

CHAPTER 3

PLANNING

Training in all its phases must be intensive . . . It must be intelligently directed so that every individual [soldier], including the last private in the ranks, can understand the reasons for the exertions he is called upon to make.

General Dwight D. Eisenhower

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This chapter addresses how leaders plan training based upon the assessment. Figure 3-1 expands the training planning process illustrated in the training management cycle. The phases will be discussed in detail as follows:

- *Long-range planning, which results in the battalion commander's long-range calendar.*
- *Short-range planning, which results in the battalion commander's—*
 - *Quarterly training guidance (AC) or yearly training guidance (RC).*
 - *Quarterly training calendar (AC) or yearly training calendar (RC).*
 - *Quarterly training briefing (AC) or yearly training briefing (RC).*
 - *Near-term planning which results in publication of weekly (AC) or monthly (RC) training schedules.*

Training planning process

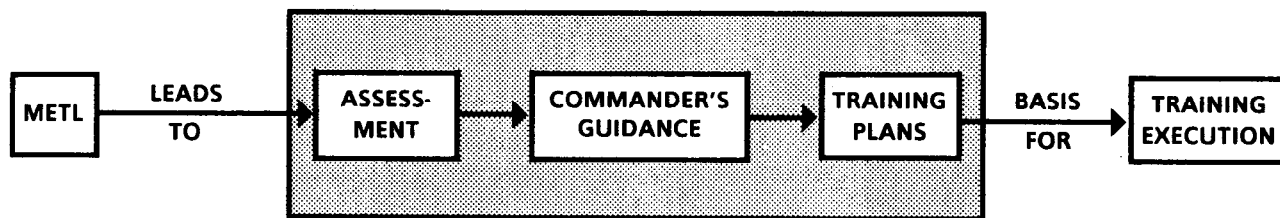


Figure 3-1.

Planning links the unit METL and the execution of battle focused training. It is a centralized process that aligns training priorities with wartime requirements at all levels within the unit. Although there are other training requirements, battle focus allows the leader to narrow his scope of planning to wartime mission essential tasks.

ASSESSMENT

The assessment begins the training planning process. Commanders use their subordinates, key staff members, and NCO leaders to assess the training level on mission essential tasks. Commanders rely on subordinate leaders' feedback to determine their units' training proficiency level. They analyze all available training evaluations, such as ARTEP external evaluations, combat training centers (CTC) take home packages, and annual training reports. Commanders use these

evaluations, personal observation, and other feedback to identify the subtasks for each mission essential task which require further training.

In-depth assessment determines a strategy to improve training proficiency on specific weaknesses and plan sustainment training on demonstrated strengths. Assessment links the evaluation of training executed to the planning of upcoming training.

LONG-RANGE PLANNING

At battalion level, long-range planning starts with unit assessment and is the basis for the long-range training calendar. Resources, such as major training areas, ammunition, and fuel, are allocated and shortfalls, identified. The long-range plan synchronizes supporting units and agencies so that training events can be properly executed (Figure 3-2).

from all leaders (officer and NCO). It is the base upon which a training strategy is developed. Unit assessment is—

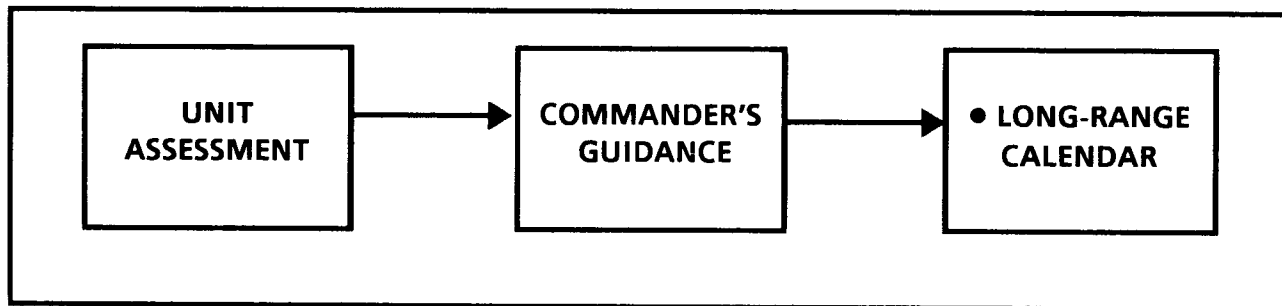
UNIT ASSESSMENT

Long-range planning is based on unit assessment. This assessment identifies training strengths and weaknesses, allowing the commander to plan training which sustains unit strengths and improves weaknesses.

- Developed using evaluations, reports, leader books, or records.
- A continuous process; however, formal assessment is normally only conducted at the start of planning phases and after major training events.
- Used to set or update unit goals and objectives.
- Influenced by future events; for example, personnel turnover, new equipment fielding, or force structure changes.

Unit assessment is made by the commander. It is based on his firsthand observations and input

Training strategy is a concept used to attain desired levels of training proficiency on mission

Long-range planning process**Figure 3-2.**

essential tasks. The commander's strategy is based on his assessment of his unit and higher headquarters' command training guidance (CTG). It determines training events and activities to improve or sustain proficiency on each mission essential task. This training strategy supports unit goals and objectives that provide a common direction for the unit's training program.

The commander's training strategy is continuously refined throughout the planning process. Training strategies—

- Ensure training is focused on METL and subordinate leader development.
- Ensure combined arms is incorporated in all training.
- Determine who, what, when, and where to train.
- Determine the logical sequence to execute the training.
- Determine types of training exercises to be used (see Appendix C). For example, commanders with an inexperienced battle staff plan more map exercises (MAPEXs), fire coordination exercises (FCXs), and command post exercises (CPXs). The command field exercise (CFX) is excellent for training leaders and staffs with complete command, control, communications, and logistical systems.
- Determine frequencies for a given task; for example, train Movement to Contact quarterly during FTXs and Set Up the Tactical Operations Center (TOC) once a month.

- Coordinate all training events. CS and CSS commanders must consider unlike units and physical dispersion.
- Match the available resources to the training requirements.
- Result in commander's training guidance.

These elements of training strategy apply to both Active and Reserve Component units. The RC, in many instances, is required to conduct additional coordination between their wartime and peacetime chains of command. For example, a transportation battalion and an airborne MI company may report through a support group to a US Army Reserve Command (ARCOM) headquarters in peacetime. Yet they are aligned with two different wartime chains of command.

With limited time to train, RC commanders must sequence training of METL tasks throughout the long-range training cycle. Appendix C discusses training exercises that maximize planning time.

COMMANDER'S GUIDANCE

Senior commanders publish long-range planning calendars and CTG to give battalion and subordinate commanders adequate time to properly plan training (Figures 3-3 and 3-4). Senior commanders provide resources and protect training from distracters.

Active Component (AC) long-range planning cycle

ACTION ^{1 2}	LATEST PUBLICATION DATE ²	FUTURE PLANNING HORIZON
AC Div/Sep Bde/Regt/Sep Gp publish CTG and long-range calendar ³	8 mo prior to FY start	CTG at least 1 year, calendar at least 2 years
Installation/Community publish long-range calendar	7 mo prior to FY start	At least 1 year
AC Bde/Gp publish CTG and long-range calendar	6 mo prior to FY start	CTG at least 1 year, calendar at least 18 months
AC Bn/Sqdn/Sep Co publish long-range calendar	4 mo prior to FY start	At least 1 year
<p>NOTES: ¹ These actions also apply to similar command level TDA organizations or activities. For example, a TRADOC school normally commanded by a MG follows the same planning cycle as a division commander. ² Each headquarters follows this time line to allow subordinates adequate time to prepare their plans. ³ AC commanders at the Div/Sep Bde/Regt/Sep Gp levels normally brief to and receive approval of the next higher headquarters on their long-range training plans no later than 8 to 10 months prior to FY start.</p>		

Figure 3-3.

Reserve Components (RC) long-range planning cycle

ACTION ^{1 2}	LATEST PUBLICATION DATE ³	FUTURE PLANNING HORIZON
RC Div/Sep Bde/Regt/Sep Gp level publish CTG and long-range calendar ⁴	12 mo prior to FY start	CTG at least 2 years, calendar at least 5 years
RC Bde/Sep Bn publish CTG and long-range calendar	10 mo prior to FY start	At least 5 years
RC Bn/Sqdn/Sep Co publish long-range calendar	6 mo prior to FY start	At least 3 years
<p>NOTES: ¹ These actions also apply to similar command level TDA organizations or activities. For example, an ARCOM, commanded by a MG, follows the same planning cycle as a division commander. ² Intermediate RC headquarters, such as CONUSAs, STRACs, MUSARCs, and GOCOMs provide training guidance and scheduling information in sufficient time to allow subordinate units to meet required publication dates. ³ Each headquarters follows this time line to allow subordinates adequate time to prepare their plans. ⁴ RC commanders of Div/Sep Bde/Regt/Sep Gp levels normally brief to and receive approval of the next higher headquarters in the peacetime chain of command no later than 8 to 10 months prior to FY start.</p>		

Figure 3-4.

Division commanders often provide suggested frequency for training events and other activities. Figure 3-5 is an example of an AC division commander's guidance matrix. It can be used as

a tool to conduct long-range planning. RC commanders could develop a similar matrix based on training requirements and higher headquarters requirements.

AC guidance matrix

52D INFANTRY DIVISION (MECH)					
LEVEL					
WHEN/ LEVEL	SOLDIER	CREW/SQUAD SECTION	PLATOON	CO/BTRY/TRP	BN/SQDN
DAILY	PT	OPPORTUNITY TRAINING	PT SAFETY	PT SAFETY	
WEEKLY	SGT'S TIME CTT -2-4 HRS PMCS { INDIV EQUIP WPNS	SGT'S TIME UCOFT PMCS -VEHICLES -SYSTEMS TECH OPS DRILLS	COMEX PMCS- VEHICLES -SYSTEMS	TRAINING MEETING CMD MAINT COMPANY RUN MAPEX	TRAINING MEETING
MONTHLY	WPNS TNG	MILES TNG LET TNG TSFO	MAPEX FTX/STX DRILLS	10% INVENTORY SEMINAR WEAPONER TNG	BN RUN PAY DAY ACTIVITY TOC SETUP
QUARTERLY	BSEP SCOUT SKILL TEST LEAVE	COMBAT TABLES (I-IV-A/C) TOW/Dragon MORTAR PC	FCX LCX SERVICE TAC TABLES (G-1)	FTX/STX QTB TEWT	CPX TNG HOLIDAY QTB EDRE PRAYER BREAKFAST
SEMI-ANNUAL	APFT CTT (TEST) NBC (TEST)	NBC TM COMPETITION AVN GUNNERY MG CREW QUAL COMBAT TABLES (V-X) HOW SEC EVAL	SERVICES COMBAT TABLES (XI-XII)	CMD INSPECTION FCX LCX	FTX/STX EAP INSP TECHNICAL ASST VISIT CFX
ANNUAL	EIB EFMB	COMPETITION	SERVICES EXEVAL	EXEVAL CALFEX	EXEVAL CMD INSPECTION ORGANIZATION DAY

Figure 3-5.

Weekly NCO training time is included on the example matrix. Some training time during the week should be devoted to the small-unit leader (such as a squad leader or a vehicle commander) to train his unit. This enhances readiness and

cohesion; it also allows the junior NCO to learn and exercise the Army's training management system at the lowest level. *The key is to train the trainer so that he can train his soldiers.* This requires the NCO to identify essential soldier and

small-unit and team tasks (drills) that support unit METL and then—

- To assess strengths and weaknesses.
- To formulate a plan to correct deficiencies and sustain strengths.
- To execute the training to standard.

TIME MANAGEMENT

Commanders organize training time during long-range planning using time management systems. Time management systems are designed to protect training time for subordinate units. Various types of time management systems are used throughout the Army. Some systems consist of three cycles: units involved in prime time training, units on alert status, and units providing support. Other systems have two cycles: prime time training, and support. The two-cycle system is better suited for the majority of CS and CSS units. *Slice units' time management systems should be aligned with the supported maneuver unit.* Regardless of the system, its purpose is to provide uninterrupted training time to subordinate commanders.

Taskers from higher headquarters or the installation are managed to protect units in a training cycle. Units being fenced from outside support taskings thus have the time to train collective tasks and to conduct internally directed training exercises. After a period of time, determined by the commander, units that have been fenced from support taskers become the supporting units; units that have been receiving the support taskings are provided uninterrupted time to train.

Time management is especially important in the RC. RC commanders use a time management system to ensure the maximum amount of time is devoted to training essential soldier, leader, and collective tasks. The peacetime chain of command must assist subordinate commanders by consolidating scheduled training distracters, such as human immunodeficiency virus (HIV) testing, panoramic x-rays, or inspections, during one or two IDT periods during the year. This impacts least on training.

One way to implement a time management system during IDT is to schedule activities in two- or four-hour blocks concurrently or sequentially on one day. Each squad or platoon is scheduled during a block to accomplish the requirement. The remainder of the unit is conducting training on mission-oriented tasks. RC commanders should provide higher headquarters preferred annual dates to conduct externally directed administrative requirements to minimize impact upon training.

Commanders at all levels can use time management systems. A battalion commander whose unit is in the support period can still provide training time for subordinates. He may direct that during the first week of the support period, Charlie Company will not receive support taskers until Alpha and Bravo Companies have been tasked to the limit of their support capability. During the next week, Bravo Company is the last company to be tasked. The last company to be tasked for support normally will have some time when the other companies are handling all taskers. This provides an opportunity to train soldier and small-unit collective tasks although the battalion is in a support cycle. By managing in this manner, the commander has developed and implemented a time management system. Figure 3-6 lists the characteristics of a three-cycle system known as Green-Amber-Red.

There are training opportunities during every period of the time management system. Specific periods lend themselves to certain types of events. The following shows training events conducted during the Green-Amber-Red time management system:

- Post support—red.
- Gunnery—green.
- FTX—green.
- Holiday half-day—red.
- Weapons qualification—amber.
- Combined arms live fire exercise (CALFEX)—green.
- National training center (NTC)—green.

Green-Amber-Red time management system

Green Period (Prime-Time Training)

- Training focus is primarily on soldier, leader, and collective tasks integrated through multiechelon training.
- All soldiers attend mission essential training.
- Period coincides with availability of major resources, such as maneuver training areas (MTAs), local training areas (LTAs), and key training facilities or devices.
- There is maximum elimination of administrative and support requirements that keep soldiers from participating in training, to include limited appointments, leaves, or passes.

Amber Period (Mission)

- Section, squad, crew, leader, and soldier training is emphasized.
- Time is provided for soldier attendance at education and training courses.
- Some suborganizations may schedule collective training.
- Scheduled periodic maintenance services are performed.
- Selected leaders and soldiers are diverted to support requirements only after all available soldiers in organizations in the red period are completely committed to support requirements.
- Unit is available for higher headquarters' emergency deployment readiness exercise (EDRE).

Red Period (Support)

- Suborganizations take advantage of all training opportunities to conduct soldier, leader, and crew training.
- Support missions and details, such as burial detail, are accomplished with unit integrity to exercise the chain of command and provide soldier training opportunities for leaders as time permits.
- Leaves and passes are maximized. When appropriate, block leave may be scheduled.
- Routine medical, dental, and administrative appointments are coordinated and scheduled with installation support facilities.
- OCs, evaluators, and OPFOR support training for units in green period.

Figure 3-6.

PLANNING CALENDARS

Battalion commanders publish their long-range guidance in the form of long-range planning calendars. They follow the timelines in Figures 3-3 and 3-4 (page 3-4). Although written training guidance is not required, it may be used to emphasize key training events or higher headquarters' training guidance. Subordinate leaders provide input to the battalion long-range planning calendar.

The battalion long-range planning calendar is a graphic depiction of upcoming training. It provides direction and coordinates resource requirements. Supporting and supported units should exchange planning calendars to enhance coordination.

The Standard Army Training System (SATS) is designed to assist in formatting and producing planning calendars. The following four steps are suggested for preparing the long-range planning calendar. The example depicts only the second quarter of the long-range planning calendar. AC and RC units should modify the four steps to fit the needs of the command. RC units must post AT and IDT dates first.

Step 1. Post the time management system (page 3-9). Posting the time management system first highlights prime-time training periods available to the unit, and support periods. Commanders then focus their resource and exercise planning to take advantage of prime-time training. **NOTE:** Holiday periods to include host-nation holidays must be posted.

Step 2. Post required training events on the calendar (page 3-10). These are requirements that are directed by higher headquarters. These events provide excellent training opportunities for the battalion commander and subordinate leaders. They must take full advantage of these events to select training objectives to be accomplished. The dates of these events should be annotated. If exact dates are unknown, block window periods. Examples of required training events are—

- MAPEX, TEWT, CPX, CFX, FCX, and FTX.
- CTC training rotations.
- External evaluations.
- Gunnery periods.
- Security reaction force duty.
- Reserve Officers' Training Corps (ROTC) support.
- OPFOR support and training.
- RC support (for AC units).

Step 3. Schedule other requirements (page 3-11). Identify other requirements that impact on training. Reduce training distracters by properly identifying required events early in the planning process. Some examples are—

- Announced inspections, such as technical validation inspections (TVIs), nuclear surety inspections (NSIs), and command inspection program (CIP) inspections.
- New equipment fielding to include new equipment training (NET).
- Community and installation support events; for example, parades and displays.
- Directed administrative requirements (RC), such as panoramic x-rays and HIV screening.

Step 4. Schedule unit-controlled exercises and other training (page 3-12). On the basis of his strategy, the commander schedules events which will improve or sustain METL proficiency, in conjunction with higher headquarters' directed-training requirements. For example, the battalion commander could schedule a TEWT, a CPX, an FCX, and STXs prior to a brigade FTX.

The long-range planning calendar is staffed with outside agencies that can impact on training. It is coordinated with subordinate and higher commanders, installation commanders, and supporting slice units.

This ensures that supporting slice units and activities are prepared to support the battalion's training plan. Timely coordination will assist in the training integration of the battalion slice.

SHORT-RANGE PLANNING

Short-range planning refines the long-range calendar (Figure 3-7, page 3-13). It defines in greater detail the broad guidance on training events and other activities in the long-range planning calendar and CTG (see Appendix A). It begins with the commander's training assessment and results in—

- Quarterly training guidance (QTG) for AC and yearly training guidance (YTG) for RC.
- Quarterly training calendar (QTC) for AC and yearly training calendar (YTC) for RC.
- Quarterly training briefing (QTB) for AC and yearly training briefing (YTB) for RC.

TRAINING ASSESSMENT

Short-range planning is based on the long-range unit assessment and on a detailed training assessment of the unit's current METL

proficiency. It focuses on training deficiencies which impact on the unit's ability to perform its wartime mission. A training assessment is—

- Required for each METL task, platoon and squad collective task, soldier task, and, at battalion and higher headquarters, each battle task.
- A snapshot of the unit's current soldier, leader, and collective task proficiency.
- A comparison of task proficiency with Army standards.
- Based on a review of training evaluations; for example, annual training evaluations, CTC take-home packages, and CTC lessons learned (Appendix D).
- Used to determine QTG or YTG.

Step 1. *Post the time management system.* Posting the time management system first highlights prime-time training periods available to the unit, and support periods.

Commanders then focus their resource and exercise planning to take advantage of prime time training.

NOTE: Holiday periods to include host nation holidays must be posted.

Step 1 - Post the Time Management System

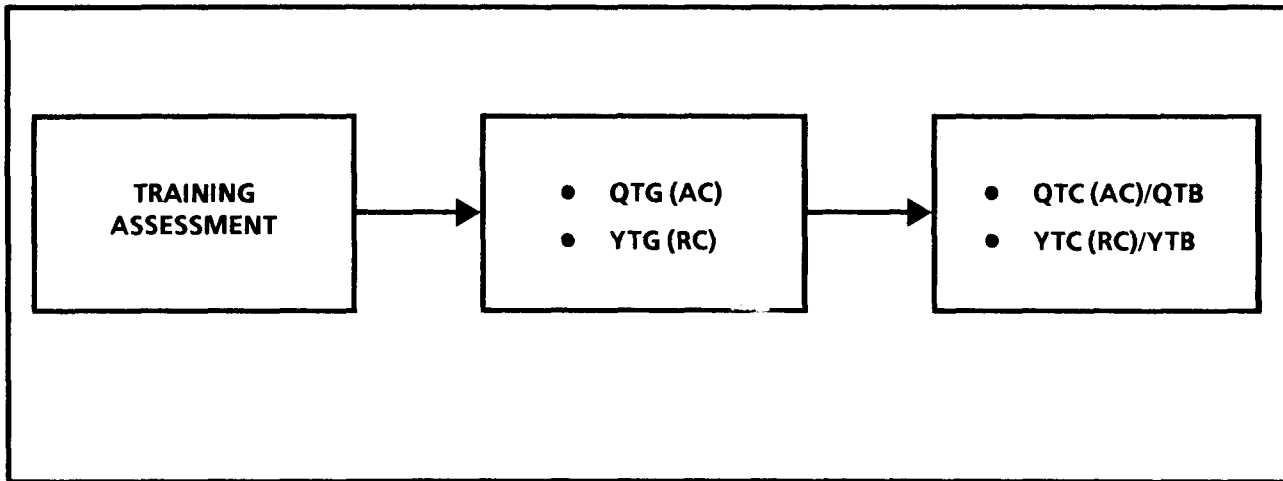
MACOM: FORSCOM
Corps: X CORPS
Div: 52D DIV
Bde: 1ST BDE

DEPARTMENT OF THE ARMY
1ST BN 77TH INFANTRY (MECH)
Master Training Calendar
FY9X PLAN 01 LONG-RANGE
TRAINING CALENDAR

UIC: SATSTT
Loc: FT RILEY, KS
Date: 01-JUN-9X
Time: 14:34

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
1-77 INF CO	--/#	++++	+/-	++++	+/-	#	++++	+/-	++++	+/-	++++	+/-	++++
	→ 2 20-DEC HALF DAYS										5 ←	→ 19	
HHC											5 ←	→ 19	
A CO											5 ←	→ 12	
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													

Short-range planning process**Figure 3-7.**

The CSM, 1SGs, PSGs, squad leaders, and other key NCOs provide input on section, squad, crew, and soldier proficiency on essential soldier tasks for the commander's assessment. Likewise, all leaders provide input to the commander's assessment of leader proficiency. They provide planning recommendations on integrating selected essential leader and soldier tasks into collective mission essential tasks.

NCOs may use a leader book (discussed in Appendix B) and battle rosters to assess section, squad, crew and soldier tasks. Battle rosters provide a way to record key systems crew data. Figures 3-8 through 3-11 (pages 3-14 through 3-17) illustrate sample formats that may be used. Specific information and format for battle rosters depend on the unit's mission requirements. Battle rosters—

- May be maintained formally or informally.
- Are maintained at battalion level and below.
- Track key weapon and support systems, such as tanks, attack helicopters, howitzers, radars, trucks, and tube launched, optically tracked, wire-guided (TOW) missiles.

- Track crew data; for example, stability, manning levels, and qualification status.
- Designate qualified back-up crew members.
- Identify soldiers to enable them to train as a designated crew.

The commander's assessment of training proficiency on METL tasks is rated as either "T" (trained), "P" (needs practice), or "U" (untrained):

- "*T*" (*trained*) means that the unit can successfully perform the task to standard. Only sustainment training is needed. The leader judges task performance to be free of significant shortcomings. Practice on "T" tasks is designed to keep soldiers from losing proficiency.
- "*P*" (*needs practice*) means that the unit can perform the task with some shortcomings. The shortcomings are not severe enough to require complete retraining. Only refresher training is required.
- "*U*" (*untrained*) means that the unit cannot perform the task to standard. The leader prepares a comprehensive strategy to train all supporting tasks not executed to standard.

Combat arms battle roster

SAMPLE BATTLE ROSTER (BRADLEY CREW A-11/12) FOR SECTION A/1ST PLT, TM A, TF 1-77 AS OF AUG 90							
		DATE ASSIGNED POSITION	PCS DATE	BCPC	BGST	LAST TABLE VIII TOGETHER	UCOFT LEVEL
A-11 MASTER GUNNER GUNNER DRIVER	<u>SSG STRAC</u>	AUG 89	AUG 91	GO	GO	JUNE	20
	<u>SPC CASE</u>	JAN 90	DEC 92	GO	GO	JUNE	NA
	<u>SPC ROADS</u>	NOV 89	JUN 91	GO	GO	JUNE	
A-12 SECTION LEADER GUNNER DRIVER	<u>SSG FLYNN</u>	APR 89	MAY 91	GO	GO	JUNE	18
	<u>SPC ROUND</u>	NOV 89	NOV 92	GO	GO	JUNE	NA
	<u>SPC DETOUR</u>	JUL 89	SEP 92	GO	GO	JUNE	
BCPC-BRADLEY CREW PROFICIENCY COURSE BGST-BRADLEY GUNNERS SKILLS TEST UCOFT-UNIT CONDUCT-OF-FIRE TRAINER							

Figure 3-8.

Combat arms battle roster

SAMPLE BATTLE ROSTER (DISMOUNT ELEMENT) FOR SECTION A/1ST PLT, TM A, TF 1-77 AS OF AUG 90							
		DATE ASSIGNED POSITION	PCS DATE	BGST	CHOT	WEAPON QUALIFIED	UCOFT LEVEL
SQUAD LEADER	<u>SSG WOODS</u>	JUL 89	JUL 92	GO	GO	YES	NA
TEAM LEADER	<u>SGT MORALES</u>	OCT 89	NOV 91	GO	GO	YES	NA
TEAM LEADER	<u>SGT SMITH</u>	JAN 90	OCT 91	GO	GO	YES	17
M249 SAW	<u>SPC MAYS</u>	AUG 89	APR 92	GO	NO-GO	YES	NA
M249 SAW	<u>PFC JONES</u>	OCT 89	SEP 92	GO	GO	YES	NA
M249 SAW	<u>PFC SMITH</u>	DEC 89	JUN 91	NO-GO	GO	YES	NA
ANTITANK GUNNER	<u>PFC DUTY</u>	JUL 89	JUL 91	GO	GO	YES	
GRENADIER	<u>SPC FLYNN</u>	NOV 89	NOV 92	NO-GO	NO-GO	NO(M16A2 ONLY)	NA
RIFLEMAN	<u>PFC REEL</u>	JUN 89	NOV 90	GO	GO	YES	NA
BCPC-BRADLEY CREW PROFICIENCY COURSE BGST-BRADLEY GUNNERS SKILLS TEST CHOT-COMPREHENSIVE HANDS ON TEST UCOFT-UNIT CONDUCT-OF-FIRE TRAINER							

Figure 3-9.

Combat support battle roster

SAMPLE BATTLE ROSTER (TLQ-17A COMMUNICATIONS JAMMER CREW) FOR 1ST TEAM/1ST PLT, A CO, 52D MI BN (CEWI) AS OF AUG 90							
		DATE ASSIGNED POSITION	PCS DATE	EWOC	OJT PRO- GRAM	WPN QUALIFI- CATION	LANGUAGE QUALIFIED
TEAM LEADER	<u>SGT SMITH</u>	JAN 89	OCT 91	YES	GO	YES/JUNE	3/2 +
PRIMARY OPERATOR	<u>SPC JONES</u>	AUG 89	AUG 90	NO	GO	YES/JUNE	2 +/2 +
DRIVER/2 OPERATOR	<u>SPC ROADS</u>	MAY 89	APR 92	YES	GO	YES/JUNE	1 +/1
DRIVER/2 OPERATOR	<u>PFC COOL</u>	FEB 89	FEB 93	YES	GO	YES/JUNE	1/1
EWOC-ELECTRONIC WARFARE OPERATIONS COURSE							

Figure 3-10.

Combat service support battle roster

SAMPLE BATTLE ROSTER (HEAVY TRUCK SQUAD) FOR 1ST SQD/4TH PLT/B CO, 52D MSB AS OF AUG 90							
VEHICLE/TRAILER BUMPER NO.	ASSIGNED CREW (DR/ADR)	DATE ASSIGNED	PCS DATE	DRIVERS LICENSE	DRIVERS TRAINING	WEAPONS QUALIFICATION	BACK-UP CREW (DR/ADR)
B25/B25-T	SSG BRASWELL PFC HUNTER	AUG 90 MAR 90	AUG 92 FEB 93	GO GO	GO GO	E SS	SSG PHILLIPS PVT WOODS
B30/B30-T	SGT LEE PFC McMILLAN	FEB 89 JUN 89	FEB 92 JUN 92	GO GO	GO GO	E M	SGT CLARY PVT WILSON
B35/B35-T	SGT FINN PVT JACKSON	AUG 88 MAR 89	AUG 91 MAR 93	GO GO	GO GO	SS 3	SGT CLARK PVT HERNANDEZ
B40/B40-T	SPC RIPLEY PFC BRAGG	FEB 89 AUG 89	FEB 93 AUG 92	GO GO	GO GO	M M	SPC YI SPC GONZALES
B46/B46-T	SPC LEWIS PFC WATERS	AUG 89 AUG 89	AUG 92 AUG 92	GO GO	GO GO	E M	SPC SURRENCY SPC LINDSEY
B60/B60-T	SPC CARSON PFC BROWN	FEB 89 NOV 89	FEB 92 NOV 92	GO GO	GO GO	SS M	SPC JOHNSON PVT BECK
B55/B55-T	SPC THOMAS SPC JONES	FEB 89 JAN 89	FEB 92 MAR 92	GO GO	GO GO	E E	SPC HERMSEN PVT BURNETT
SL	-SQUAD LEADER						
DR	-DRIVER						
ADR	-ASSISTANT DRIVER						
E	-EXPERT						
SS	-SHARP SHOOTER						
M	-MARKSMAN						
NOTE: BACK-UP CREW INTERNAL ASSETS							

Figure 3-11.

Commanders may use SATS (when available) or locally developed worksheets to record their training assessment. One method is to use the BOS as a guide. Those BOS that do not apply to the task would be left blank on the worksheet.

(Sample extracts for Task Force 1-77 and Team A are at Figures 3-12 and 3-13. Extracts for the 52d Engineer Battalion and the 1st Forward Support Battalion are at Figures 3-14 and 3-15 (page 3-18).

Extract from TF 1-77 commander's training assessment

MISSION ESSENTIAL TASK	CURRENT TRAINING STATUS							OVERALL	STRATEGY TO IMPROVE OR SUSTAIN TRAINING PROFICIENCY TO WARFIGHTING
	I N T	M A N	F S	M / CM /S	A D	C S S	C 2		
MOVE BY ROAD/RAIL	T	T					P	P	<ul style="list-style-type: none"> ● CONDUCT EDRE TO START EXEVAL ● CONDUCT LEADER DEVELOPMENT CLASS AND TEWT WITH SLICE
PERFORM TACTICAL ROAD MARCH	P	P	T	P	T	P	P	P	<ul style="list-style-type: none"> ● TACTICAL ROAD MARCH TO ALL TRAINING ● INTEGRATE AND ENFORCE DURING ALL TRAINING ● XO CONDUCTS LEADER DEVELOPMENT CLASS WITH SUPPORT PLT
DEFEND	T	T	P	P	P	P	P	P	<ul style="list-style-type: none"> ● TEWT THIS QTR ON DEFENSE ● COMPANIES CONDUCT SQD/PLT DEFENSE STX DURING GUNNERY ● BN STAFF/CO CDRS DEFENSIVE MAPEX ● REQUEST THIS TASK DURING DIV CPX ● CO STX LANE DURING TF FTX ● CONDUCT DEFENSIVE CALFEX
ASSAULT	P	T	P	P	P	T	T	P	<ul style="list-style-type: none"> ● INCLUDE AS PART OF TEWT ON DEFENSE (COUNTERATTACK) ● CONDUCT AS PART OF GUNNERY ● CONDUCT AS STX LANE DURING BN FTX

Figure 3-12.

Extract from Team A commander's training assessment

MISSION ESSENTIAL TASK	CURRENT TRAINING STATUS							OVERALL	STRATEGY TO IMPROVE OR SUSTAIN TRAINING PROFICIENCY TO WARFIGHTING
	I N T	M A N	F S	M / C M /S	A D	C S S	C 2		
MOVE BY ROAD/RAIL	T	T				P	P	P	<ul style="list-style-type: none"> • CONDUCT LEADER DEVELOPMENT CLASS WITH SQUAD LEADERS AND ABOVE
PERFORM TACTICAL ROAD MARCH	P	T	P	P	P	P	T	P	<ul style="list-style-type: none"> • ALL VEHICLE MOVEMENTS WILL BE DONE TACTICALLY
OCCUPY ASSEMBLY AREA	T	P	P	P	P	T	P	P	<ul style="list-style-type: none"> • INCLUDE IN BN TEWT AND FTX • SCHEDULE AS A REHEARSAL PRIOR TO FTX
DEFEND	T	P	T	P	T	P	P	P	<ul style="list-style-type: none"> • CDR & PLT LEADERS PARTICIPATE IN BN TEWT • PLT DEF STX THIS QTR • CO OFF STX THIS QTR • CALFEX • TRAIN DEF SOLDIER TASKS PRIOR TO FTX

Figure 3-13.

Extract from 52d Engineer Battalion commander's training assessment

MISSION ESSENTIAL TASK	CURRENT TRAINING STATUS							OVERALL	STRATEGY TO IMPROVE OR SUSTAIN TRAINING PROFICIENCY TO WARFIGHTING
	I N T	M A N	F S	M / C M /S	A D	C S S	C 2		
PERFORM ENGINEER RECON	P	P		T		P	P	P	<ul style="list-style-type: none"> • BN/CO MAPEX EACH MONTH • BN CFX/CPX NEXT QUARTER • BDE/TF SUPPORT CYCLE
PREPARE AN OBSTACLE PLAN	P		P	P		T	T	P	<ul style="list-style-type: none"> • BN/CO MAPEX EACH MONTH • BN TEWT THIS QUARTER • BN CPX THIS QUARTER
PREPARE AN OPLAN/OPORD	P	T	P	T	T	T	T	T	<ul style="list-style-type: none"> • BN TEWT THIS QUARTER • BN CFX THIS QUARTER
REORGANIZE AS INFANTRY	P	P	P	T	P	P	P	P	<ul style="list-style-type: none"> • BN/CO MAPEX EACH MONTH • PLT FTX THIS QUARTER

Figure 3-14.

Extract from 1st FSB commander's training assessment

MISSION ESSENTIAL TASK	CURRENT TRAINING STATUS							OVERALL	STRATEGY TO IMPROVE OR SUSTAIN TRAINING PROFICIENCY TO WARFIGHTING
	I N T	M A N	F S	M / C M / S	A D	C S S	C 2		
DEPLOY TO COMBAT AREA OF OPERATIONS	P	T		P	P	T	P	P	<ul style="list-style-type: none"> ● 1ST BRIGADE FTX NEXT QTR ● BN FTX NEXT QTR
CONDUCT LOGISTICAL OPERATION	P	P	P	P	P	P	P	P	<ul style="list-style-type: none"> ● BN FTX NEXT QTR ● 1ST BRIGADE FTX NEXT QTR
CASUALTY EVACUATION		P	P	P	P	T	P	P	<ul style="list-style-type: none"> ● LDR DEV CLASS NEXT MONTH ● BN FTX NEXT QTR ● PREREQUISITE TRAINING TO BN FTX
DIRECT RESPONSE TO BSA THREAT	P	T	U	P	P	P	P	P	<ul style="list-style-type: none"> ● BN TEWT NEXT QTR ● BN FTX NEXT QTR ● 1ST BRIGADE FTX NEXT QTR

Figure 3-15.

Commander's Assessment by subunit of METL task Defend

DEFICIENT BATTLE/SUPPORTING	ASSESSMENT						OVERALL	TRAINING DEFICIENCY
	H H C	A	B	C	D	E		
DEFEND	U	P	P	T	T	P	P	<ul style="list-style-type: none"> ● FIRE PLANNING ● KEY WEAPONS SUPPORT OBSTACLE PLAN ● ESTABLISH ENGAGEMENT CRITERIA

Figure 3-16.

Figure 3-16 is a sample of the commander's assessment by subordinate units of the mission essential task Defend. The TF 1-77 commander assessed it as "P" in Figure 3-12 (page 3-16) using the BOS. Battle tasks or supporting tasks are recorded down the left side; subunit assessment, across the top; and specific deficiencies, in the right column.

This in-depth commander's assessment recognizes that a deficiency in one company may not be a deficiency in another company. It allows the commander to tailor his training to specific subordinate unit weaknesses and develop an effective training plan to correct them.

RISK ASSESSMENT

Risk assessment is the thought process of making operations safer without compromising the mission. Commanders must continuously perform a risk assessment of conditions under which training is conducted to prevent the unnecessary loss of soldiers and equipment. The degree of risk varies with the conditions at the time of training. For example, have the soldiers done the training before? Will the training be done for the first time at night? Are the soldiers fatigued? In reality, risk management is smart decision making.

Training must be tough, realistic, and safe. Commanders must consider the following points as they integrate risk assessment into their training:

- Accept no unnecessary risks.
- Make risk decisions at the proper level.
- Accept risks if mission benefits outweigh the costs.

It is important to remember that the commander is the safety officer, but *all soldiers and leaders are responsible for safe training.* All leaders must—

- Identify the risks using METT-T factors.
- Assess possible loss, cost, and probability.
- Make decisions and develop controls to reduce risks.
- Implement controls by integrating them into plans, orders, SOPs, training performance standards, and rehearsals.
- Supervise and enforce at all times safety controls and standards.

COMMANDER'S GUIDANCE

Commander's guidance is his written expression of training strategy that conveys the battalion commander's training objectives and priorities and highlights training events. The

commander's training strategy provides the detail from which training schedules can be developed. It also lays out the sequence of training to be accomplished and includes the who, what, when, and where to train. See Appendix A for an example battalion QTG. Commanders at separate company level and above publish the QTG and YTG to allow sufficient time for subordinate commanders to conduct near-term planning (Figures 3-17 and 3-18). Subordinate leaders provide planning recommendations for inclusion in the commander's written guidance.

Topics normally addressed in the QTG and YTG are—

- Commander's training assessment of METL proficiency.
- Training priorities based on assessment.
- Integration of slice training. (Train as you fight.)
- Impact of time management systems on scheduled training.
- Integration of soldier, leader, and collective training (multiechelon training).
- Allocation of resources.
- Impact of new equipment and NET.
- Evaluations, inspections, and feedback.

AC short-range planning cycle

FREQUENCY	ACTION	LATEST PUBLICATION DATE	FUTURE PLANNING HORIZON
Quarterly	Div/Sep Bde/Sep Gp/Regt or similar level command publishes QTG ¹	3 mo prior to start of Quarter	3 months
	Bde/Gp publish QTG ¹	2 mo prior to start of Quarter	3 months
	Bn/Sqdn/Sep Co publish QTG ¹	6 wks prior to start of Quarter ²	3 months
	QTB conducted	Prior to start of Quarter	3 + months

NOTES: ¹ The QTC is published with the QTG.
² To allow sufficient time for near-term planning at company level before the start of the quarter.

Figure 3-17.

RC short-range planning cycle

FREQUENCY	ACTION	LATEST PUBLICATION DATE	FUTURE PLANNING HORIZON
ANNUALLY	RC Div/Sep Bde/Regt/Gp or similar level command publishes YTG	6-8 mo prior to FY start	1 year
	RC Bde/ Sep Bn publish YTG	4-6 mo prior to FY start	1 year
	RC Bn/Sqdn/Sep Co publish YTG	3-4 mo prior to FY start	1 year
	RC YTB conducted	Prior to FY start	1 + years

NOTE: THE YTC is published with the YTG.

Figure 3-18.

- Integration of maintenance training. (Train to maintain.)
- Trainer preparation time (pre-execution checks to ensure safe and realistic training). (Train the trainer.)
- Designation of units which will portray the OPFOR during planned exercises.

RC commanders may publish YTG in the form of a training circular or a memorandum. When different type subordinate units are involved, YTG may focus on mandatory requirements; for example, IDT dates, AT dates, weapons qualification, HIV testing, or records review.

The battalion commander allocates training time by matching METL tasks with programmed events. For example, the TF commander plans a TF TEWT and company team MAPEX to take full advantage of the scheduled brigade CPX prior to the TF FTX (Figure 3-19).

This planning process provides a structure for improving and sustaining proficiency on mission essential soldier, leader, and collective tasks. Leaders must emphasize sustainment after the task has been performed to standard. They must allocate sufficient time to retrain and repeat critical tasks often enough to sustain proficiency.

MULTIECHELON TRAINING

Commanders provide guidance on the use of multiechelon training to plan and refine training events. Multiechelon training maximizes

training opportunities at the decisive time and place. Multiechelon training must occur during all collective training. Specific tasks for soldiers and leaders must be planned and evaluated at each echelon. The battalion commander determines which tasks the battalion will train based on his assessment of proficiency. Each subordinate leader conducts a similar assessment and determines soldier, leader, and collective tasks to be trained. Generally, tasks selected for training by subordinate leaders support the training objectives of the commander directing the event.

Lane training is an excellent way to execute multiechelon training using external support and evaluation. It enables a unit to train repetitively to standard with a tough, competent OPFOR employing appropriate MILES and OCs. However, lane training is resource-intensive, to include ammunition, pyrotechnics, OPFOR, training areas, TADSS (Appendix E), MILES-related equipment, support unit assets, and evaluators,

Regardless of the echelon which directs a training event, all subordinate leaders must view it as a training opportunity. Commanders determine which METL tasks they can train within the conduct of the higher unit's training event. Samples of multiechelon events are Figures 3-20 through 3-22 (pages 3-21, 3-22).

Planning Matrix

	(16 Mar) Co/TM MAPEX	(17 Mar) TF TEWT	(15-18 Mar) Bde CPX	(18-25 Mar) TF FTX
Occupy Assembly Area	X	X		X
Perform Tactical Road March			X	X
Defend	X	X	X	X
Perform Tactical Movement	X	X		X
Cross a Contaminated Area			X	X
Assault	X	X	X	X

Figure 3-19.

Sample signal battalion multiechelon exercise

SIGNAL BATTALION FTX/(MULTIECHELON TRAINING)			
<u>RESPONSIBILITY</u>	<u>PARTICIPANTS</u>	<u>ACTIVITY</u>	<u>TASKS</u>
Battalion Commander	Entire battalion and slice elements	FTX	(ARTEP 11-116) Develop Plan to Support Mission 3-111-1-1 Control and Coordinate Communications Mission, 3-111-1-2
Company Commander	All assigned or attached soldiers	FTX	(ARTEP-11-303) Analyze Mission, 3-11-1 Prepare Commander's Estimate, 3-11-1-2 Issue Warning Order, 3-11-1-3 Coordinated with Supported Units, 3-11-1-4
Platoon Leader	All assigned soldiers	STX	(ARTEP-11-39-10-MTP) Establish Area Signal Node, 11-3-0012 Install Multichannel Radio Terminal, 11-5-0021 Install a Telephone Switching Facility, 11-5-0041 Install Communications Node Control Element (CNCE (7)), 11-5-0061 (STP 11-31M23-SM-TG) Direct Operations of Radio Terminal Set, 113-593-7033 Direct Operations of Telephone Terminal Sets, 113-593-7037 Direct Installation of Multichannel Communications Antenna Systems, 113-593-7065 (STP 11-31M1-SM) Install Radio Terminal Set, AN/TRC-145V, 113-593-1005 Install Terminal Set, Telephone, AN/TCC-61, 113-593-0007

Figure 3-20.

Sample supply and service company multiechelon exercise

SUPPLY AND SERVICE COMPANY/MAIN SUPPORT BATTALION (MULTIECHELON TRAINING)			
<u>RESPONSIBILITY</u>	<u>PARTICIPANTS</u>	<u>ACTIVITY</u>	<u>TASKS</u>
Company Commander/ 1SG	Platoon Leaders/ Platoon Sergeants	TEWT	Plan Company Movement (63-2-0001); Reorganize Defense (63-2-0003)
Platoon Leader/PSG	Supply Platoon Material Handling NCOICs	STX	Set up Supply Platoon (63-2-0005); Supervise Class II, III (Pkg), IV, V, and VII Operations (10-2-0008); Supervise Class I and Water Operations (10-2-0012); Defend Company Sector (62-2-0021)
Material Handling NCOIC	Soldier	STX	Provide Class II, III (Pkg), IV, and VII Supplies (10-2-0009); Perform External Slingload Supply Functions (55-02-0002-R); Defend Against a Level I Attack (63-2-0030); Perform Unit Level Maintenance (63-3-0011).

Figure 3-21.

Sample task force multiechelon exercise

TASK FORCE DEFEND MISSION (MULTIECHELON TRAINING)			
<u>RESPONSIBILITY</u>	<u>PARTICIPANTS</u>	<u>ACTIVITY</u>	<u>TASKS</u>
Task Force Commander	Company Commanders and Platoon Leaders	TEWT	(ARTEP 71-2-MTP) Defend (7-1-3009) Cover Passage of Lines (7-1-3010) Withdraw Not Under Enemy Pressure (7-1-3011) Withdraw Under Enemy Fire (7-1-3012) Delay (7-1-3013)
Task Force XO	Battle Staff	MAPEX/CPX (Movement to Contact)	(ARTEP 71-2-MTP) Perform S3 OPS (7-1-3902) Perform S2 OPS (7-1-3906) Operate Cmd Post (7-1-3904) Operate Combat Trains OP (7-1-3913) Treat and Evacuate Casualties (7-1-3033)
Task Force CSM	1SGs, PSGs	STX	(ARTEP 71-1-MTP) Conduct Rest Plan and Sustainment Activities for Continuous Operations (7-1-1058)
Tank Commander	Soldiers	First Aid and Evaluation	(STP 17-19E1-SM) Exit a Fire (171-123-1061) Escape from a Tank (171-123-1064) Evacuate a Wounded Crew (171-123-1071) (STP 21-1-SMCT) Evaluate a Casualty (081-831-1000) Clear an Object from the Throat of a Conscious Casualty (081-831-1003) Perform Mouth to Mouth Resuscitation (081-831-1042) Put on a Field or Pressure Dressing (081-831-1016) Put on a Tourniquet (081-831-1017) Apply a Dressing to an Open Abdomen Wound (081-831-1026)

Figure 3-22.

PLANNING CALENDARS

Short-range planning calendars are published along with the QTG and YTG, graphically depicting the schedule of events. Calendars should be posted where soldiers can see them. Figure 3-23

is a sample AC signal battalion QTC in the SATS format. Figure 3-24 (page 3-25) is a sample RC main support battalion YTC. Although company commanders are not required to prepare short-range planning calendars, they may do so to use as a management tool.

Sample Reserve Component YTC—main support battalion

UNIT; 444th Main Support Bn (RC)		Yearly Training Calendar												ARTEP 63-125-MTP	
		1st Qtr			2nd Qtr			3rd Qtr			4th Qtr			9-10 Jul	11-12-13-Aug
Require-ments higher HQ	7-8-9 Oct	18-19 Nov	1-2 Dec	6-7 Jan	17-18 Feb	3-4 Mar	15-16 Apr	12-13-14 May	10-11 Jun	9-10 Jul	11-12-13-Aug	9-10 Sep			
	FTX AP, HILL	CMD Insp. 425-405 (Ref Bn LOI #3)	MOB Brief Bn MOD Exercise	IG 9-13 Jan	Mand. Briefing CPR Vis Aid Tng. SAEDA, Legal	CPX-Company Cdrs, Plt Ldrs TEWT	CMD INSP (15th) HHHD Ref Bn LOI #3	FTX, FT Pickett Test Load Plans	CMD INSP 333,283 (Ref-BN LOI #3)	Prep for AT (11-25 Jul) R Pickett	Wpns Oual (all wpns) RAP, III	Civil Disturbance Tng (Ref DISCOM LOI M)			
Schools		ANCOC	OPD/NCOPD (conducted by companies quarterly)	88M		7IL		63B		NBC					
CTT									CTT Test (333,HHHD)						
Unit Training Require-ments	Co. Level Tng MOVE (BN) 63-1-0061	SM Tng on soldier tasks	1-2 Dec NBC Proficiency Test PREP	6-7 Jan NBC Proficiency Test (Ref Bn LOI #2)	SM Tng on soldier tasks NBC Collective Tng (Bn exercise)	Plan Bn Defense 63-1-0074 63-1-0075 63-1-0076	16 Apr-Plan. Prepare Bn OPORD 63-1-0055 63-1-0056 63-1-0057	CSS Opns 63-10063 63-10064		9/10 Jul Load veh, equip. AT (11-25 Jul) External ARTEP Bn Misns: 63-1-0058 63-1-0059 63-1-0061 63-1-0072 26 Jul Down-load	Preliminary Marksmanship instruction Pers/Equip Decon exercise Wpns fire in MOPP4	CTT Test Make-up SM Tng on soldier tasks			
333 TMT	55-20001 55-20004	551-721-1307 551-721-1309						55-20001 55-20004	CMD INSP						
425 Hvy MAINT		CMD INSP													
283 Med Maint									CMD INSP						
645 S&S															
405 Light Maint															
HHHD															
MUTA 2															
MUTA 3															
MUTA 4															
MUTA 5															

Figure 3-24.

QUARTERLY AND YEARLY TRAINING BRIEFING

AC commanders brief the QTB to the commanders two levels above. Battalion commanders brief the division commander and company commanders brief the brigade commander. Battalion commanders in separate brigades and regiments present the QTB to corps major subordinate commanders. The YTB for RC units is normally presented to the next higher peacetime commander. Separate RC battalion commanders and company commanders may also brief the next higher wartime commander. Some RC units may not be able to conduct in-person briefings. In those cases, commanders must use other means such as messages or mail.

The briefings are designed to discuss past, present, and future training expectations. They result in a training contract or agreement between the senior and subordinate commander. This contract or agreement consists of two parts. First, upon his approval of the subordinate's plan, the senior commander agrees to provide resources and protect the subordinate unit from unprogrammed training distracters. Second, the subordinate commander agrees to execute the approved training to standard.

The QTB is conducted prior to the lock-in window (ideally about six weeks before execution of next quarter's training in AC units) after drafting the QTG and QTC. The YTB is conducted prior to the start of the fiscal year in RC units, following drafting of the YTG and YTC. After approval by the next-higher commander, the training guidance and calendar are published. The following topics as a minimum should be briefed:

- Unit's METL assessment.
- Training assessment (to include assessment of slice elements).
- Training briefed, but not conducted, from last QTB or YTB.
- Commander's strategy to train METL tasks.
- Next quarter's or year's training.
- Assessment of soldier and leader training.
- Linkage of soldier, leader, and collective task training.

- Resource management and restrictions.
- Long-range training update.
- Lessons learned.

The CSM and 1SG normally brief after their commander. They provide an analysis of the unit's soldier training proficiency and discuss the unit's proposed soldier training and education plans. Special emphasis must be placed on low-density MOSs. Areas of discussion should include—

- An assessment of the unit's battle focused soldier and leader training program.
- Soldier training proficiency feedback received during the previous short-range planning period.
- A description of METL-derived soldier tasks to be emphasized during the upcoming period (such as marksmanship program).
- A description of soldier and collective tasks linkages.
- The unit's education, Army Physical Fitness Test (APFT), and overweight programs.

The senior commander determines the format and content of the briefing. (See Appendix F for sample.) However, the format should be flexible enough to allow subordinate commanders, CSMs, and 1SGs to highlight their strengths, weaknesses, initiatives, and priorities.

The division and brigade commanders must ensure that the slice leaders attend the battalion QTB to integrate training plans. Participants could include division staff, DISCOM, FSB commanders, division artillery (DIVARTY), direct support (DS) field artillery commanders, DS intelligence commander, and separate battalion commanders. The battalion commander ensures that the following prepare, attend, and participate in the briefing:

- Battalion CSM.
- All subordinate company commanders and their 1SGs.
- Battalion staff (executive officer, S1, S2, S3, S4, battalion maintenance officer (BMO), signal officer, and chaplain, or their respective NCO counterparts).

- Specialty platoon leaders (mortar, scouts, medical, signal, and support).
- Slice leaders (engineer, air defense (AD), FSO, MI GSR, and ALO).
- Others as deemed appropriate by the commander.

The company commander ensures that the 1SG, platoon leaders, and platoon sergeants attend the company training briefing. He also coordinates with battalion to ensure his habitually associated slice leaders attend. This may be difficult for RC units.

The QTB or YTB highlights the senior commander's leader development program. Subordinate commanders and leaders can then see how their METL and training plans fit into the battle focused training programs of their senior commanders and peers.

The briefing creates confidence throughout the command by ensuring that leaders at all levels understand the intent of their senior commanders. Commanders can then make effective, independent training decisions to meet that intent as they execute the approved train-

ing plan. This level of mutual understanding can only be developed through close and professional interaction.

Battalion and company commanders use the briefing as a training management review process. The briefing helps the unit—

- Review training strategy, training events, strengths, and weaknesses.
- Discuss previously coordinated training events and associated activities.
- Explain how the unit's training program will help the unit to attain the higher commander's goals and objectives.
- Highlight problem areas for discussion.
- Clarify command responsibilities for allocating resources. (Additionally, senior commanders recommend ways to more efficiently use available resources.)
- Eliminate training distracters.

The commanders' contract or agreement locks in resources to enable battalion and subordinate commanders to begin near-term planning.

NEAR-TERM PLANNING

Near-term planning defines specific actions required to execute the short-range plan. It is the final phase of planning prior to the execution of training. In near-term planning, commanders-

- Conduct training meetings to coordinate and finalize all training events, activities, and resources.
- Provide specific guidance to trainers and OCs.
- Prepare OPFOR plan and training objectives.
- Prepare T&EOs.

- Ensure slice units have been integrated into the unit's training.
- Determine time for pre-execution checks.
- Prepare detailed training schedules.

Near-term planning covers a six- to eight-week period prior to the execution of training for AC units (Figure 3-25), and a four-month period prior to execution of training for RC units (Figure 3-26).

AC near-term planning cycle

FREQUENCY	ACTION	LATEST MEETING OR PUBLICATION DATE
Weekly	Bn training meetings and subsequent draft training schedules ¹	6-8 weeks prior to execution
	Bn publishes training schedules ²	4-6 weeks prior to execution
NOTE: ¹ Training schedules are developed at company level and approved by battalion commanders. ² Training schedules are typed and reproduced at battalion level.		

Figure 3-25.

RC near-term planning cycle

FREQUENCY	ACTION	LATEST MEETING OR PUBLICATION DATE
Monthly	RC Bn training meetings and subsequent draft training schedules ¹	4 months prior to execution
	RC Bn publishes training schedules ¹	3 months prior to execution
NOTE: ¹ Training schedules are developed at company level and approved by battalion commander.		

Figure 3-26.

TRAINING MEETINGS

Training meetings are *non-negotiable* at battalion and company level. They will be held. Training meetings provide guidance for forming training schedules.

The payoff for well-structured, well-organized, and recurring training meetings is training that is exciting and demanding and is directly related to the unit's mission. Figure 3-27 lists important points about training meetings.

The primary focus of training meetings at battalion level is training management issues for the next six weeks. Coordination meetings should be held to resolve resource issues prior to the battalion training meeting. At company level, training meetings focus on the specifics of training to be conducted.

Meetings are also held at platoon and squad level. Essential soldier, leader, and collective training needs must be identified and sent up the chain of command. Likewise, information passed out at the company training meeting must reach every soldier through the platoon chain of command. The training schedule provides this detailed information.

Suggested Participants

This section recommends participants for battalion and company training meetings. At battalion level, participants may include—

- Battalion commander.
- Command sergeant major.
- Battalion executive officer.
- Company commanders and first sergeants.
- Specialty platoon leaders (medical, support, scouts, mortar, signal as required).
- Slice leaders (FSO, engineer, AD, GSR, and MST).
- Operations officer from the FSB or main support battalion (MSB).
- Battalion staff (S1, S2, S3, and S4).
- Special staff (chaplain, chemical officer, BMO, and physician's assistant).
- Battalion operations sergeant.

Points about training meetings

- Run and conducted by the **commander**, with the assistance of the CSM and 1SG. SGM and or 1SG ensure linkage of soldier training with collective training.
- Focus on training issues only.
- Conducted weekly for AC and monthly for RC at battalion and company level.
- Routinely scheduled on the same day and at the same time.
- Posted on the training schedule.
- Follow a published agenda and do not exceed allotted time.
- Convert knowledge about training deficiencies into scheduled events.
- Include all necessary participants.
- Ensure pre-execution checks have been accomplished to resolve disconnects in resources.
- Allow training tactics, techniques, and procedures (TTP) to be shared.
- Allow the commander to approve ongoing near-term plans based on resources and risk assessment.
- Are the principal tool to provide input to the training schedule.
- Ensure training is oriented on the METL.
- Provide current up-to-date training guidance from higher commanders.
- Ensure safety is integrated.
- Identify and overcome problems or distracters.
- Provide feedback for assessment.
- Are leader-development vehicles.
- Identify multiechelon training opportunities.
- Result in a coordinated and locked-in training schedule.

Figure 3-27.

When appropriate, RC commanders may want to include participants from the readiness group and AC partnership unit. When geographical dispersion precludes the company attending battalion training meetings, essential training information must be exchanged. Units should consider mail or other means to exchange critical information.

At company level, participants include the following:

- Company commander.
- First sergeant.
- Executive officer.
- Platoon leaders and platoon sergeants.
- Supply sergeant.
- NBC NCO or specialist.
- Motor sergeant (as applicable).

- Slice team leaders (medical, FIST, engineer, and others, as applicable).
- Other key leaders who are designated by the commander.

Suggested Agenda

Training meetings at each echelon review past training. Further, they refine and plan training for the next six weeks.

At *battalion* level, the following agenda may be used:

- Review of QTC or YTC.
- Past training (briefed by company commanders), to include—
 - Assess training conducted since the last meeting.
 - Review reasons for training planned, but not conducted.

- Update the current status of training proficiency.
- Near-term training, to include—
 - Discuss new guidance received from higher commanders.
 - Lock in training scheduled for next four to six weeks (next three months for RC).
 - Review and complete pre-execution checks (document training distracters from higher headquarters).
 - Issue commander's guidance for training scheduled six to eight weeks out (four months out for RC).
 - Review preparations for multiechelon training.
 - Review the short-range plan.
 - Review projected resources.

At *company* training meetings, the agenda may be as follows:

- Past training (briefed by platoon sergeants), to include—
 - Assess training conducted since the last meeting (collective and soldier tasks).
 - Review reasons for training planned, but not conducted.
 - Determine the current status of training proficiency.
- Near-term training, to include—
 - Apply new guidelines from higher commanders, especially new or unscheduled requirements.
 - Review pre-execution checks for training scheduled for next four to six weeks (next three months for RC).
 - Ensure platoon leader and sergeant recommendations are included in training scheduled six to eight weeks out (four months out for RC).
 - Identify and prepare opportunity training.
 - Identify key soldier changes and resource needs.

Figure 3-28 depicts an example agenda and discussion from a company training meeting.

TRAINING SCHEDULES

Near-term planning conducted at the training meeting results in detailed training schedules. The training schedule is the unit's primary management tool to ensure training is conducted on time and by qualified trainers with the necessary resources.

Draft training schedules and pre-execution checks must be initiated at least six to eight weeks (four months for RC) prior to the training. This ensures resources are coordinated and external support is requested. For AC, training schedules are published four to six weeks prior to execution; for RC, three months prior. Pre-execution checks and execution of training may be more difficult for the RC than for the AC. Geographical dispersion, remoteness from support installations, and lack of facilities and TADSS demand extra effort to accomplish training. For example, RC units may travel four hours from Kansas City, KS, to Fort Riley, KS, to use qualification ranges. Or trainers may travel two hours from Charleston, SC, to Fort Jackson, SC, to obtain TADSS for a weekend drill.

Once the battalion commander approves and the company commander signs the training schedule, it is locked in and constitutes an official order. It can only be changed by the approving authority; for example, for the company, it is normally the battalion commander. Higher headquarters must then protect units from unprogrammed events, activities, and other distracters.

Leaders must ensure daily training is conducted to standard and adheres to the training schedule. CSMs and ISGs are key to making this happen. Soldiers have a legal responsibility to attend scheduled training.

Commanders establish procedures to minimize changes to the training schedules. Responsibilities of commanders are normally established as follows:

- Subordinate leaders recommend the sequence of training and allocation of time, resources, and TTP during the company training meeting. The company commander drafts the training schedule based on this input.
- The battalion commander approves the training schedule and the company commander signs it. The battalion commander provides necessary administrative support for publishing.

Sample training meeting agenda

NOTES MADE PRIOR TO THE TRAINING MEETING BY THE COMPANY COMMANDER

COMPANY A

TRAINING MEETING AGENDA

NOTES MADE DURING TRAINING MEETING

6 OCT 9X
(DATE)

DEVELOPMENT CYCLE	TRAINERS NOTES
<p>ASSESS TRAINING SINCE LAST MEETING</p> <p>✓ WHAT WAS RIGHT AND WRONG? ✓ CAN IT BE DONE DIFFERENTLY? yes - DO WE RESCHEDULE? REASONS FOR NOT CONDUCTING SCHEDULED TRAINING? - STANDARDS NOT ACHIEVED ON A PRIOR EVENT - RESOURCES (TIME, AMMO ETC) ASSESSMENT?</p>	<p>- ASSAULT PHASE WAS GOOD * POOR REORGANIZATION & EVALUATION * NEED TO DISPERSE TO COVER & CONCEALED POS'S * NEED WORK ON REPORTING, SALUTE, COMO PROCEDURES, AMMO REDIST. * EVAL. OF CAS NEEDS CONTROL DID NOT COMPLETE CONSOLIDATION PHASE (NOT ENOUGH TIME) (P)★</p>
<p><u>9 OCT 89 (NEXT WEEK)</u></p> <p>SAFETY CHECKS COMPLETE? ✓ TRAINING AIDS ON HAND? ✓ TRAINERS REH & INSP? ← WEAK REDO PMCS COMPLETE? ← TWO MILGZ DOWN AMMO, CHOW, TRUCKS, MEDICS? ← EARLY CHOW? ← 0530 RANGE INSPECTED? ✓ CONCURRENT TNG? ✓ RETRAINING PROCEDURES? ✓</p>	<p><u>RANGE WEEK</u></p> <p>NCDC/OIC - CERTIFIED WEAPONNER IS AVAILBLE - SGT MENO IS CERT TO RUN LT. SMITH PERS. CHECKED 156 WILL GET CONTROL OF MEDICS RETRAINING of SOLDIERS 1. DIME EXL. 2. T&T BOX 3. WEAPONNER 4. REFRE</p>
<p><u>16 OCT 89 (WEEK 2)</u></p> <p>TRAINERS ID + SCHEDULE OF REH? ✓ EVALUATION PLAN? ✓ RISK ASSESSMENT? ✓ RECON TNG AREA? → TEST W/ PLS PERS. ACCOUNTABILITY? → 11 OCT CHOW LAYED ON → 156 RESCH. APPTS TO 20 OCT MEDICS? ✓ FOS? ✓ ENG? → NO EN</p>	<p><u>DEFEND</u></p> <p>SFC BUTLER REH W/ ME 121300 OCT AT ENG APPROVED LT McMANIGALS RISK ASSESS. APPROVED LT WILLIAMS EVALUATION CHECK LIST 156 - WILL RETRAIN EVAC PROC ON 17 OCT FO'S WILL BE AT TNG TUES/WEDS ONLY APPROVED THE "NEW" SOLDIER TASKS TO BE TNG ON: SALUTE, COMO, AND REPORTING</p>
<p><u>23 OCT 89 (WEEK 3)</u></p> <p>REVIEW LESSONS LEARNED ✓ MILES? - RECONFIRM VEH QTR'S? "XO" VERIFY LAND, AMMO, CHOW ✓ FO'S - EN'S - * TNG SCHEDULE "LOCK IN"</p>	<p><u>PLT MILES EXERCISE</u></p> <p>A13, 15 DUE QTR - XO WILL COORDINATE FOR FIELD MAN. (WARTIME CONDITIONS) CO-USE LAND W/ BCO COORDINATE WITH (COT P) RE-EVALUATE CONSOLIDATION PHASE</p>

NOTE: THE COMMANDER INTEGRATES RETRAINING OF ASSESSED WEAKNESSES DISCUSSED 6 OCT.

Figure 3-28.

- The brigade commander normally reviews each training schedule published in his command and visits selected training.
- The division commander reviews selected training highlights prepared by the division staff. These provide information on scheduled training that he may decide to visit and assess.

SATS provides commanders an excellent standardized format for training schedules. For those units which do not have SATS, the format should remain the same. Training schedules should specify—

- The day and time training starts and ends. (The correct amount of time must be allocated for scheduled training and additional training required to correct deficiencies.)
- Soldiers to be trained (specific enough to ensure each soldier knows where he is to be).
- Subject to be trained (soldier, leader, and collective tasks).
- Location of training (range, grid location, or MTA).

- Trainers, by name (primary and assistant).
- Training references (for example, FM 22-5, ARTEP 71-2-MTP, to include chapter and task number, page and paragraph number, if applicable).
- Uniform and equipment required.
- Comments and remarks concerning uniform, weapons, equipment, references, and safety precautions. Opportunity training topics should also be added.

Figure 3-29 provides suggested weekly steps for AC company training schedule development. The RC process involves the same steps spread over a four-month period. Units designated as OPFOR will also use the same process to prepare their soldiers and leaders to portray a doctrinally correct threat.

Near-term planning culminates when the unit executes the training planned on the training schedule. Sample training schedules for AC and RC companies are at Figure 3-30 and Figure 3-31 (page 3-34, 3-35).

Training schedule development

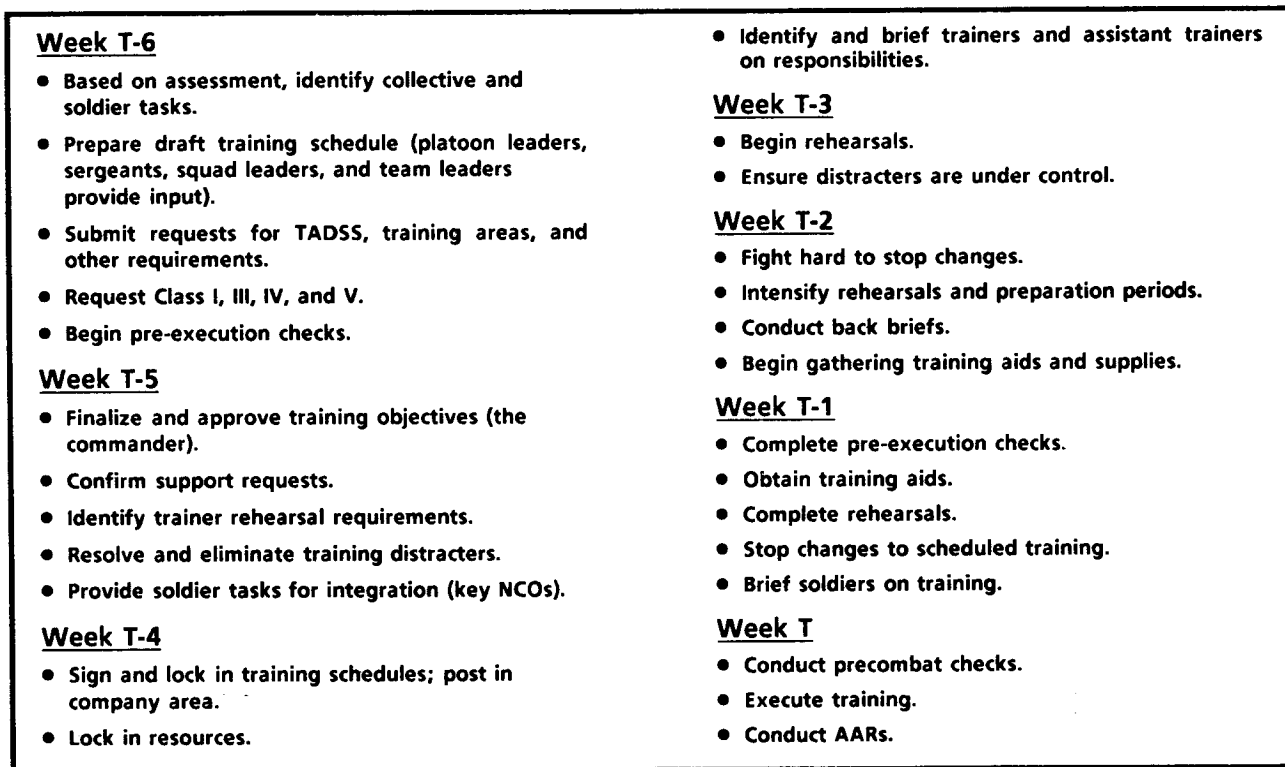


Figure 3-29.

Sample AC weekly training schedule—infantry company

DEPARTMENT OF THE ARMY						
04/19/1990 WEEKLY TRAINING SCHEDULE PAGE 1 REV: 20		UNIT: C Co 1st Bn 77th INF		WEEK AND PHASE OF TRAINING: WEEK 19, 2d QTR, FY90		INCLUSIVE DATES: 5-11 Feb 90
DAY & DATE TIME	PERSONNEL TO BE TRAINED	ACTIVITY	LOCATION	TRAINERS	TEXT REFERENCES	UNIFORM & EQUIP- MENT
MON 05-FEB						
0530-0545	Co C(-)	FIRST CALL	Co AREA	SQD LDR	GARRISON SOP	P
0545-0615	Co C	BARRACKS MAINT	Co AREA	SQD LDR	GARRISON SOP	P
0620-0625	Co C	PT FORMATION	Co AREA	1SG BALL	FM 22-5	P
0630-0730	Co C	PT-WARM-UP/STRETCHING, 4 M RUN	PT FIELD	PLT SGTs	FM 21-20	P
0730-0830	Co C	PERS HYGEN/BREAKFAST	Co AREA MESSHAL	SQD LDR	GARRISON SOP	D
0830-1000	PLT LDRS	COMPANY OPERATIONS ORDER	PLANNING AREA	CPT BOWE	BN OP ORDER/CO W.O.	D
0835-0900	Co C	FORMATION/INSPECTION D&C	COMPANY AREA	TM LDR/SQD LDR	FM 22-5	D
0900-1130	Co C(-)	PREP EQUIP & VEHICLES FOR FLD	Co AREA MP	SQD LDR	Co SOP	D
1000-1130	PLT LDRS	TEWT OF DEF POSN	CD 162592	CPT BOWE	CO OP ORDER	D
1130-1300	Co C	LUNCH	DINING FACILITY	SQD LDR	GARRISON SOP	D
1300-1700	Co C	TRP LEADING PROC/PREREQ TNG	Co AREA/MP	PLT LDR/PSG/SQD LDR	Co OP ORDER	D
TUE 06-FEB						
0530-0545	Co C(-)	FIRST CALL	COMPANY AREA	SQD LDR	GARRISON SOP	D
0545-0600	Co C	BARRACKS MAINTENANCE	COMPANY AREA	SQD LDR	GARRISON SOP	D
0600-0700	Co C	BREAKFAST	DINING FACILITY	SQD LDR	GARRISON SOP	D
0700-0800	Co C	PRECOMBAT CHECKS	Co AREA/MP	CPT BOWE	Co SOP	F
0800-2400	Co C(-)	Co FTX	CD 151576	CPT BOWE	Co TNG PLAN 16 JAN	F
WED 07-FEB						
0001-2400	Co C(-)	Co FTX	CD 317863	CPT BOWE	Co TNG PLAN 16 JAN	F
THU 08-FEB						
0001-2400	Co C(-)	Co FTX	CD 295856	CPT BOWE	Co TNG PLAN 16 JAN	F
FRI 09-FEB						
0001-1200	Co C(-)	Co FTX	CD 295856	CPT BOWE	Co TNG PLAN 16 JAN	F
1200-MC	Co C	MAINTENANCE AND RECOVERY	Co AREA AND MP	SQD LDR	Co SOP	F
1330-1500	SQD LDRS & UP	FINAL Co AAR	COMPANY AREA	CPT BOWE	FM 25-101	D
1500-1600	KEY LDRS	Co TNG MEETING	CDR's OFFICE	CPT BOWE	FM 25-101	D
1700-1715	Co C	FORMATION	Co AREA	1SG BALL	GARRISON SOP	D
SAT 10-FEB						
0700-MC	Co C	MAINTENANCE AND RECOVERY	Co AREA AND MP	CPT BOWE	COMPANY SOP	D
SUN 11-FEB						
0001-2400	Co C	WEEKEND ACTIVITIES	Co AREA	1SG BALL	GARRISON SOP	
SIGNATURE: _____ Co Cdr						
<p>COMMENTS:</p> <p>SEE CO TRAINING PLAN, 16 JAN 90 FOR DETAILED TOs AND EXERCISE PLAN. (NOT INCLUDED)</p> <p>OPPORTUNITY TRAINING:</p> <p>BATTLE DRILL 6, BREAK CONTACT (DISMOUNTED) ARTEP 7-247-10-DRILL</p> <p>BATTLE DRILL 7, BREAK CONTACT (MOUNTED) ARTEP 7-247-10-DRILL</p> <p>BATTLE DRILL 15, REACT TO AIR ATTACK ARTEP 7-247-10-DRILL</p> <p>SOLDIER TASKS:</p> <p>MOVE A CASUALTY 071-326-0500</p> <p>ENGAGE HOSTILE ACFT 441-091-1102</p> <p>IDEN THREAT WPNS & EQUIP 071-331-0808</p> <p>CALL FOR/ADJUST INDIRECT FIRE 061-283-6003</p> <p>* = ARTEP 71-1-MTP</p> <p>** = ARTEP 7-8-MTP</p> <p>COMPANY FTX TASKS:</p> <p>ESTABLISH ASSEMBLY AREA 17-2-0325</p> <p>TACTICAL ROAD MARCH 17-2-0302</p> <p>OCCUPY ASSEMBLY AREA 17-2-0325</p> <p>CONDUCT RECON 17-2-0202</p> <p>OCCUPY DEFENSE (DEFEND) 17-2-1021</p> <p>ISSUE PATROL ORDER 7-3/4-1046</p> <p>DISMOUNTED PATROLLING 7-3-1043,1042</p> <p>WITHDRAW UNDER PRESSURE 17-2-0322</p> <p>CONDUCT AARs FM 25-101</p> <p>SERVICES ON C27, C28, C29, C30 MONDAY - FRIDAY 0800-1600</p>						
UNIFORM	DESCRIPTION					
D	DUTY UNIFORM					
F	FIELD UNIFORM					
P	PT UNIFORM					

Figure 3-30.

Sample RC monthly training schedule—transportation heavy truck company

Unit Training Schedule		Unit 333d Transportation Motor Transport Co				ARTEP/MTP 55-188-30		DATE: 7 June XX	
Station		Inclusive Dates: From 7 Oct XX To 9 Oct XX							
When	Who	What	Where	Trainer	Reference	Remarks/Uniform			
Friday 7 Oct 1800-1930	All	Draw CPOG, Weapon, LBE Formation, Premovement checks, PMCS	Co Area	Cdr, 1SG 1SG, Plt Sgt	Co SOP	BDU, LBE, Mask, Rifle			
2000-2130	All	Road March to Fort AP Hill			55-2-0001 63-2-0002 71-2-C326R	BDU, LBE, Mask, Rifle			
1900-2130	Co HQ(-)	Conduct Quarters Party Operations	Ft AP Hill	XO	55-2-0003	BDU, LBE, Mask, Rifle			
2130-2230	All	Occupy New Operating Site Establish Area of Defense	Ft AP Hill Ft AP Hill	Cdr, 1SG Cdr, 1SG Plt Sgts	55-2-0004 55-2-0005	BDU, LBE, Mask, Rifle BDU, LBE, Mask, Rifle			
2230	Plt Ldrs/ Sgts	Troop leader review of days activities		Cdr, 1SG	Co SOP	BDU, LBE, Mask, Rifle			
Saturday 8 Oct 0600-0700	All	Personal Hygiene/Breakfast	Ft AP Hill	1SG, Plt Sgts Mess Sgt	Co SOP	Chow = A Rations, Tactical feeding by platoon Maint, HVY, MED, LT, HQ			
0700-1200	LT, MED, HVY, Trk Pits	Defend Convoy -Battle Drills 1,3,4 -Battle Drills 1,5,6,7	AP Hill (TNG Area 46A)	Cdr Plt Sgts (LT MED, Trk) Plt Sgts (HVY Trk)	55-2-0002	Battle drills are from ARTEP 55-188-30			
1200-1300	All	LUNCH (MRES)	AP Hill (TNG Area 46A)	Cdr, 1SG					
1300-1600	LT, MED, HVY, Trk Pits	Defend Convoy Continued	AP Hill (TNG Area 46A)	Cdr, 1SG, Plt Ldrs, Plt Sgts	55-2-0002				

Figure 3-31.

Sample RC monthly training schedule—transportation heavy truck company (continued)

Unit Training Schedule		Unit 333d Transportation Motor Transport Co				ARTEP/MTP 55-188-30		DATE: 7 Jun XX	
Station		Inclusive Dates: From 7 Oct TO 9 Oct							
When	Who	What	Where	Trainer	Reference	Remarks/Uniform			
1600-1800	All	CTT - Estimate Range 071-326-0512	AP Hill (TNG Area 46A)	Co HQ - SSG Winter LT Trk - SGT Smith MED Trk - SGT Bruce HVY Trk - SSG Caper Maint - CPL Worth Mess - SGT Danforth	Soldier's Manual of Common Tasks	BDU, LBE, Mask, Rifle			
1800-1900	All	Dinner	AP Hill (TNG Area 46A)	Mess SGT	Co SOP	A Rations, Tactical feeding by PLT, HVY, MED, LT, HQ, MAINT			
1900-2000	PLT Ldrs/SGTs	AAR	CO CP	Cdr	Co SOP				
1900 -0600 Sunday, 9 Oct	All	Establish Area of Defense	AP Hill (TNG Area 46A)	Cdr	55-2-0005	HQ Section will act as OPFOR			
0600-0700	All	Personal Hygiene/ Breakfast	AP Hill (TNG Area 46A)	1SG/Mess SGT	Co SOP	A Rations Tactical feeding by PLT			
0700-1000	All	Defend Convoy Continued	AP Hill (TNG Area 46A)			Integrated as defense and Exit of Fort AP Hill upon last engagement w/OPFOR			
1000-1130	All	Motor March to Home Station		Cdr, 1ST					
1130-1215	All	Lunch		Mess SGT	Co SOP	MRES			
1215-1615	All	PMCS, Maint of Equipment, Turn in Weapons/LBE/Protective Masks		Co, XO, PLT SGT, Motor SGT, Squad Ldrs		Co SOP			
1615	All	Formation/ Dismissal Opportunity Training CTT Task 031-503-1015/Put on and Wear MOPP Gear		1ST	Co SOP				

Figure 3-31 (continued).

PRE-EXECUTION CHECKS

Pre-execution checks are the informal planning and coordination conducted prior to training execution. They are developed to systematically prepare soldiers, trainers, and resources to ensure training execution starts properly. These checks are developed and responsibility

for them fixed during the short-range planning phase. They become increasingly detailed during the near-term phase. Pre-execution checks provide the attention to detail needed to use resources efficiently. Figure 3-32 shows a sample pre-execution checklist.

Sample pre-execution checks

- What were the lessons learned from the last time the training was conducted? Are they integrated?
- Has the OPFOR been equipped and trained (if applicable)?
- Have T&EOs been prepared?
- Are slice elements integrated into planning and execution of training?
- Has a risk assessment been completed; have safety considerations been incorporated?
- Are soldiers trained on prerequisite tasks prior to execution?
- Have training ranges and facilities been requested; has a reconnaissance been conducted?
- Are range or maneuver area books on hand?
- Are leaders briefed on environmental considerations?
- Are leaders certified to conduct range operations?
- Have convoy clearances been submitted and approved?
- Have TADSS been identified and requested?
- Can trainers properly operate all TADSS and targetry?
- Has Class I (food) been requested (early and late feeding coordinated)? Do dining facility and support platoon know?
- Has Class III (fuel) been requested and allocated?
- Has Class V (ammunition) been requested and pickup and turn-in times coordinated?
- Has transportation been requested?
- Have portable toilets been pre-positioned (when applicable)?
- Are sufficient expendable supplies on hand? If not, are they requested?
- Is rehearsal time programmed for trainers?
- Has back brief for chain of command been coordinated?
- Is time scheduled for an AAR?
- Have leaders identified and eliminated training distracters?

Figure 3-32.

PREPARATION FOR TRAINING

Formal planning for training culminates with the publication of the training schedule. Informal planning and detailed coordination (pre-execution checks) continue until the training is performed.

To conduct effective, meaningful training for soldiers, leaders, and units, thorough preparation is essential. Well-prepared trainers, soldiers, and support personnel are ready to participate and their facilities, equipment, and materials are ready to use.

Proper preparation gives trainers confidence in their ability to train. They must rehearse their preparations and review the tasks and subtasks to be covered during their training. To prepare trainers to conduct performance-oriented training, commanders and leaders must--

- Provide training guidance, resources, and references.
- Provide preparation time so that the trainer can—
 - Review references, such as ARTEP 71-2-MTP, soldier's manuals, FMs, and TMs to understand tasks, conditions, and standards.
 - Prepare a T&EO.
 - Gather and prepare training support items, equipment, and supplies such as MILES equipment, other TADSS, and Class III and IX items.
 - Conduct a reconnaissance of training site.
 - Prepare the soldiers for training.
- Schedule rehearsals for the trainer.
- Conduct rehearsals to-
 - Identify weak points in the training plan.
 - Teach effective training techniques.
 - Coach the trainer until he feels comfortable.
 - Ensure all safety and environmental considerations are met.

- Ask pertinent questions to determine if the leader is technically and tactically proficient.
- Determine how the trainer will evaluate the soldiers' or unit's performance at the end of training for compliance with the training objective. Have the trainer demonstrate the evaluation procedure, if appropriate.
- Assess subordinate trainer competencies and provide developmental feedback to them throughout the training preparation and execution process.
- Give them confidence in their ability to train.
- Prepare T&EO to-
 - Guide soldier, leader, and collective training.
 - Provide summary information on training objectives (soldier, leader, and unit) which support mission essential tasks.
 - Provide information on resource requirements.
 - Provide generic conditions. Leaders must adjust to METT-T.

Leaders use MTPs, MQS manuals, soldier's manuals, drill books, and similar publications to develop the T&EO. Whenever possible, they use the published T&EO. An example T&EO from ARTEP 71-2-MTP is at Figure 3-33.

To conduct effective, meaningful training for soldiers, leaders, and units, thorough preparation is essential. Leaders themselves must be able to perform the task before trying to teach others. Proper preparation gives them confidence in their ability to train. After proper planning and preparation are complete, soldiers, leaders, and units are ready to execute training to standard.

Example battalion task force T&EO

ELEMENT: BATTALION TASK FORCE

TASK: DEFEND (7-1-3009) (FM 71-2)

ITERATION 1 2 3 4 5 (circle)
 TRAINING STATUS GO NO-GO (circle)

CONDITION: The TF defends in the forward portion of the MBA. A covering force forward of the TF gives the TF early warning. The covering force withdraws. The enemy performs reconnaissance, breaching, and infiltration to prepare for the attack. The enemy attacks with an MRB(+).

NOTE: *This task may be a battle position defense or defense in sector, depending upon METT-T factors.*

TASK STANDARD:

- a. The TF is prepared to defend at the time prescribed.
- b. The enemy MRR is defeated forward of the battalion rear boundary.
- c. The TF performs the defense IAW the brigade commander's intent for coordination with adjacent TFs.
- d. There is no penetration of rear boundary by an MRC(+) or more.

SUBTASKS AND STANDARDS:

GO NO-GO

<p>*1. TF commander and staff plan the defense and issue an OPORD that -</p> <ul style="list-style-type: none"> a. Identifies engagement areas along each approach where the enemy is most vulnerable. It provides for positions, weapons, and obstacles to destroy the enemy in those areas. b. Breaks up the enemy formation to expose him to flanking fires from multiple directions and to not allow him to fight a linear battle. c. Uses full depth of the sector consistent with the brigade commander's concept for synchronization with adjacent TF. d. Uses displacement for subsequent positions, which are planned and coordinated with obstacles and covering fire. e. Blocks or slows the enemy on all likely mounted and dismounted approaches with enough defending forces and obstacles to allow maneuver forces to mass on the approaches being used. f. Provides for flexibility by having depth and contingency plans for shifting fires or counterattacks to mass forces on approaches the enemy actually uses. Identifies decision points to allow initiation of maneuver. Gives the engagement criteria, firing priorities, or engagement priorities. 		
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*Leader task
 + Critical task

Figure 3-33.