

APPENDIX A

EXAMPLE TRAINING DOCUMENTS

This appendix provides example training documents; their formats and contents may be used as guides when developing training documents. These documents also serve as source documents for most of the training examples used throughout this field manual.

The training-related information and documents are for a notional division (the 52d Inf Div (Mech)), selected subordinate units, and the 313th Inf Bde (Mech) (RC), which is a round-out brigade to the 52d Inf Div. The 52d Inf Div is

the force structure upon which most examples are based. A 52d Inf Div subordinate task force (TF 1-77) is the example battalion-level combat arms unit used to illustrate the training techniques and procedures.

Chapters 2 through 5 also have examples from outside the 52d Inf Div. They show how the techniques and procedures in this manual apply to RC units and to battalion and lower units assigned above division level. The following is a ready reference to the documents in this appendix.

DOCUMENTS	PAGE
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52D INFANTRY DIVISION (MECH)

MISSION: At D-Day, H-Hour, the 52d Infantry Division (Mech) deploys by air and sea, occupies assigned marshaling areas, organizes for combat; on order, moves to assigned assembly areas; be prepared to assume the defensive sector of another” division in the assigned corps area; be prepared to conduct a counterattack and, on order, conduct offensive operations.

52D INFANTRY DIVISION (MECH) METL

- Move by Road/Rail to APOE/SPOE.
- Prepare for Combat Operations.
- Move to and Occupy an Assembly Area.
- Conduct Relief in Place.
- Conduct Area Defense.
- Conduct Counterattack.
- Conduct Movement to Contact.
- Conduct Hasty Attack.

EXAMPLE 52D INFANTRY DIVISION TRAINING OBJECTIVE

TASK: Conduct Area Defense. ARTEP 71-100-MTP, *Mission Training Plan, Division Command Group and Staff.*

CONDITIONS: The division, as part of a corps operating in a joint and combined environment, is engaged in combat or combat is imminent. The division's tactical, main, and rear command posts have been deployed and established. Communications have been established and reports are being received from subordinate units and submitted to corps headquarters in accordance with (IAW) TSOPs. Combat operations may involve offensive, defensive, or retrograde operations. Continuous operations (day and night) are envisioned.

Enemy forces are composed of armored, mechanized, air assault, and airborne forces with their associated CS, CSS, and air assets. Both forces, friendly and enemy, possess the capability to employ nuclear and chemical weapons. Enemy forces have the capability to employ biological weapons. The NBC environment is active. The enemy forces have employed chemical agents in support of specific operations and selected deep targets. They have nuclear weapons in a ready posture but have not yet employed them. They have not used their biological weapons.

Electronic warfare (EW) environment is active. The enemy is employing radioelectronic combat (REC) tactics. There is air parity within the theater of operations; however, local air superiority can be achieved for short periods of time by either air force. Conflict is characterized by nonlinear operations; enemy weapons systems exist whose ranges and lethality equal or exceed US capabilities. These include numerous surveillance, target acquisition, and communication sensors. The combat environment is characterized by a continuing series of fast, chaotic battles. The division has received the intelligence summary (INTSUM) and the corps' OPLAN.

STANDARDS:

- Division conducts tactical movement using formations, terrain; and fire support to minimize its vulnerability to enemy fires.
- Division retains the terrain within its assigned area of operations.

- Division defeats or destroys the attacking enemy, combined arms army, and retains the terrain within its assigned area of operations IAW the commander's intent.
- Division plans and executes a defense in depth all the way to the rear of the division's sector.
- Units position to respond to the most probable enemy courses of action and designate unit contingency plans.
- The size, composition, and positioning of the reserve are commensurate with the successful completion of contingency plans provided.
- The flank coordination, internally and externally, allows the corps and division to keep up to date with the situation.
- The concept of the operation provides for an offensive counterattack to defeat attacking enemy forces and restore the forward edge of the battle area (FEBA).
- Division reviews subordinate plans to ensure integrity of the force.
- Division maintains sufficient combat power to support the commander's intent for the division's defense and counterattack missions.
- Division denies key terrain to the enemy.
- A main and supporting effort for the division's defensive plan is identified and assets are provided accordingly.
- Liaisons are established with other units as required.

1ST BRIGADE, 52D INFANTRY DIVISION (MECH)

MISSION: At D-Day, H-Hour, 1st Brigade deploys by air and sea, occupies assigned marshaling areas, and organizes for combat; on order, moves to assigned assembly areas; be prepared to assume the defensive sector of another unit; be prepared to counterattack and, on order, to conduct offensive operations.

1ST BRIGADE, 52D INFANTRY DIVISION (MECH) METL

- Move by Road/Rail to APOE/SPOE.
- Prepare for Combat Operations.
- Move to and Occupy Assembly Areas.

- Conduct Relief in Place.
- Conduct Area Defense.
- Conduct Counterattack.
- Conduct Movement to Contact.
- Conduct Hasty Attack.

EXAMPLE 1ST BRIGADE, 52D INFANTRY DIVISION TRAINING OBJECTIVE

TASK: Conduct Area Defense. ARTEP 7-30-MTP, *Mission Training Plan for the Infantry Brigade (Command Group/Staff)*.

CONDITIONS: (See division conditions statement.) The brigade is in a defensive posture but is not in contact with attacking enemy units.

STANDARDS

- Brigade conducts tactical movement using formations, terrain, and fire support to minimize its vulnerability to enemy fires.
- Brigade operates within division commander's intent.
- Brigade provides all-around security.
- Brigade prevents the enemy from seizing specified terrain or crossing designated boundaries.
- Brigade defeats or forces the withdrawal of the enemy force from its assigned sector.

313TH INFANTRY BRIGADE (MECH)

MISSION: At M-Day, H-Hour, 313th Infantry Brigade (Mech) mobilizes, deploys by air and sea, occupies assigned marshaling areas, and organizes for combat; on order, moves to assigned assembly areas; be prepared to defend; be prepared to counterattack and conduct offensive operations.

313TH INFANTRY BRIGADE (MECH) METL

- Move to Mobilization Station.
- Move by Road/Rail to APOE/SPOE.
- Prepare for Combat Operations.
- Move to and Occupy Assembly Areas.
- Conduct Area Defense.
- Conduct Passage of Lines.
- Conduct Counterattack.

- Conduct Movement to Contact.
- Conduct Hasty Attack.

EXAMPLE 313TH BRIGADE TRAINING OBJECTIVE

TASK: Conduct Area Defense. ARTEP 71-3-MTP, *Mission Training Plan for the Heavy Brigade Command Group and Staff*.

CONDITIONS: (See division conditions statement). The brigade occupies defensive positions as the division's reserve. Conducts counterattack and supports rear area operations as required.

STANDARDS;

- Brigade conducts tactical movement using formations, terrain, and fire support to minimize its vulnerability to enemy fires.
- Brigade operates within division commander's intent.
- Brigade provides all-around security.
- Brigade prevents the enemy from seizing specified terrain or crossing designated boundaries.
- Brigade destroys or forces the withdrawal of the enemy force from its assigned sector.

52D DIVISION ARTILLERY (DIV ARTY)

MISSION: At D-Day, H-Hour, division artillery deploys by air and sea, occupies assigned marshaling areas, and organizes for combat; on order, moves to assembly area. On order, provide fire support for defensive operations; be prepared to provide supporting fires for counterattacks and offensive operations.

52D DIV ARTY METL

- Move by Road/Rail to APOE/SPOE.
- Prepare for Combat Operations.
- Move Tactically.
- Coordinate Fire Support.
- Acquire Targets.
- Control Field Artillery Operations.
- Deliver Field Artillery Fires.

**EXAMPLE 52D DIV ARTY
TRAINING OBJECTIVE**

TASK: Coordinate Fire Support. ARTEP 6-300-1, *Corps Field Artillery Section, Division Artillery and Field Artillery Brigade, TACFIRE.*

CONDITIONS: (See division conditions statement.) DIV ARTY must be prepared to accept the attachment of additional artillery assets.

STANDARDS:

- Fire support concept and tasks fully support the concept of the operation and effectively employ all indirect fire assets.
- DIV ARTY successfully provides fire support for deep, close, and rear operations.
- DIV ARTY operations support the commander's intent.

**52D INFANTRY DIVISION (MECH)
SUPPORT COMMAND (DISCOM)**

MISSION: At D-Day, H-Hour, deploys by air and sea, occupies assigned marshaling areas, and organizes for combat; on order, moves to assembly area. On order, provide CSS support for defensive operations; be prepared to support counterattacks and offensive operations.

52D DISCOM METL

- Move by Road/Rail to APOE/SPOE.
- Prepare for Combat Operations.
- Move to and Occupy Assembly Area.
- Provide Logistics Support.
- Provide Transportation Support.
- Provide Medical Services.
- Provide Maintenance Support.
- Provide Material Management.
- Incorporate Host-Nation's Support.
- Conduct Base and Base Cluster Defense.

**EXAMPLE 52D DISCOM
TRAINING OBJECTIVE**

TASK: Provide Supply Support. ARTEP 63-001-MTP, *Mission Training Plan, DISCOM Headquarters.*

CONDITIONS: (See division conditions statement.)

STANDARD: DISCOM provides supply support to sustain division defensive, counter-attack, and offensive operations.

EXAMPLE DIVISION COMMAND TRAINING GUIDANCE

DEPARTMENT OF THE ARMY
HEADQUARTERS, 52D INFANTRY DIVISION (MECHANIZED)
FT RILEY, KS 66442-5000

LCWB-CG
MEMORANDUM FOR SEE DISTRIBUTION
SUBJECT: FY 9X Command Training Guidance

15 January 199X

1. Commander's Training Philosophy:

a. The FY 9X Command Training Guidance (CTG) is the foundation of my training philosophy. The CTG describes the division training model in detail and states the annual training objectives for the 52d Infantry Division (Mechanized). Since the CTG endorses and expands upon 10th Corps and US Army Forces Command (FORSCOM) requirements, it is the most important source document for trainers and commanders in this command. My quarterly training guidance expands or refines the CTG and adds precision to our training management; however, the annual CTG will be the basis for division quarterly guidance.

b. Our overriding philosophy is to "train to fight and to win." Our training doctrine is found in FM 25-100. The mission and reality of life at FT Riley require innovative use of multiechelon training. Our most critical resource constraints are time and space, so we must take every opportunity to train as we expect to fight. The norm is to train to standard with your battle team.

c. The CTG is an opportunity for me to emphasize some principles which have emerged over the past few months. Training in the 52d Inf Div (Mech) is focused on our mission to deploy rapidly, fight, sustain war fighting capability, and win the Air-Land Battle. This mission must be accomplished in an environment of new weapons systems, devices to simulate their operation, new equipment, and a changing organization, all within a changing body of doctrine developed to defeat the enemy. To do this, our top priority is training that is—

- Tough, realistic, and challenging.
- Multiecheloned and performance-oriented.
- Focused on and carefully planned and coordinated with the combined arms team,
- Based on the integration of collective and soldier tasks.
- Based on the need to sustain critical skills.
- Vigorously executed and evaluated.

d. We can accomplish these training goals if we understand, live, and breathe the idea that TRAINING IS THE MOST IMPORTANT THING WE DO. All functions, such as maintenance and care for our soldiers' safety, are part of our overall approach to training. The execution of our training program is a reflection of our leadership. It requires that we understand how we train to fight at every echelon and that our mission essential tasks are battle focused on the wartime mission to ensure combat readiness.

2. Areas of Emphasis: All aspects of our training and training management program contribute significantly to our combat readiness. I will address many of these in detail in my QTG memos. Following are my priorities for training this period.

- a. Tasks on the METL that are not assessed as "T."
- b. Division battle tasks.
- c. Soldier, leader, and collective training which supports the METL.
- d. Combined arms training.

- e. Training evaluations and feedback.
- f. Lessons learned during training.
- g. Integration of a total maintenance concept.

3. Training to fight and win on the mechanized battlefield is the reason for our existence. This division has always been a significant force in the FORSCOM structure. We must be trained and ready for war to ensure that we maintain a credible deterrent force. Our mission is not easy, but the American public demands nothing short of success.

SIGNATURE
DIVISION COMMANDER

- 2 Encls
- 1. *52d Inf Div Long-Range Calendar
 - 2. 52d Inf Div Task Organization

DISTRIBUTION:
A and B

*The 52d Inf Div (Mech) long-range calendar depicts a two-year period. This enclosure includes only the first three quarters to show information normally found on the calendar. It is only an example, not meant to show the entire division long-range plan. The subordinate units from 1st Bde, the I-40 FA Bn from DIV ARTY, and the 1st FSB from DISCOM, are shown because they are the example units used throughout the manual. The division's QTG and QTC for 2d quarter (Jan-Mar) provide the foundation for subordinate units' planning.

MACOM: FORSCOM
 Corps: X CORPS
 Div: 52D DIV

DEPARTMENT OF THE ARMY
 52D MECH DIVISION
 MASTER TRAINING CALENDAR
 FY9X PLAN 1A
 (CONTINUED)

UIC: SATSPU
 Loc: FT RILEY, KS
 Date: 15-JAN-9X
 Time: 12:15

Inclusive Dates: October 199X thru December 199X

UNIT EVENTS	October							November							December				
	2	9	16	23	30	6	13	20	27	4	11	18	25	2	9	16	23	30	
52D MI BN	./+ + + + + /- / # + + + + + /- / + + + + + /- / + + + + + /- / + + + + + /- / + + + + + /- / + + + + + /- / + + + + + /- / # + + + + + /- /																		
		10 ↔ 14 BN EXEVAL			25 ↔ 27 FALL CLEANUP			22 ↔ 27 BN QTB (T)	1 ↔ 6 SPT 1-41 FA EXEVAL			20 ↔ 25 DIV RUN							
		10 ↔ 14 DIV CPX			30 ↔ 3 WEAPONS QUALIFICATION					11 ↔ 19 SPT 2D BDE TF EXEVAL									
52D SIG BN		5 ↔ 6 RADIO NET TNG			25 ↔ 27 FALL CLEANUP			22 ↔ 27 BN QTB (T)	4 ↔ 8 BN FTX/SPT BDE FTX			20 ↔ 25 DIV RUN					23 ↔ 31 POST SUPPORT (RED)		
		10 ↔ 14 BN FTX						29 ↔ 1 BN FTX											
		10 ↔ 14 DIV CPX																	
52D MP CO		10 ↔ 14 CO EXEVAL						22 ↔ 27 CO QTB (T)	4 ↔ 8 SPT BDE FTX			20 ↔ 25 DIV RUN							
		10 ↔ 14 DIV CPX																	
52D CHEM CO		10 ↔ 14 DIV CPX						22 ↔ 27 CO QTB (T)	4 ↔ 8 SPT BDE FTX			20 ↔ 25 DIV RUN					23 ↔ 31 POST SUPPORT (RED)		
																	20 ↔ 25 DIV RUN		
LEGEND: /- Saturday -/ Sunday # Holiday + Group Event HOLIDAYS: 09-OCT-9X Columbus Day Holiday 11-NOV-9X Veteran's Day 23-NOV-9X Thanksgiving Day 24-NOV-9X Training Holiday 25-DEC-9X Christmas Day																			

52D INFANTRY DIVISION (MECH) TASK ORGANIZATION

1st Bde

- 1-77 Mech
- 1-2 Armor
- 1-3 Armor
- 1-40 FA (DS)
- A/1-441 ADA (DS)
- 1/52d Chem Co
- A/52d Engr (DS)
- *Tm A/52d MI (DS)
- 1/1/B/52d MI
- 1/52d MP Co (DS)
- 1/B/52d Sig
- 1st FSB

2d Bde

- 1-78 Mech
- 1-79 Mech
- 1-4 Armor
- 1-41 FA (DS)
- B/1-441 ADA (DS)
- 2/52d Chem Co
- B/52d Engr (DS)
- *Tm B/52d MI (DS)
- 2/52d MP Co (DS)
- 2/B/52d Sig
- 2d FSB

313th Inf Bde (Mech) (RC)

- 2-141 Mech
- 2-142 Mech
- 2-17 Armor
- 2-71 FA (DS)
- C/1-441 ADA (DS)
- 313th Engr Co
- 313th FSB

52d Cbt Avn Bde

- 151st Atk Hel Bn
- 152d Atk Hel Bn
- 52d Aslt Hel Co
- 52d Cbt Avn Co

52d DIV ARTY

- A-43 FA (MLRS)
- B-52d Tgt Acq Btry

Div Trp

- 1-23 Cav
- A/2-31 Cav (RC)
- 1-441 ADA (-)
- 52d Chem Co (-)
- 52d Engr (-)
- 52d MI (-)
- 52d MP Co (-)
- 52d Sig (-)

DISCOM

- 52d MSB
- 52d AVIM Co
- 52d MMC

* Normally the MI battalion will be general support to the division. An MI company team in direct support to a brigade would be temporary, based on the METT-T.

EXAMPLE DIVISION QUARTERLY TRAINING GUIDANCE

DEPARTMENT OF THE ARMY
HEADQUARTERS, 52D INFANTRY DIVISION (MECHANIZED)
FT RILEY, KS 66442-5000

LCWG-CG
MEMORANDUM FOR SEE DISTRIBUTION
SUBJECT: Quarterly Training Guidance - 2d Qtr, FY 9X

28 September 199X

1. References.

- a. FM 25-100, dtd Nov 88, Subj: Training the Force.
- b. FM 25-101, dtd Mar 90, Subj: Battle Focused Training, Battalion Level and Lower.
- c. Memo, 52d Infantry Division (Mechanized), dtd 15 Jan 9X, Subj: FY 9X Command Training Guidance.

2. Purpose. The purpose of the QTG is to refine the guidance provided in the CTG and lay out my current assessment of the division's ability to successfully execute its METL. This memorandum also provides a listing of major training events occurring during the second quarter and outlines topics which must be covered during the brigade and battalion QTBs.

3. Training Assessment.

a. The results of the division's simulation-driven CPX conducted last quarter convinced me the division can effectively execute its deployment mission. The leaders and soldiers of the division should be proud of their excellent performance during the CPX. Leaders must continue to sustain deployment proficiency.

b. Presently, the division cannot conduct certain tactical missions as smoothly and effectively as it should. I have assessed the division as "P" on the following METL tasks relating to combat operations.

- (1) Conduct an area defense.
- (2) Conduct a counterattack.

4. Training Events. Following are the division's major training events during the second quarter:

- 02 Jan - 26 Mar: 1st and 2d Bde Intensive Gunnery Training.
- 03 Jan - 05 Jan: Div TEWT - Battalion through division commanders, battle staffs, and separate company commanders.
- 08 Feb -26 Feb: Division QTB.
- 28 Feb: Division Radio Net Training.
- 28 Feb - 29 Feb: MSE Training.
- 15 - 18 Mar: 1st Brigade CPX.

5. Training Strategy. I want second quarter training to emphasize those collective and soldier tasks which support the division's METL tasks listed as "P" in para 3. Following are some points commanders need to consider during their short-range and near-term planning:

a. Support Cycle Training. IAW my strategy of shielding brigades from support duties during the 120 days prior to their NTC rotation, the 1st Brigade will not be tasked with ordinary support duties after February. L-nits in the support cycle must continue to do soldier, crew, and small-unit training whenever possible. Opportunity training is the key to maximizing training during support cycles. Unit integrity must be maintained when accomplishing support taskings.

A-15

b. **Slice Training.** Leaders must continue to find ways to strengthen the cohesion and interoperability between the brigade and battalion task force and the respective slice elements. The 1st Brigade subordinate commanders should reinforce the combined arms team concept by routinely training as battalion task forces and company teams in preparation for the NTC.

c. **OPFOR.** Units designated as an OPFOR for an exercise have an obligation and an opportunity. The units' obligation is to portray an OPFOR that looks realistic and uses actual threat doctrine. The OPFOR units have a tremendous opportunity to expand leaders' and soldiers' understanding of how the threat operates. Ensure that units designated to be OPFOR have adequate time to train for their roles. Both brigades will have the opportunities to provide OPFOR support during this quarter.

d. **Maintenance Training.** The division continues to lose too much operational time and spend too much money on repair parts because untrained soldiers are not properly supervised when working on and with equipment, vehicles, and systems. Leaders must ensure that soldiers are adequately trained in maintenance techniques and are supervised. Drivers training programs must include a leader-supervised and -evaluated tactical field driving test.

e. Leaders must emphasize the following to maximize next quarter's training:

- (1) Maintaining battle focus.
- (2) Training to standard, not time.
- (3) Using multiechelon training techniques.
- (4) Safety.

6. **Quarterly Training briefs.** Quarterly training briefing dates are in the QTB memorandum of instruction (MOI) dated 1 Sep 9X and are depicted on the QTC. In addition to the standard topics, commanders will discuss the following areas during the briefings:

- a. Integration of slice elements into training.
- b. Maintenance training and drivers training programs.
- c. OPFOR training program.

7. **Conclusion.** The second quarter will present many training challenges. Leaders must plan and execute training as if it is the most important thing they will ever do, because it is. The chain of command must vigorously execute the training schedules just as they would execute operations in combat to remain successful. I am certain that the officers and noncommissioned officers of this division are equal to the task.

SIGNATURE
DIVISION COMMANDER

Encl
Div Quarterly Training Calendar
DISTRIBUTION:
A and B

MACOM: FORSCOM
Corps: X CORPS
Div: 52D DIV

DEPARTMENT OF THE ARMY
52D MECH DIVISION
MASTER TRAINING CALENDAR
FY9X PLAN 1A SHORT RANGE
TRAINING CALENDAR

UIC: SATSPU
Loc: FT RILEY, KS
Date: 16-SEP-9X
Time: 08:53

Inclusive Dates: January 199X thru March 199X

UNIT EVENTS	January							February							March						
	1	8	15	22	29	5	12	19	26	5	12	19	26	5	12	19	26				
52D MECH DIV HQ	1 POST SUPPORT (RED) 8 3 TEWT 5 20 DEC HALF DAYS							8 QTB 16 NATIONAL PRAYER BREAKFAST 26 2 DIV SAF DAY 28 DIV RADIO NET TNG							28 MSE SUBSCRIBER TNG FOR DIV 29						
1ST BDE HQ	2 MISSION (AMBER) 5 2 GUNNERY 9 3 DIV TEWT 5							13 BN QTB 15 CO QTB 16 NATIONAL PRAYER BREAKFAST 28 2 DIV SAF DAY 28 DIV RADIO NET TNG 5							15 BDE CPX 18 28 MSE SUBSCRIBER TNG FOR DIV 29						
1-77 MECH	16 GUNNERY 26							7 MORTAR LIVE FIRE 9 13 BN QTB 15 CO QTB 2 DIV SAF DAY 5 MISSION (AMBER) 18 19							15 BDE CPX 18 30 TRAINING HOLIDAY						
1-2 AR	2 MISSION (AMBER) 15							29 GUNNERY 9 13 BN QTB 15 CO QTB 19 POST SUPPORT (RED) 5 2 DIV SAF DAY 15 18							15 BDE CPX 18 SPT 2D BDE TF EXEVAL 19 MISSION (AMBER) 19 25						
1-3 AR	2 GUNNERY 12							5 POST SUPPORT (RED) 19 13 BN QTB 15 CO QTB 22 BN CHANGE OF COMMAND 2 DIV SAF DAY 5 MISSION (AMBER) 15 18							15 BDE CPX 18 SPT 2D BDE TF EXEVAL 26 31 BN FTX 5 9						
2D BDE HQ	2 TRAINING (GREEN) 8 3 DIV TEWT 5 8 POST SUPPORT (RED) 5							5 MISSION (AMBER) 12 6 BN QTB 9 CO QTB 16 NATIONAL PRAYER BREAKFAST 28 DIV SAF DAY 28 DIV RADIO NET TNG 5							28 MSE SUBSCRIBER TNG FOR DIV 29 5 TF EXEVAL 9 26 TF EXEVAL 31 TRAINING (GREEN) 26 31						
313TH INF BDE	3 DIV TEWT 5							10 YTB 15 BN QTB 15 16 NATIONAL PRAYER BREAKFAST 20 CO QTB 28							2 DIV SAF DAY 28 DIV RADIO NET TNG						
52D AVN BDE	3 DIV TEWT 5							15 SQDN QTB 16 NATIONAL PRAYER BREAKFAST 20 TRP QTB 20							2 DIV SAF DAY 28 DIV RADIO NET TNG						
1-23 CAV HQ	3 DIV TEWT 5							15 SQDN QTB 16 NATIONAL PRAYER BREAKFAST 20							2 DIV SAF DAY 28 DIV RADIO NET TNG						

LEGEND: /- Saturday /- Sunday # Holiday + Group Event
HOLIDAYS: 01-JAN-9X New Year's Day 15-JAN-9X Martin Luther King Day 19-FEB-9X President's Day

EXAMPLE 313TH INFANTRY BRIGADE YTG TOPICS

Commander, 313th Inf Bde, publishes YTG with the YTC as an enclosure. The YTG provides direction and detailed guidance for the command for the next training year (short range). The YTG may be published in the form of a circular or memorandum. Regardless of the format used, the following example items should be covered:

- Commander's training philosophy.
- METL and associated battle tasks.
- Combined arms training strategy.
- Major training events and exercises,
- Leader training.
- Soldier training.
- Mandatory training requirements IAW applicable FORSCOM or ARNG regulations.
- Training evaluations and feedback.
- New equipment training and other force integration considerations.
- Resource allocations.

The commander of the 313th Inf Brigade, a round-out brigade, coordinates the YTG and YTC with the 52d Inf Div and the peacetime chain of command. The example 313th Inf Bde YTC follows.

313th Infantry Brigade (MECH) Yearly Training Calendar

	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
COMMAND AND STAFF	10-14 S2D DIV CPX 16-20 FLTP			3-5 TEWT S2D DIV 6-7 CPX	10 YTB (S2D DIV/TAG) 16-18 BDE CPX	10 BN YTB 15-18 CPX (1-S2D DIV)	19-23 S2D DIV CPX		4-8 BCTP SEMINAR 27.....21	7-21 ANNUAL TNG (BDE FTX) NTC 2-17 AR21	11-12 CMD INSP	15-16 CMD INSP
2-141 MECH	7-8 BRADLEY CHOT SQD BTL DRILLS TOW GUNNER VERIFICATION	5-6 BGST SQD BTL DRILLS CPX	1-3 EIB TEST 9-10 BCPC SQD BTL DRILLS MOB BRIEFING	13-14 BT I-V (UCOFT) SQD BTL DRILLS	16-18 BDE CPX 2-4 BT VII (A,B) 17-18 BT VII (C,D,HHC)	10 BN YTB 9-11 BT VII (A,B) 16-18 BT VII (C,D,HHC)	21-22 PLT STXs MORTAR PGE	19-20 PLT STXs TOW LIVE FIRE MORTAR LIVE FIRE	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG (BN FTX) (CO EX EVAL)	11-12 MAINT CTT TEST	15-16 CMD INSP WPNS QUAL
2-142 MECH	7-8 SQD BTL DRILLS MORTAR PGE TOW GUNNER VERIFICATION	5-6 SQD BTL DRILLS MORTAR LIVE FIRE	1-3 EIB TEST 9-10 BRADLEY CHOT MAPEX	13-14 BGST SQD BTL DRILLS	16-18 BDE CPX 17-18 BCPC	10 BN YTB 10-11 BT I-V (UCOFT)	6-8 BT VII (A,B) 20-22 BT VII (C,D,HHC)	4-6 BT VIII (A,B) 18-20 BT VIII (C,D,HHC)	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG (BN EX EVAL) (CO EX EVAL)	11-12 MAINT CMD INSP MOB BRIEFINGS	15-16 WPNS QUAL
2-17 AR	20-22 TANK TABLES I-III MORTAR LIVE FIRE	11-12 CPX (BBS) 17-19 TANK TABLES IV-VI	1-3 PLT STXs TANK TABLES VII-VIII	13-14 PLT STXs TEWT	16-18 BDE CPX 17-18 CO/TM STXs	15-18 1ST BDE, S2D DIV CPX 10 BN YTB 24-25 CO/TM FTX	2-6 FLTP (1ST BDE) 21-22 TF FTX	18-20 CALFEX	16-17 POM MAINT 27.....21	NTC21	11-12 MAINT RECOVERY	15-16 CTT TEST MOB BRIEFING
2-71 FA	6-8 LFX	5-6 WPNS QUAL	9-10 MOB BRIEFINGS	13-14 HOW SEC TNG	16-18 BDE CPX HOW SEC TNG	10 BN YTB EAP TNG	28-29 HOW SEC EVAL	18-20 LFX	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG (LFX)	11-12 NUC WPNS TNG	15-16 NUC WPNS TNG
TRP A 2-31 CAV	7-8 WPNS QUAL	5-6 CREW SERVED WPNS QUAL	9-10 MOB BRIEFINGS BRADLEY CHOT	13-14 BGST	16-18 BDE CPX 17-18 BCPC	10 TRP YTB 17-18 BT I-V (MILES)	27-29 BT VII	25-27 BT VIII	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG	11-12 MAINT CTT TESTING	15-16 CMD INSP
313 ENGR CO	7-8 WPNS QUAL	5-6 CTT TEST	9-10 MOB BRIEFINGS	6-7 CREW SERVED WPNS QUAL	16-18 BDE CPX 17-18 PLT STXs	10 CO YTB 17-18 PLT STXs CEV FIRING	7-8 CO STX	19-20 CO STX	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG	11-12 MAINT	15-16 CMD INSP
313 FSB	7-8 CTT TRAINING	1-9 EFMB TEST 5-6 WPNS QUAL	9-10 SPT 2-17 GUNNERY	6-7 CPX	16-18 BDE CPX SPT 2-141 GUNNERY	10 BN YTB SPT 2-141 GUNNERY BSA OPS	7-8 SPT 2-142 GUNNERY 21-22 BSA OPS	4-6 SPT 2-142 GUNNERY 18-20 BN FTX	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG	11-12 CMD INSP MAINT	15-16 CTT TEST
HHC 313 BDE	7-8 SECTION TNG	5-6 WPNS QUAL	9-10 MOB BRIEFINGS	6-7 CPX SECTION TNG	16-18 BDE CPX	10 CO YTB 17-18 SECTION TNG	19-23 S2D DIV CPX 7-8 SECTION TNG	19-20 SECTION TNG	16-17 PRE AT-MOB LOAD OUT	7-21 ANNUAL TNG	11-12 CMD INSP	15-16 CTT TEST

EXAMPLE BRIGADE QUARTERLY TRAINING GUIDANCE

DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST BRIGADE, 52D INFANTRY DIVISION
FT RILEY, KS 66442-5000

LCWB-G-CDR
MEMORANDUM FOR SEE DISTRIBUTION
SUBJECT: Quarterly Training Guidance - 2d Qtr, FY 9X

20 October 199X

1. References.

- a. 52d Infantry Division Circular 350-1, dtd 18 Feb 9X, Subj: Training.
- b. Memo, 52d Infantry Division (Mech), dtd 15 Jan 9X, Subj: Command Training Guidance.
- c. Memo, 52d Infantry Division (Mech), dtd 28 Sep 9X, Subj: Quarterly Training Guidance.
- d. Memo, 1st Brigade, dtd 1 Mar 9X, Subj: Command Training Guidance

2. Purpose. This memorandum provides my vision of how the brigade must train during the next quarter. It outlines my assessment of our current level of training, major training events occurring next quarter, and my training strategy for preparing soldiers, leaders, and units to perform their mission essential tasks.

3. Training Assessment.

a. I am satisfied with the brigade's direction in training. Leaders are working hard to make training both interesting and productive. Our implementation of FM 25-101 and the integration of SATS into the brigade have greatly improved our training management system. The brigade's strategy of attempting to fence company-level training time during the post support cycle appears to be working well. Significant progress is being made in raising the proficiency of soldiers and platoons on those tasks which support the brigade's METL.

b. There is still much work to do. The brigade and the task forces have not had an opportunity to go to the field since the external evaluations last quarter. Based on last quarter's external evaluation and my unit assessment during this quarter, the brigade's training status on its METL tasks is as follows:

- Move by Road/Rail to APOE/SPOET
- Prepare for Combat OperationsT
- Move to and Occupy Assembly AreasT
- Conduct Relief in Place.....T
- Conduct Area Defense.....P
- Conduct CounterattackP
- Conduct Movement to ContactP
- Conduct Hasty Attack.....T

4. Training Events. Following are the major training events for the brigade during the second quarter:

- 03 Jan - 05 Jan: DIV TEWT. Includes Bde and Bn commanders and battle staffs.
- 02 Jan - 09 Feb: BDE Gunnery.
- 08 Jan - 12 Jan: Command Inspection (I-2 Armor).

- 22 Jan - 26 Jan: Command Inspection (1-3 Armor).
- 29 Jan - 02 Feb: Command Inspection (1-77 Infantry).
- 05 Mar - 09 Mar: TF 1-2 supports 2d Bde TF EXEVAL.
- 15 Mar - 18 Mar: BDE CPX.
- 26 Mar -31 Mar: 1-3 AR supports 2d Bde TF EXEVAL.

5. Training Strategy.

a. The division commander has emphasized the importance of task force and team training in preparation for the NTC at the end of the third quarter. He has also shielded us from support taskings after February. We must use this opportunity to the fullest. I expect leaders to maximize this training opportunity through the following.

(1) **Battle Focused Training.** We must master our METL tasks during this training window. There is no time to waste. I expect a direct connection between all training and the METL.

(2) **Combined Arms Team Training.** Brigade and battalion training must integrate the slice elements. The brigade QTC will continue to reflect the battalion's peacetime modification table of organization and equipment (MTOE). However, I expect the training to reflect the task organization at Enclosure 2. Commanders will assess task force and company team proficiency and execute training accordingly. This will require intensive coordination between, particularly, TF 1-2 Armor, TF 1-77, and the 2-17 Armor, 313th Inf Bde, which will go to the NTC with the brigade.

(3) **Synchronization of Collective and Soldier Task Training.** Soldier task training must support the METL. Integrate NCO leaders into the training planning process and ensure all leaders understand their soldiers' and units' roles in supporting the higher unit's METL.

(4) **Training to Standard.** plan enough time to retrain and execute the tasks to standard. Use pretesting and posttesting during training to determine when to move on to the sustainment phase. Leaders, get out and ensure training is done to standard.

b. We don't have time next quarter to train every task on which I have rated the brigade "P." Following are brigade METL tasks which I expect the task forces to be able to support by the end of the quarter.

- (1) Conduct area defense.
- (2) Conduct counterattack.

c. During this period I want to emphasize the following.

(1) **Scheduled Gunnery and Task Force FTX Period.** This is the task force commanders' opportunity to conduct intensive task force and team training. Task forces will rotate between executing gunnery, mission, and field training events. The order of rotation (starting with gunnery) will be 1-3 Armor, TF 1-77, and TF 1-2. UCOFT training will be intensively planned and managed to improve our gunnery. Brief me on your plans at the QTB.

(2) **Brigade CPX.** The brigade and battalion command posts will deploy to the field to practice the two METL tasks which I mentioned above. The basis for the CPX scenario is our wartime OPLAN. The CPX will be supported by the division's simulation center.

(3) **Training Execution.** I still see frequent examples of well-planned training being executed poorly. Give your trainers time to prepare training and provide feedback concerning their training. Leaders—train the trainer! Ensure rehearsals are planned and conducted. Leaders have to be involved in the execution of training.

(4) **Maintenance Training.** Our vehicles and systems will be used extensively next quarter. Ensure all services are current and required services are scheduled and conducted IAW the training schedule. Emphasize maintenance training while at gunnery and in the field.

d. A reminder—the brigade is not training to win at the NTC. We are training for war, and the NTC provides us the most realistic challenge short of war.

6. Quarterly Training Briefs. The battalion and company QTBs will be conducted as shown on the QTC. Battalions and task forces and companies and teams will brief according to their wartime organization (for example, A Co, 1-2 Armor, briefs with other units of TF 1-77). Each company will have 45 minutes to brief. In addition to the normal required topics, I want to hear your plans for maintenance training and drivers training programs.

7. A final reminder, I want you to think, assess, plan, and execute training as a task force and team. Work on your habitual association and set your priorities on training that will make us a better combat force. Let's do routine things routinely.

SIGNATURE
BRIGADE COMMANDER

2 Encls

1. Bde Quarterly Tng Calendar
2. Bde Task Organization

Distribution:

A

1ST BRIGADE, 52D INFANTRY DIVISION TASK ORGANIZATION

TF 1-77

1-77 Mech (-)
A/1-2 Armor

TF 1-2

1-2 Armor (-)
A/1-77 Mech

1-3 Armor

Bde Control

1-40 FA (DS)
A/1-441 ADA (DS)
1/52d Chem Co
A/52 Engr (DS)
1/1/B/52d MI
*Tm A/52d MI (DS)
1/52d MP Co (DS)
1/B/52d Sig

Bde Trains

1st Fwd Spt Bn

* Normally the MI battalion will be general support to the division. An MI company team in direct support to a brigade would be temporary, based on METT-T.

EXAMPLE BATTALION QUARTERLY TRAINING GUIDANCE

DEPARTMENT OF THE ARMY
 HQ, 1ST BATTALION, 77TH INFANTRY (MECH)
 FT RILEY, KS 66442-5000

LCWB-GA-CDR

20 November 199X

SUBJECT: Quarterly Training Guidance, 2d Qtr, FY 8X

1. References.

- a. 52d Division Training Circular 350-1, dtd 18 Feb 9X, Subject: Training.
- b. Memo, 52d Infantry Division, dtd 15 Jan 9X, Subject: Command Training Guidance FY 9X.
- c. Memo, 52d Infantry Division, dtd 28 Sep 9X, Subject: Quarterly Training Guidance - 2d Quarter, FY 9X.
- d. Memo, 1st Brigade, dtd 1 Mar 9X, Subject: Command Training Guidance.
- e. Memo, 1st Brigade, dtd 20 Oct 9X, Subject: Quarterly Training Guidance - 2d Qtr, FY 9X.
- f. Memo, 1st Bn, 77th Inf, dtd 2 Dec 9X, Subject: METL.

2. Purpose. To provide training guidance for the 1st Bn, 77th Inf, for 2d Quarter, FY 9X.

3. Training Assessment.

a. I am very proud of the battalion's performance last quarter. The company EXEVALs were dynamic and productive. Proficiency improved on several METL tasks. However, we still need to improve our ability to execute several collective and soldier tasks. Following is my assessment of the battalion's METL proficiency:

- Move by Road/Rail to APOE/SPOE.P
- Perform Tactical Road MarchP
- Occupy Assembly AreaP
- DefendP
- Move TacticallyT
- Attack/Counterattack by Fire.....T
- AssaultP

b. The command sergeant major has assessed the following soldier tasks as "P" and as needing emphasis during the next quarter's training:

- Move a Casualty from Immediate Battle Area.
- Use Visual Signaling Techniques.
- Move as a Member of Patrol.
- Move as a Member of Fire Team.
- Navigate from One Point to Another.
- Construct Fighting Position (Dragon).
- Construct Fighting Position (M203, M249 SAW, M60).
- Conduct Troop Leading Procedures.
- Designate Alternate and Supplemental Positions.

c. I have noticed great improvement in the soldiers' tasks assessed as "P" last quarter. Our NCO leaders have trained our soldiers well. However, some soldiers are still weak in the area of defensive tasks. We need to show improvement in the defensive tasks as we prepare for the NTC. We will emphasize constructing fighting positions this quarter.

d. Our medics did extremely well in the EFMB last month. We must continue to draw upon the expertise of these soldiers during our preparation for the NTC. Our battalion will execute a MASCAL exercise to refine our SOP and test the AXP concept with the 1st FSB.

e. The battalion's effort during the support cycle was outstanding. All our taskings and support requirements were filled. Dynamic management by the staff, CSM, and ISGs freed up some unexpected training time for planned opportunity training.

4. Combined Arms Training. Cross attachment of A Co, 1-2 Armor, during the Bn FTX will provide an excellent opportunity for us to work as a combined arms team. The S3 has done an excellent job coordinating our calendar with our slice elements to integrate them into our collective and leader training. Additionally, A Co will have the opportunity to work with 1-2 Armor Battalion. I expect all commanders to use imagination and innovation to integrate the slice into all training events. During weekly training meetings, I want you to show me how you are training as a team.

5. Training.

a. The 2d Qtr is all training for the battalion. We are not tasked with post support until after the NTC. The quarter is jam-packed with outstanding collective training opportunities. I expect maximum effort at all echelons to use this training period most effectively. Some of the training highlights for the quarter follow:

- 03 Jan -05 Jan: Div TEWT (battalion commander and staff only).
- 08 Jan - 26 Jan: Gunnery.
- 09 Jan - 10 Jan: Bn TEWT.
- 29 Jan -02 Feb: Bde CIP.
- 15 Feb: Company QTBs.
- 21 Feb - 23 Feb: Individual Weapons Qualification.
- 05 Mar - 19 Mar: Mission battalion.
- 15 Mar -18 Mar: Bde CPX.
- 18 Mar -25 Mar: TF FTX.

b. We will focus our training efforts on the following METL tasks, which I have assessed the battalion as "P":

- Perform Tactical Road March.
- Occupy Assembly Area.
- Defend.
- Assault.

Additionally, we will train to sustain Attack/Counterattack by Fire task.

c. Gunnery. Our semiannual gunnery training is scheduled 8 through 26 January Companies will be firing through tables XII. We will maximize the use of the UCFT IAW the schedule published by the S3. Training must be well planned and properly coordinated to get the maximum benefit from the UCFT.

d. TF FTX Periods. Commands will have the opportunity to conduct soldier and collective training on these tasks. Time will be allocated to conduct precombat checks, rehearsals, and retraining on tasks not trained to standard.

e. Brigade CPX. This will provide the battalion staff and commanders the opportunity to train essential command and control tasks, using brigade battalion simulation (BBS), prior to the TF FTX. During this period, companies will have the opportunity to train essential collective and soldier tasks requiring emphasis.

6. Quarterly Training Briefs. The QTB just conducted locked in all the training resources for the upcoming quarter. Company commanders' QTBs for the third quarter will be conducted 15 February. Commanders will brief as company teams and must show how they have integrated the slice and the maintenance training programs to include drivers training. The S3 has the details on when the slice will be available. I specifically want each commander to base his training plan on his assessment of the company team METL.

7. Resources. The lock in of resources at the QTB places the battalion in excellent shape for the upcoming quarter. I want all training to proceed as planned.

8. Training Evaluation and Assessment. All training will be evaluated according to Army standards found in Army publications, such as MTPs and SMS. AARs will be conducted throughout all training events, and upon completion of training. All AARs must cover the key BOS and highlight what is to be sustained and what needs to be improved. Finally, commanders must assess their units to determine their overall proficiency using the company team concept.

9. Our greatest responsibility in peacetime is to conduct safe, realistic training. Well-thought-out and well-planned training events will identify and strengthen our weaknesses and sustain our strengths. The battalion is headed for a super training period.

SIGNATURE
BATTALION COMMANDER

- 3 Encls
1. Bn Quarterly Tng Calendar
2. Task Organization
3. UCOFT Schedule (Omitted)

DISTRIBUTION:

A
A Co, 1-2 Armor

TF 1-77 TASK ORGANIZATION

TF 1-77

Tm A
A/1-2 Armor (-)
I/B/1-77 Mech

Tm B
B/1-77 Mech (-)
I/A/1-2 Armor

Co C

Co D

Co E

TF Control
Scout Plt
Hvy Mrt Plt
I/A/1-441 ADA (DS)
I/A/52d Engr (DS)
I/1/1/B/52d MI

TF Trains
Maint Support Tm
