaplains for training.

(b) Manage Chaplain Candidate training.

(c) Manage institutional training orders for USAR Chaplains.

b. Functional Training for RC Chaplains and Chaplain Assistants will be coordinated with the Army Chief of Chaplains (CCH) training strategy under the AC/RC Chaplaincy Regional Sustainment Training (CREST). CREST requires concerted coordination between US Army Chaplain Center and School (USACHCS), FORSCOM, CONUSA, NGB, USARC, AR-PERSCOM, MACOM and Installation chaplains. The CCH will issue CREST topics annually for development by USACHCS. USACHCS develops and forwards training support packages (TSP). Responsibilities:

(1) The FORSCOM Chaplain will:

(a) Serve as the primary agent to coordinate and prescribe strategy, goals and policy for CREST.

(b) Coordinate with NGB and USARC Chaplains, and other MACOM Chaplains to select Regional Facilitators (RF) and notify them of their selection.

(c) Coordinate TSP and CREST planning with RF and CONUSA Chaplains.

(d) Publish CREST schedule and ensure that CREST events are not scheduled on the same dates.

(e) Fund training support for CREST.

(f) Ensure all Chaplains and Chaplain Assistants, including IRR/individual mobilization augmentees (IMA), are notified of CREST.

(g) Manage chaplain training requirements and allocations through the ATRRS.

(h) Ensure commanders are advised of CREST requirement.

(2) Commanders at every echelon will:

(a) Incorporate CREST in the Command Plan.

(b) Fund Chaplain and Chaplain Assistant CREST attendance.

(3) Installation Commanders will provide support with billeting, conference space, and equipment requirements when the installation is host to CREST.

(4) The CONUSA Chaplain, in conjunction with the FORSCOM Chaplain's directives, will:

(a) Plan, monitor, oversee, assist, and evaluate CREST.

(b) Coordinate with FORSCOM and RSC for CREST funding and/or contracting.

(c) Follow-up FORSCOM distribution of TSPs and liaison with RFs.

(d) Submit to the FORSCOM Chaplain list of attendees to each CREST event to include name, SSN, MOS and Component for ATTRS input.

(e) Evaluate progress of RF CREST planning.

(5) The Installation Chaplain will:

(a) Identify/program Installation Chaplain Training Manager.

(b) Require full UMT participation of CREST when Installation is CREST Host Installation.

(c) Require maximum UMT participation of CREST when Installation is within driving distance of Host Installation.

(d) Program funding for staff to attend CREST with at a minimum attendance by Installation Chaplain, Senior Chaplain Assistant, MOB Planner, Training Manager and UMT from TOE Organization.

(e) Ensure attendees are registered for CREST through ATRRS.

(6) The National Guard Bureau Chaplain will:

(a) Identify/program ARNG Regional Facilitators.

(b) Ensure STARC identify/program ARNG Training Managers.

(c) Ensure Program Funding for ARNG UMT attendance at CREST.

(d) Ensure ARNG attendees are registered for CREST through ATRRS.

(7) The USARC Chaplain will:

(a) Identify the RSC Chaplain as the USAR Regional Facilitator.

(b) Identify the RSC AGR Chaplain as the Training Manager.

(c) Encourage programmed funding for USAR UMT attendance at CREST.

(d) Ensure USAR attendees are registered for CREST through ATRRS.

(8) The AR-PERSCOM Chaplain will:

(a) Notify IRR/IMA Chaplains and Chaplain Assistants of CREST and encourage participation and attendance.

(b) Program funding for IRR/IMA Chaplain and Chaplain Assistant to attend CREST.

(c) Ensure IRR/IMA attendees are registered for CREST through ATRRS.

c. Pre- and Post- Mobilization Training requires concerted coordination between FORSCOM, CONUSA, ARNG, USAR, AR-PERSCOM, and Installation Chaplains. It requires an open line of communication with all RC Chaplains and Chaplain Assistants to discuss what is required of the individual, determine training needs, discuss training opportunities, and properly manage assets prior to and during mobilization. Responsibilities:

(1) The FORSCOM Chaplain will coordinate with CCH to provide CCH Chaplain Mobilization Planner Training.

(2) Commanders, in conjunction with CONUSA, STARC, and USARC Chaplains, will:

(a) Ensure that UMTs have the tactical and technical proficiency necessary to provide religious support on the battlefield and are properly equipped to carry out their mission.

(b) Fund the participation of Chaplain Mobilization Planners at the CCH Mobilization Planners Training.

(3) The NGB Chaplain, USARC Chaplain, AR-PERSCOM Chaplain, MACOM Chaplains and Installation Chaplains of power projection platforms (PPP) and projection support platforms (PSP) Installations will:

(a) Understand the mobilization mission of their respective units and installations.

(b) Design the training program for the UMT to perform the mobilization mission. The content of this training should include information on the religious and cultural aspects of the theater.

(c) Encourage programmed funding for participation at the CCH Mobilization Planners Training.

d. Joint Training for UMT missions in the Joint Operations environment will be encouraged. Supervisory Chaplains should capitalize on Joint training opportunities for UMTs. Responsibilities:

(1) Commanders of Joint Commands are responsible for determining requirements for Chaplain Joint training and ensuring that their requirements are submitted to the Services and to the Joint Staff.

(2) The FORSCOM Chaplain, in conjunction with CONUSA, STARC, and USARC Chaplains and OCCH, will work to ensure the communication of opportunities for quality training in Joint Operations environment to UMTs.

**H-7. Military History Detachment Training**

a. Training is a command responsibility and must be managed at all levels to ensure training readiness. Training for all RC Military History Detachments falls into two areas: premobilization and postmobilization. Proper training in each of these areas requires support, concerted coordination, and frequent communications among the FORSCOM, USARC and NBG History Offices, USARC and ARNG subordinate historians, and MHD commanders. Military history premobilization training objectives will focus on the skills necessary to perform the history-unique specified missions as described in AR 870-5. AR 870-5 and FORSCOM Regulation 350-870 (paragraph 3-1) lay out a training cycle for MHDs that coincides with the 3-year tenure of the commander: the one-week MHD Training Course for the initial year of training, METL-focused AT at a combat training center during the second year, and METL-focused AT in a major exercise during the third year. The MHD's YTP should reflect a balance among individual (CTT and MOS) and collective (METL) general and military history tasks.

b. Responsibilities:

(1) The FORSCOM Command Historian will:

(a) Develop, monitor and evaluate training requirements for RC MHDs.

(b) In conjunction with USARC Historian and Chief, NGB Historical Services, evaluate MHD training readiness and deployability, and identify areas for improvement.

(c) Provide history-specific individual and collective initial and sustainment training by conducting the annual MHD Training Course.

(d) Schedule, coordinate support for and conduct RC MHD training at the combat training centers (CTCs) for requesting ARNG MHDs and MHDs nominated by USARC.

(e) Upon request, provide functional training assistance to RC MHDs.

(2) CONUSAs will provide:

(a) General training assistance to RC MHDs.

(b) Assistance in mobilization and deployment training and execution.

(3) Chief, NGB Historical Services will:

(a) Review and advise policy and doctrinal development with appropriate lead agencies.

(b) Monitor the implementation of MHD training with ARNG MHDs.

(c) Foster ARNG MHD participation in the three-year cycle of training.

(4) The USARC Command Historian will:

(a) Conduct annual training assessment of all USARC MHDs to determine unit training status, compliance with training objectives and to determine future training needs and priorities.

(b) Review and advise USAR MHD commanders on the adequacy of YTP/YTB in accordance with Appendix C.

(c) Review and recommend for approval USAR MHD troop lists for participation in CTC training, JCS exercises and ODT.

(d) Manage individual and unit training status and monitor overall readiness.

(e) Support requests for professional expertise and training assistance not normally available in the unit.

(f) Coordinate and validate mission guidance in support of an OPLAN and monitor the WARTRACE database to ensure proper METL guidance.

(5) USARC subordinate Command Historians will:

(a) Advise the MSC commanders on issues pertaining to command training guidance for all assigned MHDs.

(b) Review and advise the RSC commander on the adequacy of the YTP and METL for all assigned MHDs.

(c) Monitor MOSQ, leader and professional development, and collective training necessary for mission success.

(d) Review METL for MHDs in their RSCs.

(e) Conduct annual assessment, evaluation and AAR of IDT and AT of assigned MHDs.

(f) Advise the RSC commander annually on the training status of assigned MHDs.

(g) Review AT plans to ensure they are in concert with approved METL and training guidance.

(6) MHD commanders will:

(a) Plan, prepare, execute and assess Inactive Duty Training (IDT) and Annual Training (AT).

(b) Forward, through the chain of command, pre-and postmobilization training requirements, deficiencies, and requirements.

(c) Ensure that their MHDs received quality mission-oriented training at all times.

(d) Ensure that soldiers are MOS qualified, program necessary professional development education, prioritize school and education requirements, and monitor the soldiers' education progress.

# APPENDIX I
## *Combat Training Center Preparatory Assessment*

### I-1. CTC Strategy

The Combat Training Centers (CTC) -- National Training Center (NTC), and Joint Readiness Training Center (JRTC) -- are available to the ARNG units as training event requirements. The live CTC training experience should be at a frequency that allows for the professional leadership growth of the ARNG unit leaders.

a. ARNG unit participation in the live CTCs will be IAW **paragraph 6-3**. ARNG maneuver units, Co TM or Bn TF, participating in a NTC or JRTC rotation as BLUFOR will be given a CTC preparatory assessment as prescribed in **paragraph I-2**.

b. The planning and scheduling for the live CTC rotations will be accomplished during the WWTSC. The selection of ARNG units for CTC rotations is the responsibility of the Director, ARNG.

c. The DARNG, in coordination with the TAG, CTC commander and AC associated commander/Integrated Division commander, will recommend a scenario for approval three years out from the rotation. The scenario will set the conditions for the CTC troop list. The CTC Operations Group will tailor training scenarios to satisfy unit-training needs. Units will submit training objectives, unit METL, critical task lists, and proposed task organization IAW applicable FR 350-50-1 or -2 regulation.

### I-2. CTC Preparatory Assessment

An ARNG unit should demonstrate an appropriate level of proficiency to ensure it is capable of conducting effective company team or battalion-level combined arms operations in order to receive training benefit from a live CTC rotation.

a. Approving authority for validating a nonintegrated eSB unit attending either NTC or JRTC resides with the TAG. AC/ARNG Integrated Division Commander approves CTC rotations for assigned eSBs in conjunction with the affected TAG. The AC Corps/Associate Higher Headquarters/Senior Mentors have the responsibility to provide a recommendation to the TAG on nonintegrated eSB unit's capability to perform combined arms operations.

(1) The AC Associated/Integrated Division commander will provide an assessment of the ARNG unit's training proficiency two years prior to the rotation.

(2) As part of the assessment, the AC Associated/Integrated Division Commander will consider the unit training proficiency in the agreed upon CTC scenario tasks. See the guide in Figures I-1 and I-2.

(3) This assessment will be forwarded through the AC chain of command to the FORSCOM Commander. The FORSCOM Commander will forward the assessment and his recommendations to Director, ARNG with copy furnished the unit's TAG.

(4) The nonintegrated eSB's TAG will review the assessment and within 60 days, provide a response through the Director, ARNG to HQ, FORSCOM regarding whether the eSBs will execute the scheduled rotation.

b. AC/ARNG Integrated Division Commander/nonintegrated eSB's TAG will revalidate units' training proficiency at the one-year mark to ensure the unit sustains its ramp-up to the CTC rotation.

| Heavy Battalion NTC Preparatory Assessment Matrix | | | | |
|---|---|---|---|---|
| | **PLATOON** | **COMPANY** | **BATTALION** | **BRIGADE** |
| **MANEUVER** | 70% T or P in the CTC scenario set of METL supporting tasks.** 75% of available soldiers DMOSQ qualified. | Project ability of BCT to have at least 2 of 3 platoons in each company achieve 70% T or P on platoon tasks from Selected Battle Task list. Have 75% or higher authorized strength attending the rotation at AT | | |
| **GUNNERY*** | Meet crew/plt qualification standard IAW STRAC XXI, TRC B within 1 year of rotation if conducting live fire | | | |
| **SUSTAINMENT** | All crews can perform operator level maintenance | Company demonstrates ability to conduct rearm/ refuel/refit and organizational maint opns | Battalion demonstrates ability to conduct LOGPAC | Brigade demon-strates ability to plan and execute Brigade-level logistical operations. |
| **STAFF TRAINING** | | | Battalion staff demonstrates in BCBST an understanding of the staff planning process. Capable of producing effective orders. Has demonstrated proficiency in principles of synchronization of combat power. | Brigade staff demonstrates in BCBST or BCTP an under- standing of the staff planning process. Capable of producing effective orders. Has demonstrated proficiency in principles of synchronization of combat power. |

**Figure I-1. Heavy Battalion NTC Preparatory Assessment Matrix**

***** Gunnery requirements are a projection. AC Associated commanders assess whether the potential exists to accomplish this requirement, given the current state of training and the approved Yearly Training Process.

****** The ARNG commander ICW the associated AC Division/Corps/ Installation commander will establish the pre-mob set. This set of tasks should be focused to enable the unit to master and sustain annually within premobilization training year. This set will probably not represent full METL at any level of organization; it may include only the critical tasks for the most important METL missions.

## MECH INFANTRY PLATOON SELECTED BATTLE TASK LIST

**REF:** **ARTEP 7-8-MTP INFANTRY RIFLE PLATOON & SQUAD (1994)**
**ARTEP 7-7J-DRILL BATTLE DRILLS FOR THE BRADLEY FIGHTING VEHICLE PLATOON, SECTION, AND SQUAD (1992)**

# ATTACK

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| 7-3-1200 | EMPLOY FIRE SUPPORT |
| 7-3-1123 | PERFORM TACTICAL ROADMARCH |
| 7-3/4-1108 | OVERWATCH/SUPPORT BY FIRE |
| 7-3/4-1136 | OCCUPY ASSEMBLY AREA |
| 7-3/4-1134 | MOVE TACTICALLY |
| 7-314-1135 | PERFORM ACTIONS AT A DANGER AREA |
| 7-3/4-1125 | PERFORM PASSAGE OF LINES |
| 7-3/4-1003 | RECONNOITER AREA |
| 7-3/4-1606 | PREPARE FOR COMBAT |
| 7-3/4-1607 | CONSOLIDATE AND REORGANIZE |
| 7-3/4-1409 | MAINTAIN OPERATIONS SECURITY |
| 7-3/4-1501 | PERFORM COMBAT SERVICE SUPPORT OPERATIONS |
| 7-3/4-1140 | PERFORM VEHICLE OPERATIONS |
| 7-3/4-1008 | OCCUPY OP/PERFORM SURVEILLANCE |
| BD7-3-D335 | BD CHANGE FORMATION MOUNTED |
| BD7-3-D336 | BD SECURE AT HALT |
| | **ATTACK** |
| 7-3/4-1103 | ASSAULT |
| 7-3/4-1113 | KNOCK OUT A BUNKER |
| 7-3/4-1403 | BREACH OBSTACLE |
| 7-3/4-1114 | CLEAR A TRENCH LINE |
| 7-3/4-1143 | PERFORM ANTI-ARMOR AMBUSH |
| 7-3/4-1144 | PERFORM HASTY AMBUSH |
| BD 7-3-D301 | BD CONDUCT BRADLEY PLATOON ATTACK DISMOUNTED |
| BD7-3/4-D303 | BD REACT TO CONTACT DISMOUNTED |
| BD7-3/4-D304 | BD BREAK CONTACT DISMOUNTED |
| BD7-3/4-D305 | BD REACT TO AMBUSH DISMOUNTED |
| BD 7-3-D306 | BD KNOCK OUT BUNKERS |
| BD 7-3-D311 | BD ENTER A TRENCH LINE |
| BD 7-3-D312 | BD CONDUCT AN INITIAL BREACH OF MINED WIRE OBSTACLE |
| BD 7-3-D321 | BD CONDUCT BRADLEY PLATOON ATTACK MOUNTED |
| BD7-3/4-D322 | BD REACT TO CONTACT MOUNTED |
| BD7-3/4-D323 | BD BREAK CONTACT MOUNTED |
| BD7-3/4-D324 | BD REACT TO AMBUSH MOUNTED |
| BD 7-3-D337 | BD EXECUTE ACTIONS RIGHT OR LEFT |

# DEFEND

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| 7-3-1200 | EMPLOY FIRE SUPPORT |

| | |
|---|---|
| **7-3-1123** | PERFORM TACTICAL ROADMARCH |
| **7-3/4-1108** | OVERWATCH/SUPPORT BY FIRE |
| **7-3/4-1136** | OCCUPY ASSEMBLY AREA |
| **7-3/4-1134** | MOVE TACTICALLY |
| **7-314-1135** | PERFORM ACTIONS AT A DANGER AREA |
| **7-3/4-1125** | PERFORM PASSAGE OF LINES |
| **7-3/4-1003** | RECONNOITER AREA |
| **7-3/4-1606** | PREPARE FOR COMBAT |
| **7-3/4-1607** | CONSOLIDATE AND REORGANIZE |
| **7-3/4-1409** | MAINTAIN OPERATIONS SECURITY |
| **7-3/4-1501** | PERFORM COMBAT SERVICE SUPPORT OPERATIONS |
| **7-3/4-1140** | PERFORM VEHICLE OPERATIONS |
| **7-3/4-1008** | OCCUPY OP/PERFORM SURVEILLANCE |
| **BD7-3-D335** | BD CHANGE FORMATION MOUNTED |
| **BD7-3-D336** | BD SECURE AT HALT |
| | **DEFEND** |
| **7-3/4-1115** | EXECUTE DEFENCE |
| **7-3/4-1122** | EXECUTE DISENGAGMENT |
| **7-3/4-1404** | CONSTRUCT OBSTACLES |

**TANK PLATOON SELECTED BATTLE TASK LIST**

**REF: ARTEP 17-237-10-MTP TANK PLATOON, FM 17-15 TANK PLATOON**

# ATTACK

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| **17-3-0065 KP** | CONDUCT TROOP-LEADING PROCEDURES |
| **17-3-2000 KP** | PERFORM ASSEMBLY AREA ACTIVITIES |
| **17-3-0212 KP** | CONDUCT TACTICAL ROADMARCH |
| **17-3-0219 KP** | PERFORM ATTACK BY FIRE |
| **17-3-0601 KP** | PERFORM RESUPPLY OPERATIONS |
| **17-3-DRL-4 KP** | REACT TO INDIRECT FIRE DRILL |
| | **ATTACK** |
| **12-3-CO21 KP** | CONDUCT CONSOLIDATION AND REORGANIZATION ACTIVITIES |
| **17-3-1016 KP** | CONDUCT TACTICAL MOVEMENT |
| **17-3-1014 KP** | COORDINATE/CONDUCT A PASSAGE OF LINES FORWARD/REARWARD |
| **17-3-3061 KP** | CONDUCT OVERWATCH/SUPPORT BY FIRE |
| **17-3-0220 KP** | ASSAULT AN ENEMY POSITION |
| **17-3-0221 KP** | EXECUTE ACTIONS ON CONTACT |
| **17-3-3070 KP** | CONDUCT BREACH FORCE OPERATIONS |
| **17-3-DRL-1 KP** | CHANGE OF FORMATION DRILL |
| **17-3-DRL-2 KP** | CONTACT DRILL |
| **17-3-DRL-3 KP** | ACTION DRILL |

# DEFEND

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| **17-3-0065 KP** | CONDUCT TROOP-LEADING PROCEDURES |

| | |
|---|---|
| **17-3-2000 KP** | PERFORM ASSEMBLY AREA ACTIVITIES |
| **17-3-0212 KP** | CONDUCT TACTICAL ROADMARCH |
| **17-3-0219 KP** | PERFORM ATTACK BY FIRE |
| **17-3-0601 KP** | PERFORM RESUPPLY OPERATIONS |
| **17-3-DRL-4 KP** | REACT TO INDIRECT FIRE DRILL |
| | **DEFEND** |
| **17-3-2632 KP** | CONDUCT A PERIMETER DEFENSE |
| **17-3-0214 KP** | COORDINATE/ASSIST A PASSAGE OF LINES FORWARD/REARWARD |
| **17-3-2625 KP** | DISPLACE TO A SUCCESSIVE/ALTERNATE PLATOON BATTLE POSITION |
| **17-3-2605 KP** | CONDUCT A PLATOON DEFENSE |
| **17-3-2601 KP** | CONDUCT HASTY OCCUPATION OF A PLATOON BATTLE POSITION |
| **17-3-1039 KP** | ESTABLISH AN OBSERVATION POST |
| **17-3-1026 KP** | EMPLACE AND RETRIEVE A HASTY OBSTACLE |

| Light Battalion JRTC Preparatory Assessment Matrix | | | | |
|---|---|---|---|---|
| | **PLATOON** | **COMPANY** | **BATTALION** | **BRIGADE** |
| **Maneuver** | 70% T or P in the CTC scenario set of METL supporting tasks.** 75% of available soldiers DMOSQ qualified. | Project ability of BCT to have at least 2 of 3 platoons in each company achieve 70% T or P on platoon tasks from Selected Battle Task list. Have 75% or higher authorized strength attending the rotation at AT | | |
| **Gunnery *** | All squads conduct hasty attack and hasty defense LFX within 1 year of rotation. | All platoons will conduct a LFX within 1 year of rotation. | | |
| **Sustainment** | All individuals can perform operator level maintenance on organic equipment. | Company demonstrates ability to conduct resupply and MEDEVAC operations. | Battalion demonstrates ability to conduct resupply, organizational maintenance and MEDEVAC operations. | Brigade demonstrates ability to plan and execute Brigade-level logistical operations. |
| **Staff Training** | | | Battalion staff demonstrates in BCBST an understanding of the staff planning process. Capable of producing effective orders. Has demonstrated proficiency in principles of synchronization of combat power. | Brigade staff demonstrates in BCBST or BCTP an understanding of the staff planning process. Capable of producing effective orders. Has demonstrated proficiency in principles of synchronization of combat power. |

**Figure I-2. Light Battalion NTC Preparatory Assessment Matrix**

***** Gunnery requirements are a projection. AC associated commander's assess whether the potential exists to accomplish this requirement, given the current state of training and the approved Yearly Training Process.

****** The ARNG unit commander ICW the associated AC Division/Corps/ Installation commander will establish the pre-mob set. This set of tasks should be focused to enable the unit to master and sustain annually within premobilization 39-day training year. This set will probably not represent full METL at any level of organization; it may include only the critical tasks for the most important METL missions.

## LIGHT INFANTRY PLATOON SELECTED BATTLE TASK LIST

**REF:** **ARTEP 7-8-MTP INFANTRY RIFLE PLATOON & SQUAD (1994)**
**ARTEP 7-8-DRILL BATTLE DRILLS FOR THE INFANTRY RIFLE PLATOON AND SQUAD (1993)**

# ATTACK

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| 7-3-1200 | EMPLOY FIRE SUPPORT |
| 7-3-1123 | PERFORM TACTICAL ROADMARCH |
| 7-3/4-1108 | OVERWATCH/SUPPORT BY FIRE |
| 7-3/4-1136 | OCCUPY ASSEMBLY AREA |
| 7-3/4-1134 | MOVE TACTICALLY |
| 7-314-1135 | PERFORM ACTIONS AT A DANGER AREA |
| 7-3/4-1125 | PERFORM PASSAGE OF LINES |
| 7-3/4-1003 | RECONNOITER AREA |
| 7-3/4-1606 | PREPARE FOR COMBAT |
| 7-3/4-1607 | CONSOLIDATE AND REORGANIZE |
| 7-3/4-1409 | MAINTAIN OPERATIONS SECURITY |
| 7-3/4-1501 | PERFORM COMBAT SERVICE SUPPORT OPERATIONS |
| 7-3/4-1008 | OCCUPY OP/PERFORM SURVEILLANCE |
| | **ATTACK** |
| 7-3/4-1103 | ASSAULT |
| 7-3/4-1113 | KNOCK OUT A BUNKER |
| 7-3/4-1403 | BREACH OBSTACLE |
| 7-3/4-1114 | CLEAR A TRENCH LINE |
| 7-3/4-1143 | PERFORM ANTI-ARMOR AMBUSH |
| 7-3/4-1144 | PERFORM HASTY AMBUSH |
| BD 7-3-D101 | BD CONDUCT PLATOON ATTACK |
| BD 7-3/4-D103 | BD REACT TO CONTACT |
| BD 7-3/4-D104 | BD BREAK CONTACT |
| BD 7-3/4-D105 | BD REACT TO AMBUSH |
| BD 7-3-D106 | BD KNOCK OUT BUNKERS |
| BD 7-3-D110 | BD ENTER/CLEAR A TRENCH |
| BD 7-3-D112 | BD CONDUCT AN INITIAL BREACH OF MINED WIRE OBSTACLE |

# DEFEND

| TASK | TASK TITLE |
|---|---|
| | **COMMON** |
| 7-3-1200 | EMPLOY FIRE SUPPORT |
| 7-3-1123 | PERFORM TACTICAL ROAD MARCH |
| 7-3/4-1108 | OVERWATCH/SUPPORT BY FIRE |
| 7-3/4-1136 | OCCUPY ASSEMBLY AREA |
| 7-3/4-1134 | MOVE TACTICALLY |
| 7-314-1135 | PERFORM ACTIONS AT A DANGER AREA |
| 7-3/4-1125 | PERFORM PASSAGE OF LINES |
| 7-3/4-1003 | RECONNOITER AREA |
| 7-3/4-1606 | PREPARE FOR COMBAT |

| | |
|---|---|
| **7-3/4-1607** | CONSOLIDATE AND REORGANIZE |
| **7-3/4-1409** | MAINTAIN OPERATIONS SECURITY |
| **7-3/4-1501** | PERFORM COMBAT SERVICE SUPPORT OPERATIONS |
| **7-3/4-1008** | OCCUPY OP/PERFORM SURVEILLANCE |
| | **DEFEND** |
| **7-3/4-1115** | EXECUTE DEFENCE |
| **7-3/4-1122** | EXECUTE DISENGAGMENT |
| **7-3/4-1404** | CONSTRUCT OBSTACLES |

# APPENDIX J
## *Observer Controller/Trainer (OC/T) Certification*

To be published.