

APPENDIX D

USE OF TRAINING EVENTS TO MAINTAIN BATTLE FOCUS

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Combat training centers (CTCs) provide the most realistic training short of combat. Therefore, this appendix uses them as examples for training to maintain battle focus.

This appendix provides information on how leaders can use experiences gained through training at the CTCs. It outlines—

- *Common problems that units have experienced at the CTCs and suggested solutions by BOS.*
- *Training options, organized by BOS, that commanders should consider doing at home station.*
- *Sample training programs that units have used prior to successful CTC rotation.*
- *Information about how the CTC experience can be used by the rotation unit and other units to sustain proficiency on mission essential tasks after return to home station.*

Well-trained units do not train to "peak" for selected events or at predetermined times. However, their proficiency naturally fluctuates as a result of training frequency, leader changes, key personnel turnover, new equipment fielding, and the many activities that occur on an installation. Most major training events for battalion are scheduled well in advance; unit commanders have little influence over the timing of these events or their degree of involvement. Good commanders who know how to train and who maintain battle focus plan their schedules to take maximum advantage of the training opportunities these events provide.

In addition to planning training on soldier and collective tasks and scheduling field exercises or unit simulations, units can adjust their training plans to incorporate solutions to common problems experienced at CTCs. Commanders must enforce training to standard on wartime mission essential tasks and increase the level of realism through changing or varying conditions. Thus they ensure units attain and sustain battle proficiency within a band of excellence.

CTC PROGRAM

The combat training center program provides the most realistic environment available for corps and subordinate units during peacetime. The four centers are: Combat Maneuver Training Center (CMTC), National Training Center (NTC), Joint Readiness Training Center (JRTC), and Battle Command Training Program (BCTP). These centers provide active and reserve forces with hands-on training in a stressful, near-combat environment. The training is designed to exercise all or portions of the unit's METL. The centers provide realistic integration and portrayal of the joint and combined aspects of war; they train units in Airland Battle Doctrine to MTP standards. Further, the CTCs focus on those soldier tasks and leadership skills that contribute directly to the success or failure of collective tasks and unit missions.

The CTCs teach combat doctrine in a straight forward way. The battles are hard fought against competitive, well-trained OPFOR. Action takes place day and night during all weather conditions. The dirt and dust, radio jamming, smoke, simulated chemical agents, and battlefield sounds all contribute to the realistic fog of battle.

The key to combat readiness is maintaining battle focus and training programs that sustain unit performance within a band of excellence. Units must be combat-ready to deploy, fight, win, and survive to fight again. To be combat-ready, units must perform METL tasks to MTP standards and synchronize combat power at the company and team and battalion and task force levels.

Commanders must use every opportunity to train soldiers as a combined arms team under tough, realistic conditions. Externally resourced training events, including EXEVALs, provide the necessary tools to establish realistic conditions and conduct a detailed evaluation of METL task proficiency. Because of the extensive coordination and resources required, division plans and resources EXEVALs of subordinate battalions. Brigade plans and resources company EXEVALs.

If a battalion is scheduled for a CTC rotation, the commander should review his mission and METL and determine which tasks can be trained at the CTC. These would include most

of his unit's tactical tasks (such as Attack, Defend, Retrograde Movement). These tasks would then be tied into missions and the request sent to the CTC. The CTC also provides opportunities to train on unit recall and mobilization tasks, deployment tasks (vehicle loading plans, rail-loading vehicles and equipment, manifesting personnel for air movement), and prepositioning of materiel configured to unit sets (POMCUS) draw procedures. Thus, the commander can train his soldiers and special teams on much more than just his METL's tactical tasks. But to do so, he must train them at home station prior to execution as part of his training program. He must consider the rail-loading teams, departure airfield control group (DACG), equipment draw teams, and other elements (to include the FSB, engineers, and artillery) in developing the training program.

During planning for a major training event, commanders establish training objectives for every level participating in the event. Soldiers, crews, squads, platoons, companies, and battalions all must have training objectives based on each leader's assessment of his unit's strengths and weaknesses.

PRIOR TO DEPLOYMENT

Soldiers should be fully trained on all soldier tasks that support the unit's collective tasks prior to training at CTCs. Platoons should be trained to execute bounding overwatch movement techniques and basic drills. Maintenance teams should be proficient in pulling and replacing a vehicle engine pack to make the vehicle combat serviceable. Units must already know how to alert, deploy, and fight as a combined arms team.

Before a METL task is executed, the leader prepares his unit in advance, reviewing the standards and proper execution. He walks through the tasks and rehearses them if necessary. During execution, he observes and evaluates performance and makes corrections. After completing that part of the training, when the first opportunity occurs, he conducts an informal AAR to review performance, completes his assessment, makes necessary corrections, and prepares his unit for subsequent training opportunities. AAR time should be a part of the training and evaluation; it may be necessary to

repeat the task before going on to other tasks or training.

By routinely training mission essential tasks at home station, commanders can use the CTC experience and the follow-on assessment of the task force's training to fine-tune sustainment training and be better prepared for combat. Army standards from the ARTEP MTPs and soldier's manuals assist the battalion in training which ensures success in combat.

The CTCs provide the commander an additional source of evaluation information on which he can base his assessment for training. As the commander builds training strategies, he must consider information from previous CTC after action reviews and take home packages in addition to evaluations conducted at home station.

Most divisions conduct a postrotation AAR at home station so that all divisional units can profit from the experience. This is especially important, since many problems may require fixes outside of the rotating unit; for example, in the battalion that provides a slice element. Figure D-1 shows common problems units experience at the CTCs that commanders must consider as they prepare for rotation. The problems and suggested solutions are listed by BOS.

Although the TF cannot completely replicate the CTC experience, it can focus on the following:

- Training that best uses available resources.
- Stability of task force and company- and team- level organizations. AC units seek to stabilize their soldiers, equipment, and procedures for a minimum of six months prior to a CTC deployment. RC units seek stability over an 18-month period. Combined arms slice elements should be designated early if not based on habitual association. Personnel in all units should be stabilized.
- Assignment of a partnership unit to RC units. This should be an AC battalion with recent CTC experience that can advise and assist during the predeployment training.
- Live fire exercises at platoon and company and team level. During live fire exercises, the emphasis at company and team level should be on the direct fire battle.

- Intensive training on friendly and threat vehicle identification, fire control distribution, and reporting procedures.
- Task force level exercises that emphasize—
 - Synchronizing the battle.
 - Conducting IPB.
 - Understanding time and distance factors.
 - Practicing TSOP.

CTC rotations that contain a mix of forces, such as heavy/light/special operating forces (SOF) or light/heavy/SOF, require other considerations. Home station training should also emphasize—

- Standardized TSOPs.
- Exchange of liaison officers prior to rotation.
- Clear understanding of internal and external augmentation and support and task organization requirements.
- Training that progressively increases difficulty of conditions and takes advantage of relatively low-cost technology, such as—
 - Sand table exercises.
 - MAPEXs, TEWTs, CPXs, and LCXs.
 - Simulations.
 - Videoteleconferences.
- Planning for TDY and computer data links.

Figure D-2 (page D-7) shows specific training considerations categorized by BOS. These also should be covered at home station before the TF deploys for CTC rotation.

Battalion- and company-level EXEVALs are important training events that must be planned and resourced by higher headquarters. Division plans and resources a robust OC team and a realistic OPFOR to support battalion-level EXEVALs. Brigade does the same for company-level evaluations. EXEVAL planners also provide adequate time for AARs after each mission or phase of an operation. EXEVALs should provide the evaluated unit with a training experience similar to the CTC experience.

Common CTC problems, and solutions

Intelligence	
<p>Problems</p> <ol style="list-style-type: none"> 1. All available intelligence assets not used. 2. Poorly planned and executed recon/surveillance plans. <ol style="list-style-type: none"> a. Poor reporting and subsequent poor interpretation of reports. b. Ineffective use of GSR. c. Dissemination of information not timely. d. Failure to win the recon/counterrecon fight. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Conduct simulation-driven CPX. ● Conduct IPB process seminars. ● Develop and enforce report SOPs in all exercises. ● Employ in company and team STXS, TF CFXS, and FTXS. ● Integrate early GSR in task organization. ● Conduct seminar on use of GSR and other MI assets. ● Conduct TOC exercise staff drills. ● Conduct simulation-driven CPX. ● Conduct scout platoon STX. ● Conduct TF seminars and MAPEX on how to fight. ● Conduct TEWT, FCX, and CFX. ● Conduct TF external evaluation and FTX.
Maneuver	
<p>Problems</p> <ol style="list-style-type: none"> 1. Failure to fight as a combined arms team. 2. Poor use of terrain. 3. Difficulty conducting actions on contact and assaults. 4. Difficulty on executing bounding overwatch movement techniques. 5. Direct fire systems killing potential not maximized. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Organize early into battle teams for planning. ● Fight and train as a combined arms team. ● Conduct MAPEX, TEWTs, STX, and FTX. ● Conduct battle drills and STXs. ● Conduct rehearsals. ● Train movement techniques. ● Talk and walk through bounding techniques. ● Conduct platoon drills. ● Train company and team techniques. ● Train both alternate and successive bounding techniques. ● Conduct TEWT. ● Use Janus simulation. ● Conduct MILES gunnery exercises and maintenance of MILES. ● Insist on complete range card and sector sketch development.
Fire Support	
<p>Problems</p> <ol style="list-style-type: none"> 1. Planning. 2. Execution. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Include FSE in all exercises (FCX, CPX). ● Have top down fire plan; include mortars. ● Train, rehearse, and practice SOP. ● Rehearse (war game) the FS plan (FCX, CPX, FTX). ● Develop FS execution matrix. ● Practice SOP in all exercises (FCX, CPX, FTX). ● Establish back-up communication and TACFIRE procedures. ● Train FIST and FSE to locate and move IAW maneuver plan.

Figure D-1.

Common CTC problems, and solutions (continued)

Mobility, Countermobility, Survivability	
<p>Problems</p> <ol style="list-style-type: none"> 1. Failure to reconnoiter and mark routes. 2. Failure to task-organize to clear obstacles. 3. Planning and movement of barrier material not coordinated with CSS planners. 4. Poor supervision of engineer assets committed to the preparation of vehicle fighting positions. 5. NBC reports. 6. Wearing of MOPP gear. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Include engineers and scout platoons in all exercises. ● Assign responsibility for recon, marking, and security. ● Include breaching in all exercises. ● Task-organize. ● Train combat drills. ● Conduct obstacle breaching STXs. ● Requires proactive S4. ● Involve S4 in planning. ● Conduct obstacle emplacement STXs. ● Develop and validate SOP. ● Jointly and physically site all engineer work. ● Maintain positive control. ● Develop engineer execution matrix. ● Prioritize engineer work. ● Place vehicles (tactical commander). ● Practice SOP. ● Use A/L net for reports. ● Issue warnings on all nets. ● Position NBC NCO with company and team commander. ● Unmask only on TF order. ● Routinely train in MOPP 4.
Air Defense	
<p>Problems</p> <ol style="list-style-type: none"> 1. Air defense at choke points not well planned or well executed. 2. Third-dimensional IPB not good. 3. AD systems not well sited. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Conduct AD battle and crew drills. ● Conduct combined arms training, include AD assets. ● Plan for a gun/missile mix. ● Conduct seminars and MAPEX on air IPB. ● Incorporate threat air approaches into TF IPB. ● Include maneuver direct fire capability in planning. ● Include positioning of AD assets in TEWTs. ● Ensure commander, S3, and AD platoon leader plan AD positions. ● Ensure AD platoon leader and NCOs analyze terrain (MAPEX, TEWT).

Figure D-1 (continued).

Common CTC problems, and solutions (continued)

Combat Service Support	
<p>Problems</p> <ol style="list-style-type: none"> 1. Planning and execution of CSS not concurrent with tactical planning. 2. Failure to push CSS forward. 3. Task force CSS elements out-distanced in movement. 4. Medical Evacuation. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Conduct seminars on logistics problems and SOP. ● Conduct logistics coordination exercises and logistics CPXs. ● Ensure brigade S4 and FSB commander train the logistics team. ● Practice aggressive execution by S4, support platoon leader. ● Do not simulate CSS tasks. ● Practice CSS command and control. ● Train realistic time distance STX. ● Requires innovative S4s. ● Requires proactive, not reactive, S4. ● Do not simulate, physically integrate. ● Conduct combat lifesaver training. ● Incorporate casualty play in all exercises.
Command and Control	
<p>Problems</p> <ol style="list-style-type: none"> 1. Incomplete and inadequate graphics. 2. Poor land navigation skills. 3. TOC is not effective. 4. Army airspace command and control not well planned or well executed. 	<p>Solutions</p> <ul style="list-style-type: none"> ● Conduct seminars on doctrine, terminology, and graphic control measures. ● Conduct back briefs. ● Know and use SOP. ● Habitually train the entire TF slice. ● Train terrain association and range estimation (TEWT, CPX). ● Conduct map reconnaissance. ● Conduct rehearsals. ● Conduct night and other limited visibility movement exercises. ● Conduct monthly training on physical setup/teardown, movement, and security. ● Exercise estimates and plans production (STX, CPX, CFX). ● Exercise battle coordination and monitoring (CPX, CFX, FTX, FCX, simulations). ● Include ALO/AD/S2/FSO/S3 Air coordination in all exercises. ● Eliminate communications redundancy. ● Designate AD priorities in OPORD.

Figure D-1 (continued).

Training considerations, by BOS**Intelligence**

- Reporting format (size, activity, location, unit, time, and equipment (SALUTE)).
- Development of recon and surveillance plans.
- IPB process.
- GSR control and positioning.

Maneuver

- Range cards and sector sketch.
- Actions on contact.
- Movement formations and techniques.
- Changing formations.
- Assault, mounted and dismounted.
- Actions at halts.
- Scout platoon employment.
- Reorganization and consolidation after offensive and defensive engagements.
- A hasty defense.
- Direct fire planning.

Fire Support

- Fire coordination exercise.
- Observed fire trainer.
- Fire support coordination.
 - Integration of mortars.
 - Fire support matrix.
 - Top down fire planning.
 - Rehearsals.
 - Consideration of all available assets.
 - Support of the maneuver plan.
 - Platoon leaders and scouts calling for fire (how to call for fire).
 - Proper use of illumination and smoke.
 - Proper reporting of position.

Mobility, Countermobility, Survivability

- Obstacle breaching drills.
- Reaction to indirect fire.
- Reaction to chemical attack.
- Reaction to direct fire.
- Construction of fighting positions.

- Forward placement of engineers.
- Obstacle construction (LOGPAC Class IV and mines).
- Fighting contaminated.
- Decontamination.

Air Defense

- Early warning.
- Reaction to CAS attack.
- Reaction to attack helicopter attack.
- Positioning of AD assets.

Combat Service Support

- Use of LOGPACs.
- Casualty evacuation.
- Reaction to chemical attack.
- Defense of the BSA (IPB, base cluster plans, reaction force).
- Refuel on the move.
- Rapid consolidation and reorganization.
- Recovery and evacuation.
- Personnel services support.
- Movement and movement control.

Command and Control

- Habitual task organization of all tactical assets (entire slice).
- Live fire exercises.
- MAPEX based on CTC terrain.
- Simulation-driven CPX on CTC terrain.
- Knowledge and understanding of unit SOPs (all leaders).
- Practice of battle drills and crew drills.
- Practice of TOC operations.
- Use of primary and alternate communications.
- Reaction to loss of leaders.
- Employment of combat support assets.
- FORSCOM Leader Training Program (FLTP) and TEWT at CTC if possible.
- Administrative and Logistics Center (ALOC) operations.

Figure D-2.

CTC preparation models

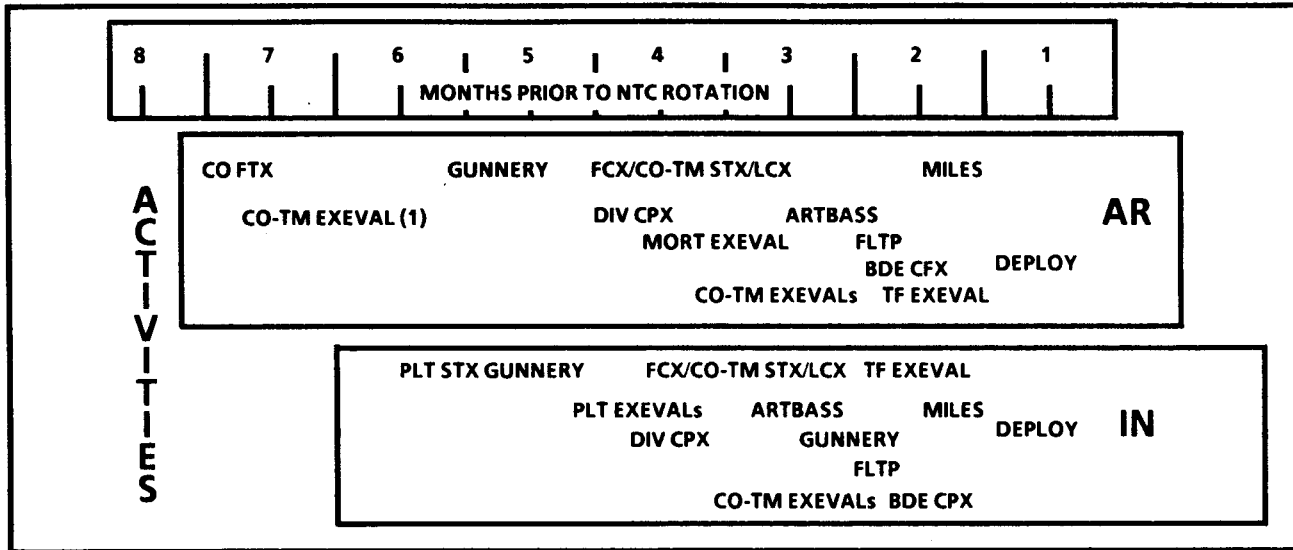


Figure D-3.

Structuring the EXEVAL after the CTC experience has two distinct advantages:

- The CTC evaluation method has been proven to work well.
- The evaluated unit becomes familiar with the intensive manner in which the CTC evaluates a unit.

At Figure D-3 are two sample training programs that successful armor and mechanized infantry battalion task forces used to prepare for their rotations at a CTC. The sequence of training events applies equally to both AC and RC units. The only difference is the length of time taken to conduct the training.

As indicated, AC units executed the training model over a seven-month period. RC units used 18 to 24 months to conduct the training. Some key factors of these models follow:

- Deployment was only scheduled major activity in the month, and a half (three months for RC units) prior to the TF's CTC rotation.
- Schedule was not jammed together.
- Preparation for the rotation began as much as two months before most units start preparing.
- Last event was a two-day tactical force-on-force MILES gunnery exercise.

- Both units conducted a division-controlled and -evaluated Army Training Battle Simulation System (ARTBASS) exercise between company and team and battalion and task force external evaluations.
- Both units participated in the FLTP.
- Both units incorporated tactical play into gunnery exercises.
- Battle focused leader seminars were conducted weekly at company team level and monthly at battalion task force level.

AFTER THE CTC EXPERIENCE

When units return to home station, the training cycle does not end. The unit must benefit from the experience. Following are leader responsibilities to ensure others gain from the rotation:

- Review AARs and take home package.
- Determine training status on METL.
- Conduct unit assessment.
- Develop future training strategies.
- Modify long-range plans.

- Develop short-range and near-term plans that correct deficiencies and sustain strengths.

Unit responsibilities after the CTC experience include the following:

- Share CTC experience with other units.
- Conduct AARs and seminars.
- Identify necessary improvements.
- Develop and distribute lessons learned.
- Provide feedback to brigade and division commanders.

The battalion commander must use the CTC results to sustain his unit's training performance and to take maximum advantage of major training events and his limited training time. He does this by—

- Maintaining battle focus. All training and all activities should support the unit's combat mission and reinforce the unit METL.

- Continually assessing unit training performance on each mission essential task.
- Identifying tasks that can be trained at future CTCs or during any other scheduled major training event; for example, return of force to Germany (REFORGER), Brave Shield.
- Identifying tasks that can be trained as part of the preparation for a major training event or activity. These may be tactical tasks trained in a field environment, or they may be tasks associated with the preparation for combat which can be trained as the unit prepares to deploy for a major training event.
- Developing a sensible training program leading up to a major training event that will overcome weaknesses and sustain strengths within a band of excellence. The training program must make use of all scheduled events to reinforce training. Training objectives are established, standards set, and an evaluation and assessment plan prepared.

CTC TRAINING MANAGEMENT INTERFACE

Figure D-4 shows an example CTC training management interface process. The internal cycle is continuous while blocks 1 through 12 normally are associated with a CTC rotation. The blocks are also appropriate to a major training event such as REFORGER.

A brief description of actions in each block as they apply to a CTC rotation and the variances for a major training event follows:

Block 1 - The division commanding general (CG) provides his guidance and goals and approves the unit METL tasks to be trained at the CTC.

Block 2 - Request for tasks and missions to be trained during the CTC rotation are forwarded to the CTC 120 days (18 months for RC units) prior to the rotation. If planning for a major training event, a decision on tasks to be trained should also be made at this point.

Block 3 - This step takes place at the CTC as the operations group reviews the unit's request and develops the scenario for the unit's rotation. A scenario for a major training event would be developed in the same manner.

Block 4 - This step is the same for any event as the planners and commander select all tasks that will be trained during the event.

Block 5 - The CTC operations group will then coordinate its list with the unit commander. The same process would be followed for a major event.

Block 6 - During this step, the CTC operations group develops the training plan for the unit's rotation. The headquarters responsible for a major training event develops the exercise plan. In both cases, the plan should include the tasks, the scenario, resource requirements, and evaluation of participating units.

Block 7 - Deploy is self-explanatory. This is training time also; it too must be carefully managed.

Block 8 - During this time frame, training is conducted.

Block 9 - AARs should be conducted after each phase of the event. At a CTC, an AAR is conducted after each mission. The intent is to determine strengths and weaknesses. Then, during the next phase, steps are taken to correct the weaknesses while maintaining the

CTC training management interface

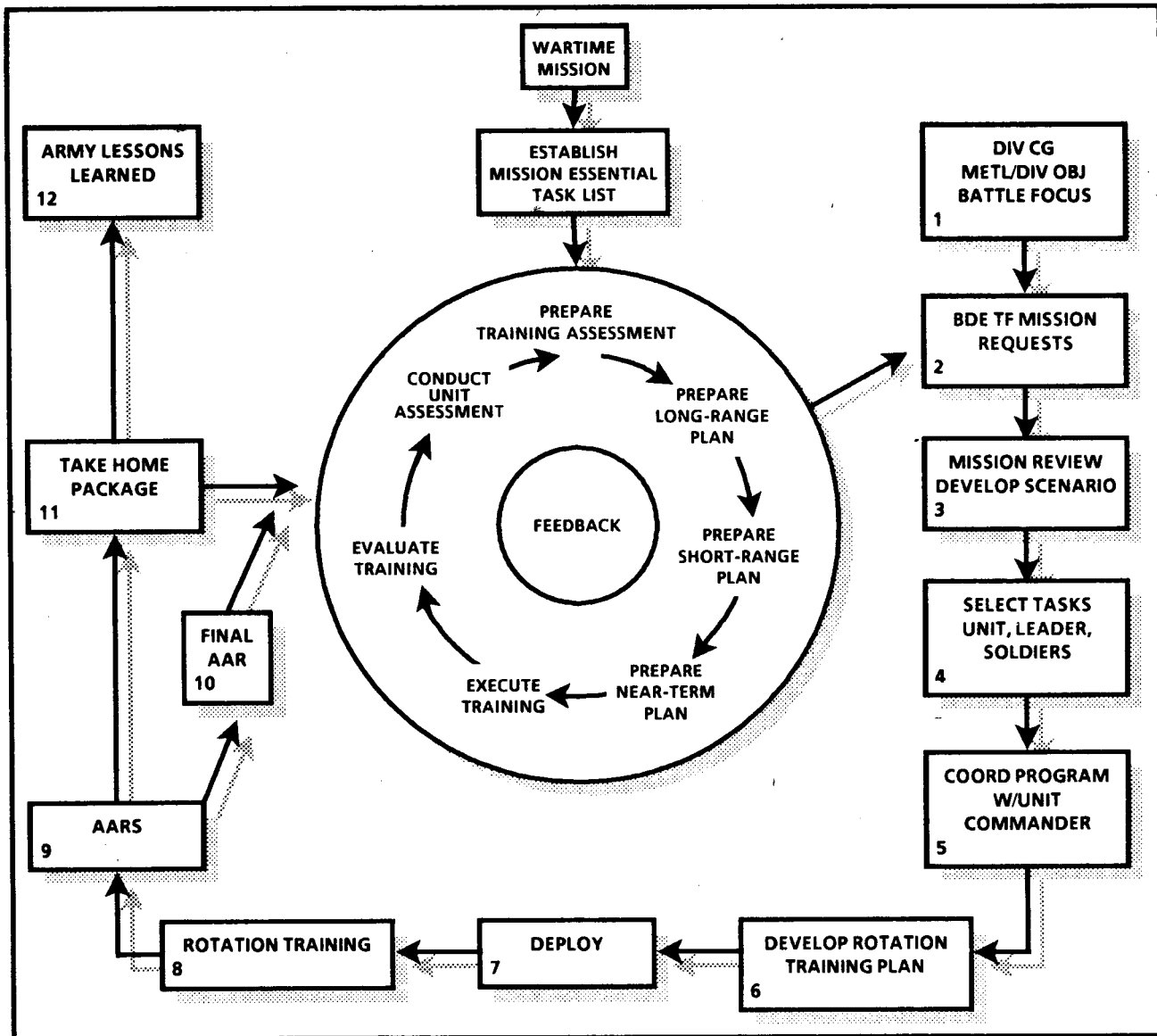


Figure D-4.

strengths if tasks are the same. A commander might also determine that the unit needs to repeat the task or mission. This is necessary when standards have not been met.

Block 10 - This AAR rolls up unit performance at the end of the rotation or event. The format is no different other than it covers all phases of a major event or all CTC missions. The unit participates fully and develops the strengths and weaknesses of its performance.

Block 11 - The take home package includes many items, such as written summaries, task performance data, and AAR video tapes. A unit receives this about 30 days after a rotation and can use it as a source for the training assessment. An after action report for a major training event would contain the same information.

Block 12 - The Army lessons learned system receives input from each major exercise and CTC rotation, processes it, and makes it available to

the Army. Data are also used to conduct research into the various aspects of training.

The internal cycle continues throughout major events and unit CTC rotations. All training must be planned well and evaluated completely. The key to the process depicted in Figure D-4 is to follow the cycle, conduct meaningful AARs, and allow units time to correct deficiencies.

The last phase for an RC unit is to conduct a formal AAR NLT one month after redeployment. This AAR should include the RC unit's chain of command, the AC division and brigade (if they are round-out), and the OCs assigned for train-up. This AAR allows the unit to incorporate lessons learned at the CTC into the planning for the next short-range training cycle.

Units that follow this approach to training and identify the training opportunities in any

training event will find they can train on practically all of the METL as they prepare for and execute major training events. Battle focus helps identify the training opportunities and develop the training objectives. In turn, using these training events helps units maintain battle focus. The result is well-trained units that operate within a band of excellence for all, rather than a few, mission essential tasks.

NOTE: The information in this appendix is a representative sample of CTC information used by 52d Infantry Division (Mech) leaders as they plan training. It depends on data provided by CTC operations groups as units rotate through. To keep current, units should contact Commander, Combined Arms Training Activity, ATTN: Center for Army Lessons Learned, Fort Leavenworth, Kansas 66027-6900, for the latest information.