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HEADQUARTERS, 101ST AIRBORNE DIVISION (AIR ASSAULT) AND FORT CAMPBELL
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Training
Fort Campbell Training Directive

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Chapter 1

Introduction

1-1. Purpose

To provide unit commanders and S3s with the basic guidelines on how Fort Campbell develops, manages, maintains and trains a motivated, disciplined, and physically tough force with the individual and collective skills necessary to deploy, fight, survive, and win on all battlefields.

1-2. References

Required and related publications and required reports are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and terms used in this regulation are explained in the Glossary.

1-4. Responsibilities

a. The Senior Commander will--

(1) Provide command guidance and updates throughout the year [Command Training Guidance (CTG), Eagle Training Notes, Mission Essential Task List (METL) approval, and Training Briefs].

(2) Assign missions.

(3) Prioritize and Allocate resources.

(4) Reduce training detractors and protect training time.

(5) Reduce personnel turnover and unit turbulence.

(6) Provide subordinate commanders maximum time to train and a healthy command climate.

b. Unit commanders will--

(1) Provide command guidance and updates prior to training briefs.

(2) Allocate resources in accordance with directed missions, training priorities, and time.

(3) Minimize training detractors and personnel/unit turbulence.

(4) Evaluate training effectiveness.

(5) Approve subordinate unit's METL.

c. Battalion Commanders will--

(1) Serve as principal training managers.

(2) Develop, coordinate, implement, supervise, and evaluate performance-oriented training programs within the guidance and resources provided by higher headquarters.

1-5. Applicability

This regulation applies to all units assigned or attached to Fort Campbell. Use this regulation in conjunction with current Department of the Army and Forces Command (FORSCOM), US Army Special Operations Command (USASOC) and Higher Headquarters directives, SWA Training Guidance, and the Fort Campbell Senior Commander's Training Guidance.

1-6. General

Commanders build their training plans around the most important tasks – either to build core capabilities or prepare for a specific mission. They must plan and conduct safe and realistic combined arms training that complements their METL and battle tasks, fully utilizing all available resources, both on and off Fort Campbell. Focus on the unit's key operational capabilities such as Soldier and unit performance; reconnaissance, surveillance and target acquisition; command, control and communications; battlefield lethality and battlefield sustainment.

1-7. Strategy

The training strategy is designed to achieve the T-level of proficiency on METL tasks. While the Army is BCT/BDE centric, Infantry units fundamentally fight platoons; Aviation units fight companies; Artillery units fight batteries; Engineers fight squads; and supporters fight sections. These units will win if properly trained. The building blocks are: Soldier and crew proficiency, battle drill/collective task execution, and the ability to weave units into multi-echelon training at battalion and brigade through the use of simulations, integrated scenarios and Field Training Exercises (FTXs). Commanders must be multifaceted in their ability to train a full array of Military Occupational Specialties (MOS). Leaders at every level must know the leader task that supports the collective task that causes the METL task to be a "T." Leaders need to track individual, crew, and team tasks to ensure training is completed to standard. Leader books will be used at platoon/section and below as a minimum. Leader books will vary by unit, but will contain the following as a minimum: individual weapon qualification dates, crew qualification dates, Army Physical Fitness Training Tests (APFT), and basic soldier information.

1-8. End State

a. Doctrinally Correct. Unit training must be in accordance with published doctrine and guidance; unity of effort from common philosophy and language is essential. Authoritative training that still requires judgment and innovation in application is key. Sustainment is critical as proficiency levels and skills fluctuate. Change conditions and increase standards as proficiency levels and expertise develop.

b. Efficient. Ensure correct and appropriate use of resources, aggressively pursuing the most cost effective training techniques. Training requirements and resource expenditures contribute directly to force readiness. Land is a critical resource that must be preserved through strict adherence to environmental and statutory regulations.

c. Effective. Training must be effective. Soldier performance is fundamental. If Soldiers cannot perform the task under the conditions prescribed and to the standards directed, the training is ineffective. Build confidence in Soldiers by fostering unit cohesion, encouraging teamwork, and emphasizing individual and team proficiency.

1-9. Proponent

The proponent of this regulation is G3 Training, attn: (AFZB-K-GT-T).

Chapter 2

Training Management

2-1. Training Alignment Concept

a. The CG, 101st Airborne Division (Air Assault) exercises Senior Commander (SC) responsibilities for units over which Training Readiness Authority and Training Oversight has been designated. FORSCOM units are aligned with attached subordinate units, under a Major Unit Commander (MUC), for the purpose of providing the ADCON/Title 10 support directed in FORSCOM permanent orders. MUC organization is as follows:

<u>101st HHB</u>	<u>1/101st BCT</u>	<u>2/101st BCT</u>	<u>3/101st BCT</u>	<u>4/101st BCT</u>	<u>101st CAB</u>
101 st Div Band	1-327th IN	1-502d IN	1-187th IN	1-506th IN	1-101st AVN
	2-327th IN	2-502d IN	3-187th IN	2-506th IN	5-101st AVN
	1-32d CAV	1-75th CAV	1-33d CAV	1-61st CAV	2-17th CAV
	2-320th FA	1-320th FA	3-320th FA	4-320th FA	6-101st AVN
	426th BSB	526th BSB	626th BSB	801st BSB	96th ASB
	1st BSTB	2d BSTB	3d BSTB	4th BSTB	

<u>159th CAB</u>	<u>101st Sust BDE</u>
3-101st AVN	101st BTB
4-101st AVN	129th CSSB
7-17th CAV	106th TB

b. The CG, 101st Airborne Division (Air Assault) exercises Senior Commander (Installation Focus) responsibilities at Fort Campbell, KY for tenant units and USAR/NG units (Regional Support) by providing ADCON (-) (Installation Focus) support and/or Training Support System (TSS) resources. This includes 160th SOAR(A), 5th SFG(A), 52d OD Grp, 86th CSH, MEDDAC, DENTAC, USAG, 2-44 ADA, 716 MP, 326 EN, SSG John W. Kreckel NCO Academy, MSE and regionally supported USAR and NG units. 2-44 ADA, 716 MP and 326 EN have been aligned with the 101st Sust BDE for TSS purposes and training assistance.

2-2. Training Development

a. Battle Focus. Battle Focus molds a unit's mission into a manageable group of training tasks directly relating to its wartime mission. The commander selects critical tasks based on subordinate unit's METL, and this becomes the basis for prioritizing training events.

b. Command Climate. Training is a way of life. Commanders must balance competing priorities. By providing for professional development of subordinates, the commander allows junior leaders the freedom to take risks, to exercise initiative, and to exchange innovative ideas. A commander develops a healthy command by fixing responsibilities, developing trust and confidence, and accentuating the positive.

c. Training Objective. A training objective defines tasks to be trained and reiterates the conditions and standards of execution. This is the best tool for ensuring that the wartime focus is maintained.

d. Training Event. The training event is the medium through which the objective is met. Multi-echelon training events are critical for exercising the full spectrum of capabilities, allowing multiple objectives to be met and maximizing the use of resources.

e. METL Quantification. IAW the HQDA Army Training and Leader Development Guidance; "The Core METL function is full spectrum operations (FSO) - offense, defense, stability/civil support – not major combat operations. Units will have only one METL, and units will train to only one METL at a time". Effective 1 January 2010, non-deployed commanders, in dialogue with the senior commander, will determine the FSO METL supporting tasks and the operational environment and conditions on which they will train in their ARFORGEN cycle. The intent is to focus on a few key tasks. Commanders with 18 months or less of dwell should focus their training and report their readiness for full spectrum operations in their deployed mission environment. Commanders with more than 18 months of dwell will be assigned an operational environment for training and reporting their full spectrum readiness by the ASCC commander until 9 months prior to deployment when the deployed mission environment will become the basis for training and readiness reporting. For example: FORSCOM will assign a CEF mission to commanders with more than 18 months of dwell and assign a DEF mission within 9 months of the deployed mission. The senior commander will identify a decision point on the reset training timeline to transition resources in support of a mission change from CEF to DEF. This guidance is intended to be broad and not restrictive, and it is not intended to limit the commander's discretion or ability to train on anything he or she sees fit. Our dialogue during the Mission Training Brief is the time to gain approval on the conditions under which BDEs will train and the duration the unit will focus on FSO under CEF or DEF conditions. During your Intensive Training Cycle brief (ITB), explain how you intend to achieve proficiency in the FSO METL tasks identified during the dialogue, and the resources required to do so. The ITB is our contract and is an agreement on the following: tasks to be trained; training conditions; resources required to create those conditions and the risks associated with where commanders are focusing training.

f. Execution frequencies.

(1) Unit programs allow for the integration of new leaders and personnel turbulence and train to ensure depth of leadership in battle. Continuous evaluation/assessment of current performance promotes sustainment of skills at desired proficiency level and development of future proficiency.

(2) Division units will conduct external evaluations at least once during the "Train" phase of a unit's lifecycle manning to ensure certification for the "Ready" phase and deployment. There are various venues for conducting these External Evaluations (EXEVALs).

(a) Field exercises as brigade/battalion TF or during major exercises.

(b) Live Fire Exercises and Combined Arms Live Fire Exercise (CALFEX) at Home Station to meet live fire requirements at CTCs and maintain CMETL/DMETL proficiencies, resource permitting. Commanders will execute LFXs early in the Intensive Training Phase to achieve METL proficiency and allow for necessary retraining opportunity. They should also be conducted to maintain proficiency during the Mission Validation Phase of the

ARFORGEN cycle. Execution of training under live fire conditions provides leaders with an unparalleled assessment of unit proficiency in preparation for directed missions and deployment.

(c) Preparation for and deployment to Combat Training Centers (CTC) as the scenario permits.

(d) EXEVALS conducted in conjunction with FORSCOM Gate Strategy in preparation for CTC rotations and entering the Ready Pool.

g. Training Strategy. A training strategy enables commanders and S3s to prioritize, sequence, and schedule training events. Brigades manage training programs to minimize detractors and integrate externally directed events without disrupting the Operating Tempo (OPTEMPO). This enables units to forecast and spread resource requirements over the training year.

h. Resource Requirements and Command Operating Budget/ Standards in Training Commission (COB/STRAC). Resource requirements drive the Command Budget Estimate (CBE). The training strategy and CBE are reevaluated based on COB and STRAC. Units identify shortfalls and reallocate resources internally. Unfinanced requests to higher headquarters cover readiness issue shortages that cannot be reconciled at the Installation. Once accomplished, the resource constraints placed on training strategy result in an executable training plan. This allows the following products to be provided to units:

(1) CTG.

(2) Master Training Schedule (MTS).

(3) COB.

(4) STRAC allocations.

i. Required Training. See Table 2-1.

2-3. Army Force Generation (ARFORGEN) Drives Training Management

a. The Army generates operationally ready brigades through a structured progression of training and mission preparation called Army Force Generation (ARFORGEN). Under ARFORGEN, a designated brigade increases readiness over time, moving through the reset/train, ready, and available force pools in the operational readiness cycle. The Reset/Train portion of the ARFORGEN process is further divided into phases: Pre-Return, Reconstitution, Intensive Training, and Mission Validation. From a training resource management perspective, the Intensive Training Phase (III) is most critical. This phase includes Soldier and Leader training, leading to Collective Training. The ARFORGEN process increases readiness over time.

(1) Units will internally manage training OPTEMPO based on FM 7.0. Units should incorporate a training management system to facilitate efficient and effective management of training that maximizes individual and collective training of personnel through multi-echelon events. Proper management will progressively build unit teams and leadership during the Reset and Intensive Training Phase, and maintain peak skills during the Ready phase. Focus during the phases should be given to specific events.

b. Reset. End state is complete reconstitution of equipment and personnel prepared for intensive training phase.

(1) Major Unit command flag arrival and award ceremonies.

(2) Equipment closed on post (post deployment).

(3) Equipment maintenance to 10/20 standard.

(4) CIPs.

(5) Mission Training briefs to Command Group.

(6) New equipment fielding.

(7) Units "set" the team in terms of personnel and equipment.

(8) Individual training.

(9) Leader training.

c. Intensive Training Phase. Approximately 180 days to accomplish the following tasks to achieve an end state of the unit prepared for a CTC rotation and to enter the Ready pool.

(1) Individual training.

(2) Leader training.

(3) Squad through Company Team STX, EXEVAL and LFX.

(4) STAFFEX/CPX

(5) CALFEX

(6) Mortar and Artillery LFX with EXEVALS

2-4. Long-Range Planning

a. Phase I. An unconstrained training strategy is developed from Mission Essential, Collective, War Fighting Function (WFF), Leader, and Soldier Task lists. Commanders and S3s establish supporting standards and conditions for each task, and then select and prioritize Battle Tasks. From this is derived a strategy to accomplish each training requirement. Leaders then conduct a training assessment in order to further define training requirements and begin to conduct the long-range training planning and resourcing process.

b. Phase I End state.

- (1) Unit mission essential collective task lists assessed and quantified.
- (2) Battle Drills and Warrior Tasks are already established by TRADOC.
- (3) Draft training guidance (training strategy).
- (4) Draft Master Training Schedule (MTS) unconstrained.
- (5) CBE.
- (6) Fiscal year training ammunition; additional requirements identified.

c. Phase II. Development of a Constrained Training Strategy can begin once fiscal year ammunition authorizations and fiscal year commitment authority are received. The initial training strategy is revised and the finalized constrained fiscal year training strategy is published based on:

- (1) Unit METL.
- (2) METL quantification.
- (3) Battle Task List.
- (4) Command Training Guidance (CTG).
- (5) MTS.
- (6) COB.
- (7) Standing unfinanced requirements list.

d. Phase II End state.

- (1) Training guidance.
- (2) MTS (constrained).
- (3) COB.
- (4) Training ammunition allocation.
- (5) Prioritized unfinanced requirement list.

e. Products.

- (1) CTG.
- (2) The MTS contains the following information:
 - (a) Training priorities.
 - (b) Expert Infantry Badge (EIB)/Expert Field Medical Badge (EFMB) testing.
 - (c) Deployment windows.
 - (d) Gunnery requirements.
 - (e) Brigade and battalion level FTX, Command Post Exercise (CPX), and CALFEX.
 - (f) Standardized External Evaluations.
 - (g) Off-post deployments and CTC rotations.
 - (h) Operational deployments.
 - (i) Safety days.
 - (j) Week of the Eagles.
 - (k) Reserve Component, United States Military Academy, and Reserve Officers' Training Corps support.
 - (l) Block leaves.
 - (m) Guard and ceremonies review.
 - (n) Reciprocal Unit Exchanges.
 - (o) Other activities that impact on training.

f. Division Product Timeline.

(1) Division CTG and MTS to brigades in June for next fiscal year (one year out). These products will detail ARFORGEN and RESET phases and anticipated/projected unit assignments to Directed Missions or the Ready Pool.

(2) Brigades brief the Senior Commander based on the ARFORGEN/ RESET cycle requirements as outlined in para. 2-6.

2-5. Short-Range Planning

a. The short-range planning process is a roadmap for attaining proficiency in the collective tasks that support full spectrum operations METL, the long-range plan describes the major training events for the unit. Short-range planning provides the details for executing the training events in the long-range plan.

b. End state. The staff and subordinate commanders develop orders that provide the concept of operations and training tasks. Subordinate leaders determine how to achieve the commander's intent. Leaders ensure resources required for the events are identified, refined, and reserved with the installation and included in the order.

c. Training meetings are an essential part of short-range planning. They provide a forum for short-term course correction to training so the long-range plan is executed or modified to ensure the units FSO METL proficiency is achieved at the right points in the ARFORGEN cycle. Training meetings are periodic meetings conducted by a unit's leaders to review past training, plan and prepare future training, and exchange timely training information between participants. They are the mechanism to plan and prepare upcoming training events, ensuring efficient and effective expenditure of limited time and resources.

d. Training meeting products. Training Schedules are prepared by company/battery/troop commanders and are approved by the battalion commander. Subordinate units submit training schedules 6 to 8 weeks in advance to their higher headquarters for approval. An approved schedule is published 4 to 6 weeks prior to execution and maintained on file at battalion level for 12 months and company level for 6 months. Changes to the training schedule are approved by the battalion commander and submitted to the brigade S3 at least 24 hours in advance. Training schedules contain the following information:

(1) Day, date, and time of training. Show times for preparation of training areas and start of movements as separate entries. "To be determined" is not acceptable.

(2) Personnel to be trained (i.e., 1st PLT, NCOs, All).

(3) Training event, task(s), and task number(s).

(4) Training Location. Training areas and Close-in Training Areas (CITA) are listed, and will include a six-digit grid of the unit's command post (CP). Building, static range, and firing point numbers are acceptable. "Fort Campbell" can be used only for DONSAAs, post guard, and ceremonies. List a start point for foot marches by nearest building number or a six-digit grid.

(5) Trainers. Show the trainer by name for single event training (i.e., "Clear a room" - SFC Jones). Show the titles of those conducting the training for multiple event training (i.e., "Motor Stables" - 1SG, PSGs, SLs).

(6) Training References. Include the manual number, chapter, and paragraph numbers of the event to be trained. List paragraph and page number if Standard Operating Procedures (SOP) are used.

e. Command Training Guidance (CTG). The CTG covers the commander's training guidance for an ARFORGEN Window. It states his training vision, goals and strategies for the unit, and highlighting those areas and issues he feels are most critical. It will cover specific training guidance for units with regard to ARFORGEN and RESET cycles in preparation for the next anticipated Directed Mission or assignment to the Ready Pool.

f. Updated MTS. For the Division, the MTS is published initially with the CG's CTG and updated monthly. Once published, written requests for changes will be submitted to G3. If the change affects training already briefed to the SC, the appropriate DCG will be the approval authority.

2-6. Mission Training Briefs

a. Types of Mission Training Briefs. Based on the ARFORGEN and RESET cycles, units plan training based on cycle phases. Accordingly, Commanders can expect MTBs focused on each phase of the cycles.

b. Pre-Return/Reconstitution Brief. The first brief is normally conducted from theater concentrating on Re-deployment and Re-integration, individual training (ASI schools, NCOES, LDR Training, etc.) and RESET operations planned thru 180 days after return.

c. Mission Training Plan Brief. The second brief is similar to the Commander's Dialogue highlighted in FM 7-0 and occurs prior to changes of command. It should be conducted by the outgoing command team in coordination with the incoming command team. The purpose of this brief is to determine the specific task groups and supporting collective tasks to be trained. This dialog helps commanders agree on the following: Commander's assessment of unit readiness in light of FSO METL training; conditions under which the unit will train; key challenges to readiness; any nonstandard or unavailable resources required to replicate those conditions; and risks involved with accepting a lower training level on selected tasks. This brief will highlight unit focus for the training period up to the next deployment. It will detail anticipated dwell time and time dedicated to collective tasks, individual task focus, the general training plan for the next intensive training phase through CTE or the mission rehearsal exercise.

d. Intensive Training Cycle Brief. The third brief occurs before or early in the intensive training cycle and focuses on two subjects: how the unit commander intends to achieve proficiency and the resources required to do so. This brief informs the SC of the details for executing the ITC. This is a contract between the SC and his subordinate commanders for the next phases in a unit's ARFORGEN cycle. The contract is an agreement on the following: Tasks to be trained; training conditions; resources required to create those conditions; risks associated with where the commanders are focusing training.

e. MRE/Pre-Deployment Brief. The final brief is an update prior to the culminating training event (MRE/CTC/ATX) rotation that details to the SC if the unit is ready for the rotation. It will also include any post MRE training plans leading up to deployment. Concentrate on new training requirements determined after the MTB was developed, requirements for re-training of tasks, training required to integrate new Soldiers and leaders, and other issues with final preparation for deployment. This brief may be formatted to include any 'change of mission' issues subsequent to the previous briefs.

f. Brief Formats. Brief Formats. Enclosed below are formats for the Pre-return/Reconstitution Brief, the Mission Training Plan Brief, Intensive Training Cycle Brief and the Pre-MRE Brief and Pre-Deployment Brief." See Enclosure 1, MTB brief formats. MTB read ahead packets are due to the SC and G3 Training 48 hours prior to brief.

2-7. Significant Activities

a. 101st ABN Division (AASLT) and units over which the SC exercises TRA/TO will provide the Command Group with highlights of the most meaningful unit training. The primary means of communicating this information will be through the Commander's Weekly SitRep. S3s should ensure those training events highlighted by Commanders are also communicated to the G3 (via email distribution is acceptable).

b. Criteria for identifying an event as significant should be based on the Commander's experience and include factors such as complexity of the event, level of risk, stage of the unit in ARFORGEN/RESET activities, relationship to previous or upcoming training and overall significance of the training event. Below listed events serve as examples Commanders should highlight:

- (1) Live Fire Exercises (LFX).
- (2) EXEVALs.
- (3) OPD/NCOPD or other significant Leader training.
- (4) Air assault/airborne activities, to include sling load operations.
- (5) Company and higher FTX and CP exercises.
- (6) Waterborne/water-related training.
- (7) Off-post training exercises and training support.
- (8) EIB/EFMB training/testing.
- (9) Range activities.
- (10) Battalion or higher physical training (PT).
- (11) Computer simulation exercises.
- (12) Lane Training.
- (13) Ceremonies and Memorials

2-8 Senior Commander's Training Calendar Updates

a. In order to provide accurate information to the Senior Commander, the Senior Commander's Training Calendar must be continuously updated with information provided by the units. All units will submit their plans and updates to G3 Training.

b. All units are required to submit their training information 14 weeks prior to each quarter. In order to provide a view two levels down to the Senior Commander, units are required to submit not only brigade but battalion-level training as well.

c. All units are required to update their plans on a monthly basis. These updates are required by COB the Second Friday of each month. To ensure accuracy, all units must submit an update, even if they have no changes. For units that have no changes, a word document is not required; they can simply send an email to G3 Training stating they have no changes for that month.

d. Unit training plans will be submitted on a word document breaking each event down into one of eight different categories including Command Briefings/Events, Live-Fire Exercises, the Senior Commander's five focus areas, and any unit level Days of No Scheduled Activities (DONSA's). The Categories are as follows:

- (1) Command Briefing/Events
- (2) Live-Fire Exercise

- (3) Training Readiness
- (4) Deployment Readiness
- (5) Force Well-Being
- (6) Leadership Development
- (7) Safety
- (8) DONSA

e. When submitting your training, the description of your training should be relative to the length of the training. If your training is only a few days in length and your description is too long, it will not fit in the highlighted box for that training.

2-9. Training Event Overview

a. Through training events, commanders develop wartime mission-related scenarios and are able to focus the entire organization on several critical METL tasks. They integrate all Warfighting Functions (WFF) into coordinated combined arms and services training. These major training events are the common building blocks that support an integrated set of METL-related training requirements.

b. Assessment of training is priceless. Commanders capture and evaluate the quality of training presentation, training methodology, and adequacy of resources. Through after action reviews and reports, commanders provide feedback to subordinate units, allowing them to improve or sustain. Results/observations should be incorporated into the next short-range event if possible, but definitely in the next long range planning process. Capture the actual costs of training events so future modeling is more accurate and supportable in the budget request.

2-10. 8-Step Training Model.

Design training events by using the following 8-step process. The model provides leaders at all levels with a template to plan, execute and assess realistic training. Following the 8-step model results in training that is battle focused, challenging, resourced, and executed in accordance with the commander's intent. Commanders spot check throughout the training management cycle to teach, coach, and mentor junior leaders through this 8-step model.

a. Plan the Training. The first step is the key to developing battle focused training. Senior leaders should ensure junior leaders participate in assessing and planning training because this gives them ownership of the training. Company training meetings should be used as the vehicle to accomplish this vital step.

b. Train and Certify Leaders. Prepared leaders are critical to successful training. Leader training should be prepared and resourced as a training event.

c. Reconnoiter the Training Site. Trainers must ensure the training facilities support the plan. Training plans should be modified to avoid problems during execution and to effectively use limited resources.

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

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

f. Execute. Execute training as planned. Execution should be in accordance with the preset training goals and objectives. Commander oversight during this step ensures training conducted remains battle-focused. Assessment is key during this step of the model.

g. Conduct After Action Reviews (AAR). The most essential step is to provide feedback to the trainee. Feedback should focus on determining 'cause and effect' relationships, deviations from established standards, and what decisions were made and why. The trainer and trainee will then use this feedback to develop a plan and a contract on how to improve. Commanders will conduct AARs following all collective training, including, but not limited to, CTC, EDRE, SEDRE, FTX, and LFX.

h. Retrain. Training managers should build time into training events for retraining. Conduct retraining that is based on the feedback developed in the AAR. All tasks judged to be 'untrained' should be retrained immediately.

2-11. Evaluation and Frequency

a. For Division and FORSCOM units, EXEVALs (i.e. Eagle Flights and Eagle Fires) are conducted in accordance with AR 350-1, the CTG, and requirements connected to the ARFORGEN and RESET model/cycle. They are based on the appropriate Combined Arms Training Strategy (CATS), Mission Training Plan (MTP) and Theater specific training requirements.

b. Brigades and Battalion EXEVALs (Eagle Flight IV) are normally scheduled and conducted in conjunction with FORSCOM scheduled exercises in support of the ARFORGEN process (i.e. Mission Rehearsal Exercises at CTCs). Units that anticipate significant time between deployment schedules and require EXEVALs at this level should coordinate with Division G3 for scheduling, resourcing and support requirements. Support to major exercises or other unit exercises provide opportunities for external evaluations and should be used as such, particularly for functional brigades.

c. Company-sized units and below are provided with EXEVALs (Eagle Flight/Fires I, II, III) as determined by commanders in order to meet deployment requirements and to achieve and maintain proficiency of FSO METL standards.

2-12. Utilizing CATS

The Combined Arms Training Strategy (CATS) provides task-based event driven training strategies, designed to assist the unit commander in planning, and executing training events that enable the unit to build and sustain Soldier, leader, and unit proficiency in mission essential tasks. The CATS provide training events, frequency, and duration that a commander uses in developing unit training guidance, strategy, and calendars. The critical training events in CATS, STRAC, and ARFORGEN Templates are the common building blocks for the commander's plan.

2-13. Digital Training Management System (DTMS)

a. DTMS is capable of planning, resourcing and managing unit and individual training at the unit level. DTMS provides access to all proponent approved CATS, collective, and individual tasks. DTMS is able to manage training in Army units, develop the unit's METL, assess METL, and develop unit training plans/ schedules.

b. Units will use DTMS to record Individual Training Records (ITR). At a minimum the following ITRs will be entered into DTMS:

- (1) APFT - Army Physical Fitness Test
- (2) Weapon Qualification
- (3) Suicide Prevention
- (4) SHARP - Sexual Harassment / Assault Response & Prevention
- (5) DADT - Don't Ask, Don't Tell Repeal
- (6) Weight control program data for individuals in the program

c. Commanders will ensure each Brigade and Battalion Headquarters has a primary and alternate DTMS Operator who has completed the DTMS Class listed in ATRRS (school code 425). The class is offered by TNG DIV at a minimum of once a month. Bde/Bn operators will:

- (1) Track DTMS utilization within Unit
- (2) Manage DTMS accounts
- (3) Manage unit personnel rosters in DTMS
- (4) Troubleshoot issues with the installation master trainer

d. Bde operators will attend DTMS monthly meetings at Div HQ. Bn Operator strongly encouraged to attend.

e. Commanders should use DTMS to continuously assess unit performance, whether during training or actual operations, to identify reasons for performance success and shortfalls.

f. DTMS utilization may be inspected during the Command Inspection Program (CIP), and Staff Assisted Visits.

Chapter 3 Institutional Training

3-1. General Overview

Army Institutional Training (IT) provides Soldiers, leaders, and the Army Civilian Corps the key knowledge, skills, and attributes required to operate successfully in any environment. Institutional training supports every Soldier and Army civilian in the force throughout his or her Army career. Training includes professional military education (PME) and civilian education, leader development, specialty and functional training, training development, distributed learning (DL), and training support products.

3-2. Command Support

Commanders ensure Soldiers attend PME and functional courses as scheduled by HRC or their unit. Commanders provide Mobile Training Teams (MTT) with the necessary support requirements and ensure Soldiers attending institutional training comply with course prerequisites.

3-3. G3 Training Division Support

G3 Training Division provides staff oversight for the execution of the ITSPs and assist brigades in satisfying support requirements to include off-post resources. Interface with FORSCOM, TRADOC, and proponent MTT POCs for all matters concerning IT and necessary coordination for the Division and Brigade POCs for execution. G3 Training Division develops appropriate management and reporting tools. Provide a battle rhythm for school events and management. Host a Brigade schools meeting the first and third Thursday of each month at 1300 hours in the G3 Conference Rm. unless otherwise directed.

3-4. Order of Merit Lists (OML)

Brigades are responsible for developing Order of Merit Lists (OML) for all courses. Commanders are responsible for screening their applicants IAW the course / school prerequisites through the Army Training Requirements and Resource System (ATRRS) A1 application (ATRRS SLR screen) and AR 350-1, ch 3-12 and 3-13. Commanders may remove a Soldier from a course consideration or course selection list for disciplinary reasons or substandard performance. Soldiers cancelled from a course should be replaced by the Unit to avoid No Shows. Functional MTT requests and off-post course will be submitted via the Army Training Requirements and Resource System (ATRRS) A1 application.

3-5. ATRRS Training

Army Training Requirements and Resource System (ATRRS) Training. Brigade and Battalion Schools NCOs require training and access to ATRRS. Submit ATRRS applications for LOGIN ID and password IAW the application form at the ATRRS homepage: <https://www.atrrs.army.mil>. Basic ATRRS and Advanced ATRRS training occurs monthly on Ft Campbell.

3-6. Institutional Training Tracker

The IT Training Tracker displays upcoming MTT courses, MTT courses pending approval, MTT courses in-progress; and courses completed. Brigades review the Tracker at a minimum of two days prior to the biweekly schools meeting to ensure accuracy. Updated Trackers are posted to the G3 Training Division web site.

3-7. Institutional Training Common Operating Picture (IT-COP)

The IT-COP depicts the ARFORGEN strategy, institutional training calendar with MTTs, on-post courses, and New Equipment Training (NET). Updates are posted to the G3 Training Division web site.

3-8. Unit Institutional Training Support Plan (ITSP)

The ITSP is the unit's individual training plan and is submitted to G3 Training semi-annually. G3 Training Division consolidates ITSPs to leverage efficiencies and meet minimum MTT course capacity requirements and submits ITSPs to FORSCOM during the semi-annual Institutional Training Working Group (ITWG). DA, FORSCOM, TRADOC, and HRC coordinate ITSPs to devise the final product for the Training Resources Arbitration Panel (TRAP) in the best interest of the Army to meet training requirements. Off-line Requests are requirements not realized and submitted in the ITSP, subsequently not programmed into the Fiscal Year TRAP. Off-line TRAPs are not funded and requesting units incur the cost of the MTT (TDY, per diem, etc.). Off-line TRAP request format is located at the G3 Training Division web site.

3-9. MTT (Home Station)

MTTs are equivalent to resident school courses but may be modified IOT maximize the number of training hours per day or reduce the number of training days. This modification achieves an accelerated training rate eliminating some administrative time or non-technical training periods. Every attempt is made to ensure MTT courses comply with the Senior Commander's standard duty day and DONSA policies.

a. MTT PME Courses

HRC assigns MTT PME seats. Brigades contact HRC Military Schools Branch directly to resolve all MTT PME seat allocation issues. G3 Training Division assists with equal distribution of seat allocations when two or more Brigades are attending the same MTT PME. Brigades will have a standing OML to rapidly replace Soldiers if required.

b. MTT Functional courses

G3 Training Division allocates MTT Functional courses based on the SC's ARFORGEN Training Guidance. Brigades are required to fill allocations from their OMLs.

c. MTT LNO and Resourcing

Units provide a primary and alternate SR NCO to serve as a LNO for each MTT. The LNO serves as the Brigade POC and action officer for all MTT actions. The LNO may be assigned to multiple MTTs, but not more than one at a time; nor will they attend the course. Units provide all equipment and facility support for PME and functional MTTs IAW the MTT schedule and the equipment support requirements. If the MTT Proponent requires a site visit, LNOs host the site visit and conduct required coordination. Site visits are complete when MTT personnel have provided all final requirements to conduct training at FTCKY.

d. MTT In-Process Review (IPR)

A minimum of two IPRs are required for each MTT. The LNO facilitates all IPRs. All Soldiers with reservations and all standbys are required to attend both IPRs. Each Soldier is required to have a sponsor at each IPR. Soldiers are required to bring a completed pre-execution checklist signed by commander, ID card, and ID tags. The first IPR is conducted two Thursdays prior to the MTT start date. The second IPR is conducted on the Thursday prior to the start date of the MTT. Most initial IPRs are conducted at the Training Support Center, Bldg 6075, Screaming Eagle Blvd, behind Range Control. IPR times are announced at the bi-monthly IT meeting.

e. MTT Prerequisites and Rosters

Units have NLT 45 days to fill allocated seats. Unfilled seats are first distributed based on SC priority and then on a first come, first serve basis. Notify G3 Training Division immediately, if a MTT training seat is no longer required.

f. MTT Execution

Soldiers with reservations and all standbys report on day zero at the designated location and time with all required documents and equipment. Soldiers enrolled into a MTT are under the command and control of the MTT Cadre. Commanders are prohibited from placing Soldiers enrolled in a MTT on any duty or detail and will go through the MTT Cadre for any issues pertaining to their Soldiers. Units hosting MTTs are required to provide graduation guest speaker if required. NCOES courses require a CSM/SGM as the guest speaker.

g. Completion of MTT

The MTT is complete when Soldiers return to their unit, After Action Review (AAR) is completed by LNO and MTT Cadre; MTT Cadre return to home station; and all equipment is returned to the owning unit.

3-10. Resident PME and Functional courses (Off-Post)

Human Resources Command (HRC) will attempt to maximize seat allocations for PME to units in Reset Force Pool and Train/Ready Force Pool. HRC establishes the Army OML for PME by units ARFORGEN then by rank and TIG. Brigades are required to contact HRC Military Schools Branch directly to resolve all issues with resident PME. IAW AR 350-1, Soldiers may be deferred for compassionate, medical, or operational on a case-by-case basis. Soldiers not scheduled for resident PME, can submit a class seat request through their Brigade to G3 Training Division using an Army Training Requirements and Resource System (ATRRS) A1 request.

3-11. On-Post Courses

On-post courses, approximately 108 courses are being taught on Fort Campbell, that are designed as a force multiplier for all units. Starting 1QFY12, G3 Training Division implements a quarterly process to improve the scheduling and allocating of unit on-post requirements. Unit refine their requirements 14 weeks prior to the start of the quarter and slots are allocated 7 weeks prior to the start. After the seats have been allocated, Brigades will make direct coordination with on-post course POCs for seat reservations and prerequisites. 15 days prior to the start of the course unused allocations will be open to all. On-post courses and their POCs are located in the IT Tracker.

3-12. Division Chemical, Biological, Radiological, and Nuclear (CBRN) Individual Training

a. Individual training.

(1) All Soldiers assigned a M40, M42, or M45 series protective mask will complete a fit test with the M41 Protection Assessment Test System (PAS) upon initial issue (within 10 days of assignment), replacement mask issue, change in facial structure, and annual verification.

(2) All FORSCOM Soldiers assigned to individual and crew-served weapons systems will fire 20 rounds ball practice and 20 rounds ball record in Mission-Oriented Protection Posture (MOPP) 4 in accordance with DA Pamphlet 350-38 and the FM 23-x series. DA Pam 350-38 provides leaders with a common set of CBRN qualification standards for individual and crew-served weapons, suggested weapons training strategies, and measurable standards for evaluating overall training readiness.

(3) Non-chemical personnel serving as a CBRN Defense Officer/NCO must complete the 80 hour CBRN defense course. Skill level 1, 74D MOS must attend if serving as a CBRN defense NCO. Non BNCOC graduate Skill level 2, 74D MOS Soldiers must attend if serving as a CBRN defense NCO.

(4) All personnel will conduct mask confidence exercises with CS riot control agent in a field environment or at the Division Training Site.

(5) Equipment operators (i.e. drivers, pilots, gunners) will operate equipment/system under CBRN conditions in MOPP 4.

(6) CBRN equipment operators will be proficient on equipment as outlined in the appropriate operators and skill manuals. A primary and alternate operator for each piece of equipment will be placed on orders and certified by the CBRN NCO. M17 Sanator operators will be licensed.

(7) All personnel will remain proficient in individual CBRN warrior skills as listed in SMT 21-1-SMTC. Tier II training is required for Soldiers require to recover, repair, and maintain wheel or track vehicles. Tier III training is required for all chemical Soldiers.

3-13. Suicide Prevention Training

a. Suicide Prevention Training (SPT) will be conducted in two parts: first, Junior Leaders Suicide Prevention Training (platoon leaders and platoon sergeants); and then Suicide Prevention Briefings for all other unit Soldiers.

b. Units will ensure that all Soldiers attend Suicide Prevention Training as required.

c. Training will be conducted no higher than company level.

d. Trainers for unit level SPT will be qualified unit chaplains.

e. Trainers for Junior Leaders Suicide Prevention will be chaplains, Division Mental Health, and Garrison Mental Health personnel.

3-14. Driver's Training

a. CAM Regulation 350-2, Operator Selection, Training, Testing, and Licensing Program; and AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing), outline the basic requirements. As a minimum, the initial course will last one week. Each task and performance measure will be met to standard before progressing to the next block of instruction. The Division G-4 has developed standard tests that are mandatory for certain blocks of instruction. Retrain as necessary. The good habits instilled now are the building blocks of success in the future.

b. All licensed drivers must receive sustainment training annually. Remedial training is necessary for those drivers that have had driver at-fault accidents, traffic violations, have misused government vehicles or equipment, or have otherwise demonstrated a need for further training. Training will be documented on DA Form 348, Section III.

c. Safety. Drivers Training must teach Soldiers to be alert, reliable, and defensive drivers. Hazards such as inclement weather, bad roads, hazardous materials, and extended hours are all risks that often cannot be lessened or eliminated. A good training program will enable Soldiers to avoid or react safely to these hazards.

3-15. Air Assault Leader Training

Senior Leader Air Assault, refer to the 101st Airborne Division (Air Assault) Gold Book, dated 12 APR 2010.

3-16. Sling Load/Hooker Training/Sling Load Master Qualification

a. General: Sling Load and Hooker training is conducted prior to any tactical air assault mission. It is set up and executed by the BCT/BDE conducting the mission. All units conducting air assault operations will participate. Commanders ensure that Soldiers are trained to rig, inspect, and hook up loads participate in Hooker Training.

b. Initial Certification of hook-up soldiers and riggers:

(1) Graduation from an air assault school.

(2) Participation in Hooker Training conducted by the unit.

(3) Other specialized training where loads are actually lifted after rigging and inspection.

(4) NOTE: Training must involve a hook-up under turning rotors.

c. Initial certification of load inspectors. Grade of E-4 or above and a graduate of one of the following:

(1) Air Assault School

(2) Pathfinder School

(3) Sling Load Inspector Course

d. Proficiency: Unit commanders are responsible for maintaining records on pick-up control officers, rigging, hook-up teams and crisis action teams.

e. Sling Load Master Qualifications. Every Division company, troop, and battery will have at least one sling load master proficient on the rigging of all sling loads unique to that organization. Certification as a sling load master is obtained by successfully completing training conducted at battalion or separate company level. Units will maintain records of sling load masters, qualifications, and currency date. This training program will cover:

- (1) Heavy LZ/PZ selection factors.
- (2) Day and nighttime marking of Heavy LZs.
- (3) Duties of the PZCO and PZ control group.
- (4) Familiarization with sling load equipment common to the unit.
- (5) Inspection of sling sets and other air items.
- (6) Sling load hand and arm signals.
- (7) Preparation and rigging of loads common to the unit.
- (8) Sling load inspection and use of the DA Form 7382-R.
- (9) References:
 - (a) FM 4-20.197, July 2006, Multi Service Helicopter Sling Load: Basic Operations and Equipment.
 - (b) FM 4-20.198, Feb 2009, Single-Point Load Rigging Procedures.
 - (c) FM 4-20.199, Feb 2009, Dual-Point Load Rigging Procedures.
 - (d) FM 90-4, Mar 1987, Air Assault Operations.
 - (e) FM 3-21.38 (FM 57-38), Apr 2006, Pathfinder Operations.
 - (f) 101st Airborne Division (Air Assault) Gold Book, Apr 2010, Chapter 5.
 - (g) The Sabalauski Air Assault School Handbook, Jan 2011, Chapter 2.
- f. The sling load master will serve as the unit POC on all sling load matters for their unit. Should a rigging issue arise the sling load master cannot resolve by referencing current manuals, they will contact TSAAS for final resolution.

3-17. Airborne Training and Permissive Parachute Status Policy

a. General: All Division Airborne training at Fort Campbell will be conducted IAW the 101st Airborne Division (Air Assault) Airborne Standard Operating Procedures (ASOP). Tenant units of Fort Campbell will use their organic ASOP as applicable. All personnel on jump status will receive formal unit level ASOP review classes at least semiannually.

b. Basic Airborne: IAW AR 614-200, Soldiers who fail to complete the Basic Airborne Course (BAC) at Fort Benning, GA may complete qualification jumps at Fort Campbell, Kentucky.

(1) The student must have been released through no fault of his own (i.e., temporary medical disqualification, hardship release) and have completed at least four qualifying jumps during BAC. The training must occur within 6 months of release from the BAC.

(2) The student must conduct all required training and be accompanied by a TSAAS jumpmaster qualified instructor from initial manifest call until clearing the DZ.

(3) A student may jump with other units at Fort Campbell only if accompanied by a senior or master rated airborne buddy.

(4) Jumps will be at Fort Campbell, Kentucky, and only from high performance aircraft.

(5) Training Division, Schools will request orders awarding the basic parachutist badge and will notify the Commandant, United States Army Infantry School to verify certification in accordance with AR 600-8-22.

c. Jump Refresher Training: All non-current jumpers (those who have not made a military jump in the last six months) assigned to a paid parachute position will attend Basic Airborne Refresher training conducted by TSAAS.

d. Airborne Buddy Policy:

(1) Newly assigned Soldiers to the 101st Airborne Division (Air Assault) will have an Airborne buddy for at least the first two jumps.

(2) The Airborne buddy need not be from the Soldier's chain of command, but will be an experienced jumper, familiar with airborne operations at Fort Campbell.

(3) The Airborne Buddy will be manifested and jump adjacent to the new jumper.

(4) The first jump with the Division should be a daylight jump with minimal combat equipment (i.e., Kevlar and IBA).

(5) The new jumper's proficiency in rigging individual equipment will be certified by the first-line supervisor or a jumpmaster prior to the first equipment jump.

e. Sustained Airborne Training (Pre-Jump):

(1) Pre-jump training will be conducted IAW the 101st Airborne Division (Air Assault) ASOP.

(2) Soldiers must have pre-jump training from a jumpmaster or designated representative within 24 hours prior to station time in order to jump.

f. Jumpmaster Refresher Training:

(1) TSAAS will conduct jumpmaster refresher training. Units must coordinate through TSAAS to request a suitable date for training.

(2) All jumpmasters who have not performed duties as a designated safety or jumpmaster within 6 months, who are recently assigned to the 101st Airborne Division (Air Assault) or are placed on hazardous duty status must attend jumpmaster refresher training, regardless of previous airborne experience. New graduates from a recognized jumpmaster school are not required to attend refresher training.

(3) The jumpmaster and safety of a jump involving a static line injury or other major safety violation are required to attend refresher training. TSAAS cadre conducting notice/no notice inspections of airborne operations are authorized to mandate JM refresher training for any JM who fails to perform their duties in a safe and competent manner, as determined by the TSAAS cadre.

g. Use of non-standard parachutes:

(1) Division personnel use MC1-1 C/D and T-10 C/D parachutes with MIRPS/SLCP MIRPS reserves for military training jumps. Units may use the SF-10 parachute provided they have received the pre-requisite training on a simulator.

(2) Personnel involved in approved exchange or interoperability training with foreign airborne organizations are permitted to jump with the host unit using the standard static line parachutes of that nation.

(3) Any request for using non-standard parachutes will be forwarded through the G3 to the SC for approval.

h. Permissive Parachute Status Policy:

(1) The approval authority for permissive parachute status is the Senior Commander. Requests will be submitted through command channels, through G3, for the SC. Any intermediate commander may disapprove the request. The G3 will recommend approval or disapproval on each request. Final approval authority rests with the SC.

(2) Request for permissive parachute status will include:

(a) Certification of the following prerequisites: Soldier's participation clearly serves the best interest of the Army; Soldier meets the height/weight and APFT standards; Soldier is medically qualified for parachute operations as determined by a Physician Assistant or Doctor; and Soldier is in a position supporting the Division's wartime mission for airborne operations.

(b) Commander's certification of compliance with each of the prerequisites set out in Para 2.a.

(c) Requests must include an updated DA Form 1307, Individual Jump Record, and all applicable activation/termination orders.

(3) Approved personnel will complete refresher training IAW 101st Airborne Division (Air Assault) Airborne Standard Operating Procedures and the TSAAS Program of Instruction. Basic Airborne Refresher (BAR) dates are outlined in CAM Cir 351-1.

(4) Approved personnel will not be placed on hazardous duty orders. However, injuries received in approved permissive status may be considered in the line of duty.

(5) For rating purposes (senior/master), permissive jumps are qualifying. However, time on permissive status does not count toward cumulative time on parachute duty. Soldiers on permissive parachute status are not authorized to serve as members of jumpmaster teams and/or airborne commanders.

(6) Permissive jumps are on a space available basis only and will not increase the flying hour program or other resources.

(7) Authorization for permissive status will not exceed six months. Personnel wishing to remain on permissive status for longer periods must reapply. The SC will grant extensions in six-month increments.

(8) G3 Air will serve as the local controlling agency for accountability of personnel on permissive status and will maintain a log of personnel on permissive status. Units with Soldiers on permissive status must notify G3 Air immediately of reassignment or removal from permissive status. All personnel will coordinate jumps through their affiliated unit.

(9) Soldiers on permissive status must have an approved letter signed by the SC and certification of BAR completion signed by the TSAAS Commander. The Soldier will have these documents available during airborne operations.

(10) Permissive parachute status will not be approved for:

(a) Activities with foreign forces unless the U.S. Army proposed participants have a definable direct mission role with such foreign forces.

(b) Participating in parachuting jumps related to or motivated by personal, recreational, or ceremonial reasons.

3-18. Water Survival Training

a. General: The ability to conduct waterborne operations is a necessary skill for Soldiers and units in the Division. To conduct waterborne training safely, it is essential to assess all Soldiers involved in the training and to properly instruct Soldiers on basic water survival skills.

b. Standards: All soldiers conducting waterborne operations (to include, but not limited to, river crossings, amphibious operations, and helocasting) will meet the following requirements:

(1) Soldiers will conduct the Combat Water Survival Test (CWST) to assess their swimming ability. The CWST consists of:

- (a) 15 meter combat equipment swim
 - (b) 3 meter platform drop (blindfolded)
 - (c) Equipment drop
- (2) All Soldiers will be classified IAW TC 21-21 in one of the following categories:
- (a) Non-swimmer
 - (b) Class Three Swimmer – Basic
 - (c) Class Two Swimmer – Intermediate
 - (d) Class One Swimmer - Advanced
- (3) Soldiers must complete drown proof training.

c. Proficiency will remain current for one year.

d. Water survival training requirements for Aviation and Special Operations is IAW unit SOP and current ARs.

e. Coordinate use of on-post pools through the Community Activities Business Center, Aquatics Director.

3-19. New Equipment Training (NET).

G3/DPTMS Force Integration / Force Management Branch (FMB) coordinates the new equipment fieldings for all FORSCOM Units on Fort Campbell. This is done in coordination with the Project Managers (PMs), Army Materiel Command (AMC) Fielding Commands (TACOM, CECOM, AMCOM), and the Gaining Units. The primary fielding "windows" are R+90 to R+180 however, based on production schedules and HQDA priorities, fieldings may be scheduled at other times, in coordination with the Units. Most new fieldings will include New Equipment Training (NET). The NET may include Operator NET (OPNET), Field Level Maintenance NET (FLMNET), and Doctrine and Tactics Training (DTT). The PM and Fielding Commands are responsible for conducting the NET training. The scheduling is coordinated with the Unit, through the G3/DPTMS FMB Fielding Coordinators. G3/DPTMS FI/FMB has prepared a basic OPORD (006-11) that provides overall guidance for fieldings and New Equipment Training. The FMB Fielding Coordinator will also prepare a FRAGO for each individual Fielding and NET. The FRAGO will include information on the NET Training, such as schedule, number of Students, target audience / MOS, classroom requirements, range requirements, and any special support needed for the NET. The POC for questions regarding new equipment fieldings and New Equipment Training (NET) is SFC Bazaldua, 412-2330.

Chapter 4 Unit Training

4-1. Purpose

The following guidance provides focus unit training programs and specific guidance for common unit training events.

4-2. Physical Readiness Training (PT)

a. General: Ninety minutes a day is set aside for PT. PT focuses on developing stamina, speed, strength, and mental toughness. Build programs around METL tasks relevant to the Soldier's job. In addition to physical skill, PT develops will and unit cohesion. Leaders will conduct PT with Soldiers or staff elements. PT programs must be developed IAW Field Manual (FM) 21-20 (Physical Fitness Training). PT Uniform will be IAW CAM Pamphlet 600-1.

b. Unit Goals:

(1) AR 350-1 authorizes commanders to establish APFT and other physical training goals which exceed the Army minimum standards. Units must be able to achieve these higher standards through the use of normal training time and adherence to principles of conditioning outlined in FM 21-20. Like units with identical missions will have similar standards. The standards must be uniform within brigades. Personnel who meet Army minimum standards but fail to meet unit standards will not be punished or disciplined, but may be enrolled in special programs focused on overcoming weaknesses.

(2) The goals listed below are established for all units within the 101st ABN Division (AASLT) and units over which the SC exercises TRA/TO. They are to be completed at least quarterly by all Soldiers. Colonel Level

Commanders may waive the quarterly frequency based on unit activities and/or phases of the ARFORGEN or RESET cycles.

(3) All Soldiers will, at least quarterly:

(a) Complete a 12-mile foot march in 4 hours or less. Uniform for this event will be Individual Body Armor (IBA), weapon, Helmet and assault pack/rucksack weighing no less than 35 lbs and no more than 60 lbs. Use standards established in FM 21-18 (Foot Marches) or applicable unit MTP.

(b) Complete a unit 4 mile run in less than 36 minutes (9minute/mile pace).

c. Programs: All Soldiers assigned to the Division will participate in a minimum of one of the following PT programs:

(1) Unit PT. Units in garrison will conduct PT every duty day at 0630. The only exceptions to this policy are the TSAAS, the NCO Academy, and units conducting foot marches. All other exceptions to this policy must be approved by the appropriate DCG. PT should be designed to develop self confidence and the will to win.

(a) All sessions will begin with a statement of task, condition, and standards.

(b) Keep large unit runs to a minimum (i.e. release runs, ability groups, interval sprints and foot marches).

(c) Units are directed to incorporate Battle Focused PT into their weekly PT program. Battle Focused PT allows Soldiers to work muscle groups that they don't normally use and practice skills that are mission oriented. Examples of Battle Focused PT include, but are not limited to: log carry which relates to building fighting positions, and litter carry which relates to dismounting or displacing a heavy machine gun. Other examples include Eagle Tactical Athlete Program, rifle PT, obstacle/bayonet course, and cross country runs with IBA.

(d) Provide incentives that recognize excellence and reward those that achieve it.

(e) No organized athletics will be conducted during PT (0630-0800).

(f) Maintain Army Physical Evaluation Scorecards (DA Form 705) on file IAW AR 340-2. The Soldier will take their card with them upon PCS, ETS, or changing of units.

(g) Commanders may administer diagnostic or record APFTs as often as they wish; however, they must specify beforehand if the results are for record purposes. Two record APFTs must be taken each year with a minimum of four months between tests (see AR 350-1).

(2) Special PT: Special PT is not to be punitive in nature. It is for Soldiers who cannot meet minimum acceptable Army and unit goals.

(a) Tailor Special PT to meet the needs of those enrolled.

(b) Special PT and profile PT are not the same and will not be substituted for one another.

(c) Upon assignment to the unit, new Soldiers must be given an opportunity to acclimate themselves to the weather and the unit's PT program. New Soldiers will participate in the Special PT program until they demonstrate that they can meet the unit's standard. The Replacement Company will administer a diagnostic APFT to newly assigned Soldiers and include the APFT scorecard in the Soldier's in-processing packet.

(3) Profile PT: Profile PT must be organized, supervised, and challenging within limitations of each Soldier's profile.

(a) Soldiers will not be penalized for being on profile.

(b) Soldiers on profile will be in the same uniform and conduct PT at the same time and place as their unit.

(c) The Soldier's profile should specifically outline which physical activities the Soldier can perform.

(d) The Soldier will be reevaluated by medical personnel at the termination of the profile. Once a Soldier's profile is lifted, the Soldier will take an APFT. The Soldier will be given twice the time of the profile (not to exceed 90 days) to prepare for the APFT.

(e) Do not put Soldiers on profile in Special PT solely because of their profile. Soldiers who qualify for Special PT based on a past history of failure to meet Army standards or unit goals before being profiled may be placed in special PT within the constraints of their profile.

(4) Over 40 PT: Soldiers age 40 or older must be cleared through the Cardiovascular Screening Program (CVSP) before taking a record APFT. Prior to being cleared through the CVSP, Soldiers may still participate in diagnostic APFTs and unit PT as long as they are not on profile or prohibited from specific exercises.

(a) A special test and program for Soldiers over 40 can be found in FM 21-20.

(b) Screen over-40 Soldiers for heart disease as well as other limiting physical defects as part of their periodic physical examination.

(c) Advise Soldiers not to begin an exercise program or raise their current level of exercise until cleared IAW AR 40-501.

(d) After medical screening and clearance, Soldiers who have been on a regular exercise program will be given three months to condition themselves prior to an APFT.

(5) STARS PT: STARS PT is a mandatory PT program designed to assist pregnant Soldiers in maintaining their fitness levels. The primary goal of the STARS program is to lower rates of pregnancy complications, increase the number of favorable deliveries and pregnancy outcomes, and lower health care costs. The program provides prenatal and post partum education. STARS PT will conduct a minimum of one hour of PT every duty day at 0630.

- (a) Once diagnosed as pregnant a profile is issued to the Soldier and enrolled into OB/GYN.
- (b) A pregnancy profile is forwarded to the Division Surgeon's Office and the Soldier is enrolled in STARS.
- (c) Soldiers will remain enrolled in the program for a maximum of 90 days post partum (45 days convalescent leave, 45 days reconditioning).
- (d) POC for the STARS program is the Division Surgeon's Office.

4-3. Formations and PT Routes

a. Formations. All units on Fort Campbell will ensure formations run on the far right side of the road and do not cross the centerline. A maximum formation of three columns will be used to move to and from protected run routes. Once on protected run routes, platoon or above groups will form into three columns to conduct PT runs. Personnel, to include cadence callers, will not cross the center yellow line. Individuals, groups, fall-outs, and walkers who move slower than a 9 minute per mile pace will move to the right side of the solid line on roads, or as far left as possible on non-paved protected routes. Walkers will give way to runners and foot marchers.

- (1) Units will move by the most direct path to protected PT routes to conduct PT runs or foot marches.
- (2) Units will post road guards to the front and rear of formations. Road guards will have flashlights and reflective vests during limited visibility and inclement weather.
- (3) Soldier's utilizing alternate physical training methods (e.g., bicycles) will conduct physical training on protected routes.

b. Protected run routes (Figure 4-1): All personnel, whether as a unit, group, or as individuals, will conduct PT runs only on protected PT routes during PT hours (0630-0800). During PT hours foot marches will be conducted on protected PT routes or on the foot march route. Units will conduct running events and training foot marches along protected routes only, unless the activity falls into an exception in sub-paragraph (12) below. Other than on Holidays and Division DONSA's Soldiers and civilians are prohibited from driving motor vehicles on protected run routes between 0630-0800, Monday through Friday. The only exception is emergency vehicles and select Range Control vehicles. Protected run routes are for use by units and individuals conducting PT, and are clearly posted with signs, traffic control devices and/or road guards. This provision is punitive in nature and will be enforced by Military Police.

- (1) Kentucky Ave from 1st Street to 49th Street.
- (2) Tennessee Ave from 29th Street to 59th Street.
- (3) Desert Storm Ave from Angels Rd to Wickham Ave.
- (4) A Shau Valley Rd.
- (5) Market Garden Rd from Mabry Rd to Glider Rd.
- (6) 47th Street from A Shau Valley Rd to Market Garden Rd.
- (7) 52d Street from Tennessee Ave to Wickham Ave.
- (8) Glider Rd from Market Garden Road to B Ave.
- (9) Georgia Ave from East End Rd to Ohio Rd.
- (10) Ohio Rd from Georgia Ave to Louisiana Rd.
- (11) California Rd. from Strike Rd to Ohio Road.
- (12) Ohio Rd. from eastern most end to East End Rd.

(13) Exceptions:

- (a) The Air Assault School will conduct Day 0 runs along established routes.
- (b) 160th SOAR will continue to use Clarksville Base for Green Platoon training and selection assessments.
- (c) 160th SOAR may use Night Stalker Way to conduct PT.
- (d) NCOA will conduct student APFTs along traditional routes on Kentucky Ave, Indiana Ave, and 12th St.

c. Shared Routes (refer to Figure 4-1): Most east-west directional roads may be used by vehicles and units during PT hours. Units and individuals (both military and civilian) will only use shared routes to move directly to a protected route to conduct PT. In addition all routes in Clarksville Base will be shared routes with the exception of PT only routes listed above.

d. Off limits run routes (refer to Figure 4-1): Units and individuals (both military and civilian) are prohibited from running, foot marching, or conducting PT on off limits roads or routes. These routes are clearly posted with signs that read "Physical Training Route - END OF RUNNING ROUTE". The following areas are off limits:

(1) PT conducted near the Aircraft Simulator buildings, whether on grass or in the parking lots, between Wickham Ave and Tennessee Ave, and 58th and 59th Streets, is off limits and strictly prohibited.

(2) Golf Course

(3) Anywhere in or near the Consolidated Rail Operations Facility.

(4) Desert Storm Ave from Mabry Rd to Airborne Ave.

(5) 8th Street from Wickham Ave to Stillwell Rd.

(6) 9th Street from Wickham Ave to Desert Storm Ave.

(7) From Gates 1, 2, and 3 to the respective intersection with Bastogne Street; Gate 4 to Texas Ave; Gate 5 to the intersection with Reed Rd; Gate 6 to the intersection with the traffic circle; Gate 7 to the intersection with Morgan Rd; Gate 10 to the intersection with William C. Lee Rd. (24/7).

e. Road Guards will be posted at the following locations. Soldiers will wear a reflective vest and will have a flashlight to be used to aid in directing traffic during limited visibility. Road guards are not required during Weekends, Holidays, or Division DONSA's. This will be rigidly enforced.

(1) 1st BCT

(a) 35th Street and Kentucky Ave

(b) 42d Street and Kentucky Ave

(c) 47th Street and Kentucky Ave

(d) 46th Street and Kentucky Ave

(2) 2d BCT

(a) 42nd Street and Tennessee Ave.

(b) 49th Street and Tennessee Ave.

(c) 53rd Street and Tennessee Ave.

(d) 56th Street and Tennessee Ave.

(3) 3d BCT

(a) Airborne Ave and Kentucky Ave.

(b) Air Assault Ave and Kentucky Ave.

(c) Screaming Eagle Blvd and Kentucky Ave.

(4) 4th BCT

(a) Angels Rd and Desert Storm Ave.

(b) Angels Rd and Market Garden Rd.

(c) 53rd and Desert Storm Ave.

(d) Taccoa and Market Garden Rd.

(5) 101st CAB

(a) Glider Ave and Market Garden Rd.

(b) Glider Ave and vic B Ave.

(6) 159th CAB

(a) California Rd. and Strike Rd.

(b) Ohio Rd. and East End Rd.

(7) 101st Sustainment Bde

(a) Air Assault Ave and A Shau Valley Rd.

(b) Screaming Eagle Blvd and A Shau Valley Rd.

(c) Air Assault Ave and Market Garden Rd.

(d) Screaming Eagle Blvd and Market Garden Rd.

(e) Airborne Ave and A Shau Valley Rd.

(f) Mabry Rd and Stillwell Rd (To help protect soldiers only **not to stop traffic**).

(8) 101st HHB

(a) 35th Street and Tennessee Ave.

(9) 52nd EOD

(a) Market Garden and Mabry Rd.

(10) 86th CSH

(a) 47th and A Shau Valley Rd.

(11) DES

(a) Normandy Blvd and Kentucky Ave.

f. Units will secure barricades at intersections to prevent vehicles moving onto run routes during PT hours. Barricades will be emplaced no earlier than 0620, and no later than 0630. Barricades will be removed immediately at 0800. The following are unit responsibilities

- (1) 2d BCT
 - (a) 49th Street and Kentucky Ave
 - (b) 59th Street and Tennessee Ave.
- (2) 101st Sustainment Bde
 - (a) 1st Street and Kentucky Rd
- (3) 101st HHB
 - (a) 28th Street and Kentucky Ave
 - (b) 28th Street and Tennessee Ave.

g. Foot march route. Units may conduct a foot march at any time utilizing the Fort Campbell foot march route. The foot march route circumnavigates a prescribed route through the training areas, and consists of a cleared hardened path covered in gravel. Markers are placed along the route at 1/4 mile increments. There is no designated start or stop point. Individuals and unit formations will transition to the footpath around Clarksville Base only at the intersection of Market Garden Rd and Mabry Rd, using the TCP to cross Mabry Rd.

(1) Soldiers are not allowed to foot march on Market Garden Rd, Mabry Rd, or Angels Rd, but will move along the foot march route that parallels these roads and will use road guards when crossing these roads.

(2) All Soldiers will wear reflective belts clearly visible from both front and rear of their person. Road guards will be used with any size formation and will wear a reflective vest, and carry a working flashlight during limited visibility due or inclement weather.

(3) Units are not allowed to conduct unit runs on the foot march route.

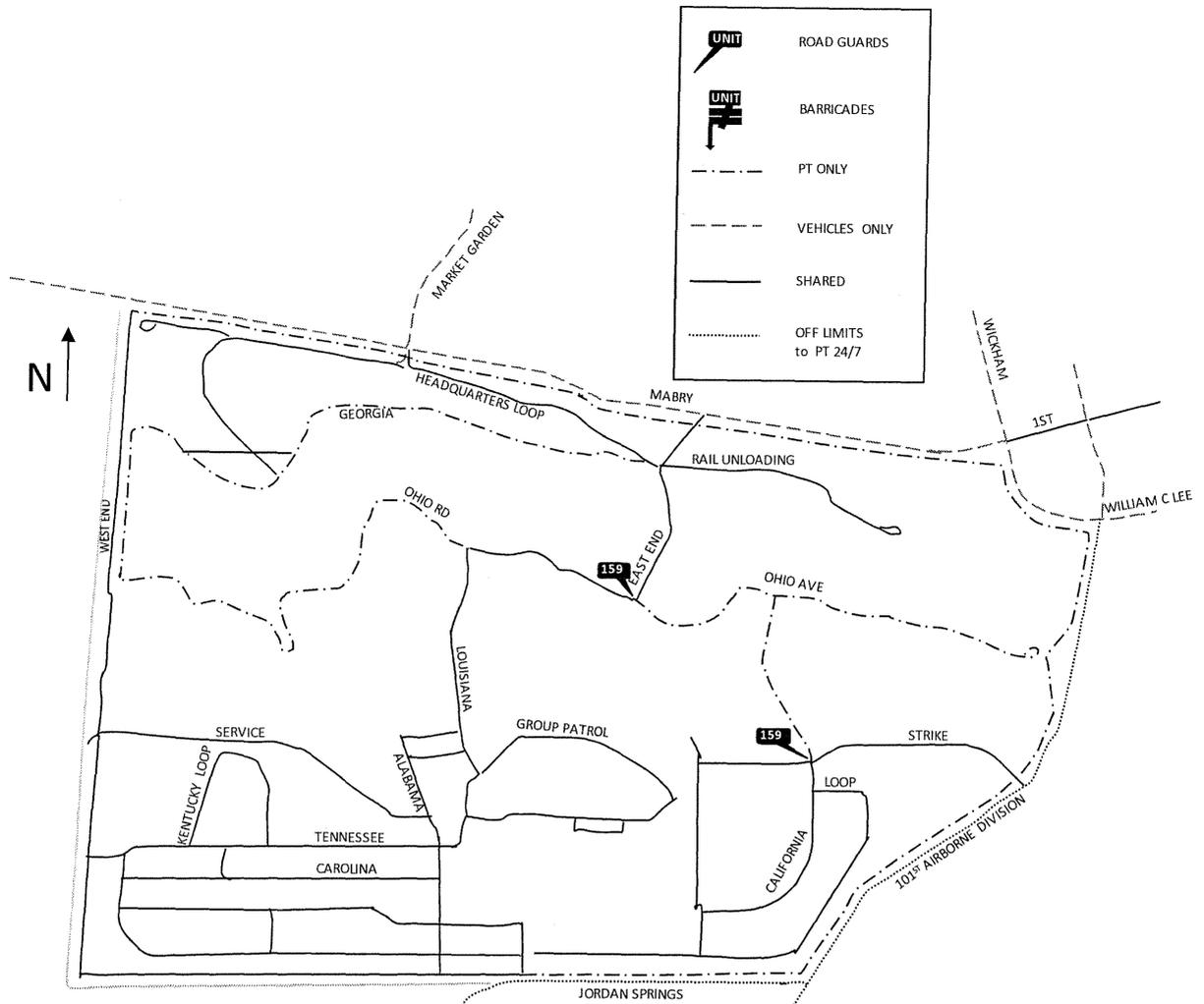
(4) No vehicles are allowed on the foot march route. Lead and following vehicles are to use roads the foot march route parallels. Bicycles of any sort are considered non-motorized vehicles and are not allowed.

h. Bicycles are considered non-motorized vehicles, and will adhere to vehicular speeds when passing formations on protected PT routes during PT hours. Soldiers on bicycles may conduct alternate PT on non-protected routes from 0630 - 0800, but may not do so on off-limit roads. Soldiers on bicycles will adhere to all vehicular traffic laws.

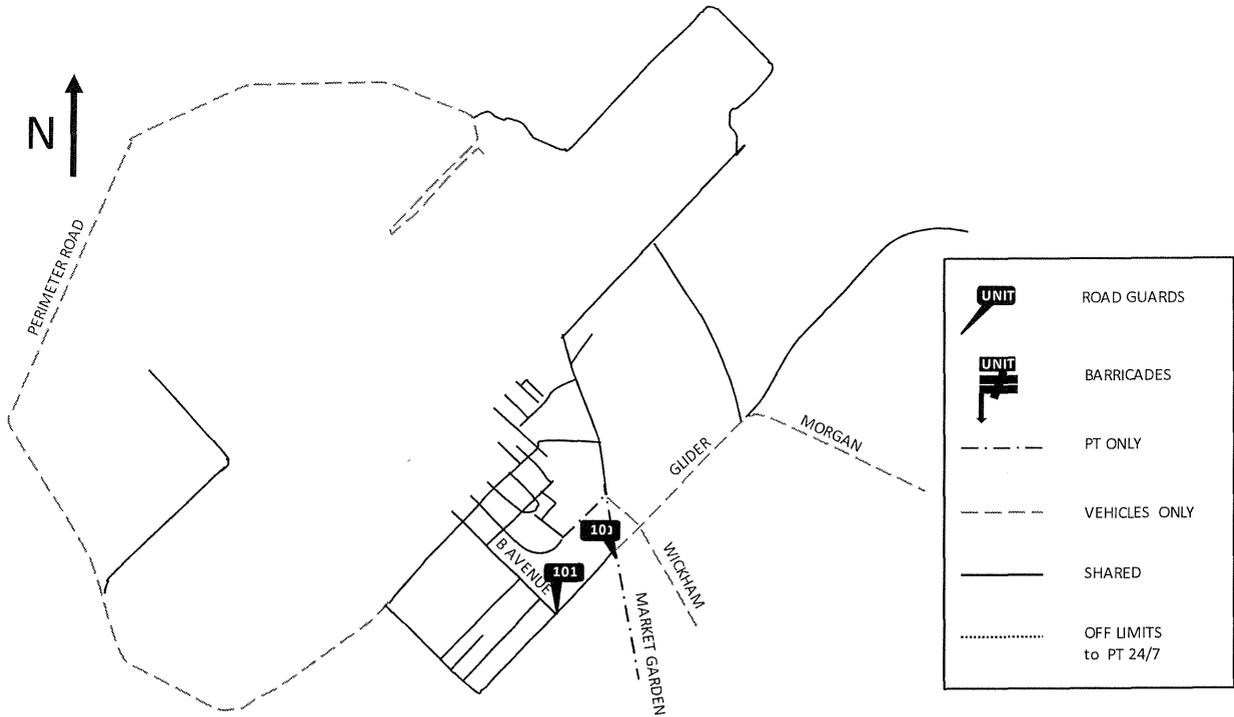
i. PT during Inclement Weather:

(1) PT can be conducted safely during periods of inclement weather. The decision to conduct training rests with commanders/supervisors. Numerous factors such as wind chill, Wet Bulb Globe Temperature (WBGT), type of training, and physical condition should be considered when making this decision. See Figure 4-2.

(2) When increased danger of cold or heat injury is present, commanders/supervisors must take necessary precautions. During periods of cold weather, troops must wear the winter PT uniform. During hot weather, ensure Soldiers consume appropriate levels of water and rest as required. Necessary measures must always be taken to prevent any cold or heat injuries. In the event that they do occur, commanders must ensure Soldiers receive immediate medical attention.



(Figure 4-1 CONT)



(Figure 4-1 CONT)
 (Campbell Army Airfield)

4-4. Air Assault Training

a. General. The ability to successfully conduct air assaults is essential to the Division's war time mission.

b. Individual Air Assault Standards. Graduation from the TSAAS should be stressed by units. The Division standard for Air Assault qualification within a unit is 40%. Companies with qualification rates of 80% will receive a black streamer. Companies with 90% will receive a gold streamer.

(1) The BCT/BDE level commander is the approving authority.

(2) The award remains valid as long as the receiving unit remains at the recognized percentage of air assault qualified personnel. The battalion S3 will monitor qualification levels and remove the streamer if the subordinate company falls below the awarded percentage level.

c. Unit Air Assault Training. Competency in Air Assault operations defines the 101st ABN Division (AASLT). Units must utilize refresher training as often as possible to ensure their skills are up to date. Based on unit assessments of proficiency, directed missions, anticipated requirements for deployment conditions, and available resources (time, aviation assets, etc) the goal for all units in the Intensive Training Phase of ARFORGEN or RESET, will be for:

(1) each maneuver battalion commander to command and control an air assault (as an Air Assault Task Force Commander) using a command and control console aircraft.

(2) each maneuver company to participate in at least one air assault operation.

(3) each artillery firing battery to conduct at least one air assault raid.

(4) each unit to conduct hooker training in support of the BCT (see para 5-6 below).

d. Seats-out Air Assaults:

(1) The Commanding General of the 101st Airborne Division (Air Assault) must approve seats-out air assault operations. Obtain initial concept approval to conduct seats-out air assault operations as part of the ITP Brief or other appropriate forum. At this point, commanders must be prepared to identify training objectives, concept of operation, and known hazards and controls that can be managed in the planning phase. After initial mission approval, the air assault TF commander must seek and receive a final confirmation from the Commanding General for the seats-out air assault no earlier than 24 hours prior to H-hour. If approved, the brigade commander will re-check conditions no earlier than four hours prior to H-Hour to ensure conditions have not changed.

(2) LZs will be assessed for suitability using reconnaissance elements. No hazards will be emplaced on the LZ after completing the area reconnaissance.

(3) To minimize mission risk, the designated serial flight lead pilots-in-command must perform an eyes-on reconnaissance of LZs to be used during seats-out operations.

(4) The chain of command will complete a thorough risk analysis prior to each training event.

(5) Conduct static loading/unloading training prior to all seats-out operations.

4-5. Unit Movement Training

a. Air Transportability Training (Static Loading). Air transportability training will be conducted as required to meet CTC rotation and deployment requirements.

b. Rail Load Training. Rail load training is conducted as required to meet CTC rotation and deployment requirements. All vehicle and equipment operators should know how to prepare and tie down their equipment for rail movement.

c. Highway Movement Training. Convoy/highway movement training is conducted as determined by unit commanders to achieve and maintain proficiency in driver tasks.

d. Standards and guidance for planning, resourcing, and conducting unit movement training are in FORSCOM Reg 55-, 1 Unit Movement Planning.

4-6. Expert Infantryman Badge (EIB)/Expert Field Medical Badge (EFMB)

a. EIB/EFMB will be conducted at the BCT/BDE level IAW ARFORGEN and RESET cycles. These events provide a vehicle for warrior task training and should not be limited to only those Soldiers eligible for presentation of the award or to those that can qualify for the award. These events are an excellent way to close out the Individual Training Phase.

b. Situations that either preclude BCT/BDE level execution or can be facilitated by consolidated training and testing will be coordinated with the Division G3 for consideration.

c. Test guidelines can be found in USAIC Pam 350-6 for the EIB Test and TC 8-800, the EFMB Study Guide.

d. Units submit AAR and test results to G3 NLT 7 days after completion of testing.

4-7. Weekend/DONSA Training

The SC is the approving authority for training on weekends or DONSA. Units will not Conduct training on weekends, DONSA, or holidays without approval of the SC. Units will record and track weekend/DONSA training requests. The unit's request memorandum must be submitted to G3, Training Division NLT 6 weeks prior to the training event (T+6) IAW Army Training Methodology. Requests will include at a minimum a FC Form 6 signed by BCT Commander and a memorandum from the unit requesting the exception to policy. The FC Form 6 will be routed to first to Chief, G3 Training Division, followed by AC of S, G3, SGS, CoS, the DCG (Operations/Support depending on the BCT), DCSM and then the CG. Weekend or DONSA training requests must address five areas.

- a. What training is to be conducted
- b. The size of the unit affected (1 or more)
- c. How long the Soldiers affected have been aware of the training
- d. Why the training must be conducted on a weekend as opposed to during normal duty hours
- e. Soldier compensation plan

4-8. Safety Day

Applicable CG Policy Letters provides guidance on the conduct of Safety Stand Down Days. Every leader from the first-line supervisor to the highest levels of command must be committed to building safety standards into all operations and activities, and instilling risk management procedures into our culture so that protecting the force becomes a routine consideration. A safe environment, both on and off duty, must be a constant goal. Units will focus on safety for one day each quarter, supporting the overall readiness of units, garrison activities, and the community. Risk Management guidance can be found in FM 5-19 and CAM REG 385-1.

4-9. Unit Ministry Team (UMT) Training

To ensure UMTs receive the necessary core competency subject training, the Installation Chaplain will conduct centralized UMT training one Thursday every month at a designated location from 0930-1130. The Chaplain's Office will oversee the training and publish a UMT training plan for the upcoming fiscal year during the last quarter of the current fiscal year.

4-10. Media

Units should integrate media-on-the-battlefield training, including embedded media, in coordination with unit public affairs staff during collective training events.

4-11. CBRN Unit Training

a. Unit training.

(1) Units will conduct collective training tasks under CBRN conditions during unit exercises (C2, CA, CS, and CSS) to enhance mission performance in CBRN environments. Realistic training requires understanding of potential enemy doctrine and capabilities for employing CBRN weapons be understood. Units will incorporate realistic enemy CBRN threat capabilities into exercise planning and apportion time during the exercise to execute operations under CBRN conditions to develop and test the capability to perform mission son the integrated battlefield.

(a) Unit proficiency will be determined by unit accomplishment of METL tasks under CBRN conditions during internal/external evaluations to MTP standards.

(b) Commanders will determine the amount of time necessary to demonstrate proficiency per MOS based on mission requirements and criteria in FM 3-11.4. Soldiers will be proficient performing their MOS and other job related tasks in MOPP 4.

(2) Leaders will ensure operations in and the effects of CBRN capabilities are included in the annual threat brief.

(3) Leaders will incorporate evaluation of CBRN training, logistics, maintenance, and administration into command inspection and staff assistance programs.

c. Survivability.

(1) Leaders will ensure that the appropriate section, squad, or platoon has personnel to operate and maintain the assigned CBRN defense equipment in accordance with FM 3-11.3.

(2) Battalion/Squadron level units and above will conduct planning and control of radiological and chemical surveys and chemical/biological sampling when required.

(3) Units will train all individuals on immediate decontamination skills using individual and unit decontamination equipment at least annually.

(4) Leaders will ensure that their units are proficient in operational and thorough decontamination. Brigade level units will plan for, establish and operate a detailed troop decontamination site for company-size forces. When feasible, units should incorporate this into exercise scenarios to add realism to the task.

4-12. Brigade Full Spectrum Exercise

The BFSX program provides advanced collective training of essential battlefield management and decision making skills at the brigade and battalion command and staff levels. The training uses a computer simulation enhanced by response and control cells (work cells) to stimulate command and control processes. Virtual Warriors in the computer work cells transform orders and directives from the brigade and battalion players in their field command posts into computer data inputs needed to fight the battle. The computer battle outputs are translated into reports and fed back to the command posts by the work cell Virtual Warriors. Reference appendix C for specific requirements.

**Figure 4-2.
Heat Injury Prevention Chart**

Heat Condition/ Category	WBGT Index °F	Easy Work		Moderate Work		Hard Work	
		Qts Water Per Hour	Work /Rest	Qts Water per Hour	Work/Rest	Qts Water per Hour	Work/Rest
1	78-81.9	½	NL	¾	NL	¾	40/20
2 (Green)	82-84.9	½	NL	¾	50/10	1	30/30
3 (Yellow)	85-87.9	¾	NL	¾	40/20	1	30/30
4 (Red)	88-89.9	¾	NL	¾	30/30	1	20/40
5 (Black)	90 and up	1	50/10 Min	1	20/40	1	10/50

The work/rest times and fluid replacement volumes will sustain performance and hydration for at least 4 hours of work in the specified heat category. Individual water needs will vary +/- ¼ qt/hour.

NL = No limit to work time per hour

Rest means minimal physical activity (sitting or standing) accomplished in shade if possible.

Caution: Hourly fluid intake should not exceed 1 ½ quarts.

Daily fluid intake should not exceed 12 quarts.

Wearing body armor adds 5°F to the WBGT index.

Wearing MOPP overgarment adds 10°F to the WBGT index.

Easy Work	Moderate Work	Hard Work
<ul style="list-style-type: none"> ▪ Walking Hard Surface at 2.5 mph, ≤ 30 lb. Load ▪ Weapon Maintenance ▪ Marksmanship Training ▪ Drill and Ceremony 	<ul style="list-style-type: none"> ▪ Walking Hard Surface at 3.5 mph, < 40 lb Load ▪ Walking Loose Sand at 2.5 MPH, no Load ▪ Calisthenics ▪ Patrolling ▪ Individual Movement Techniques 	<ul style="list-style-type: none"> ▪ Walking Hard Surface at 3.5 mph ≥ 40 lb. Load ▪ Walking Loose Sand at 2.5 mph with load ▪ Field Assaults

Wind Chill Chart

Wind Speed	40	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45	
Calm	40	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45	
5	36	31	25	19	13	7	1	-5	-11	-16	-22	-28	-34	-40	-46	-52	-57	-63	
10	34	27	21	15	9	3	-4	-10	-16	-22	-28	-35	-41	-47	-53	-59	-66	-72	
15	32	25	19	13	6	0	-7	-13	-19	-26	-32	-39	-45	-51	-58	-64	-71	-77	
20	30	24	17	11	4	-2	-9	-15	-22	-29	-35	-42	-48	-55	-61	-68	-74	-81	
25	29	23	16	9	3	-4	-11	-17	-24	-31	-37	-44	-51	-58	-64	-71	-78	-84	
30	28	22	15	8	1	-5	-12	-19	-26	-33	-39	-46	-53	-60	-67	-73	-80	-87	
35	28	21	14	7	0	-7	-14	-21	-27	-34	-41	-48	-55	-62	-69	-76	-82	-89	
40	27	20	13	6	-1	-8	-15	-22	-29	-36	-43	-50	-57	-64	-71	-78	-84	-91	
	Frostbite can occur in one hour								Frostbite can occur in 30 minutes			Frostbite can occur in 10 minutes			Frostbite can occur in 5 minutes				

Chapter 5 Resource Management

5-1. Resource Allocation

a. The Senior Commander approves prioritization of the training enablers critical to training programs. Commanders and leaders manage the use of available training resources. Cost-effective training techniques must be aggressively pursued, keeping in mind that every training requirement and expenditure of resources should contribute directly to combat readiness. Army-approved training strategies are designed to make best use of live-virtual-constructive training capabilities to efficiently build and sustain unit proficiency. Army-approved training strategies use a crawl-walk-run approach to training and identify training events, or gates, where the unit must perform to standard before progressing to more realistic/resource intensive conditions. For example, Soldiers perform to standard on the conduct-of-fire trainer before proceeding to full-service gunnery.

b. The ARFORGEN process is a standalone cycle, not linked to Fiscal Years, Quarters or other regularized periods. The phases of the ARFORGEN process will not coincide with the beginning or ends of FY Quarters and will likely start or end mid-quarter, span multiple quarters and cross the time based requirements of other training processes (training doctrine, ammunition forecasting, support and enabler requests and schools to name a few).

c. Based on the ARFORGEN process, Fort Campbell and the Division will prioritize units for resources with regard to their standing in the ARFORGEN process. There will not be a color, number, predetermined or equal cycle system for allocation of training resources.

d. Prior to each quarter, the Division will establish the unit training priorities for the subject quarter. This prioritization will be established in advance of any resource conferences or timelines for requesting resources. It will cover the entire quarter and each unit competing for resources. The priorities will be established based on unit status in the ARFORGEN and RESET process, command guidance, the Master Training Common Operating Picture and the unit's training plan for that phase of ARFORGEN and RESET.

e. The key to this process is the training plan for the phases of individual and collective training. This plan must articulate realistic requirements for appropriate resources (land, training areas, ranges, complexes and facilities), including a concept for the number and type of assets, time duration needed, analysis of throughput capability and associated support or enablers. Key installation/post resources will be assigned based on the training requirements of the unit plan and de-conflict with other unit requirements and follow published "Business Rules" specified below.

5-2. G3 Business Rules

a. Mission Tasking Business Rules.

(1) On-post and off-post taskings are planned and resourced (aka "Binned") using the ARFORGEN Ready Expeditionary Force (REF) Pool, with fair-share being the secondary planning consideration.

(2) Units who are R+46 through R+180 days will be responsible for all REF missions as it meets feasibility. These taskings include, but are not limited to recurring taskings and local community outreach

(3) Units who are R+121 through R+240 days are sourced for CONUS based CEF requirements (Eagle Guard, Bluegrass, Wild Land Firefighting, and Severe Wx). When unavoidable earlier sourcing may occur.

(4) G3 Operations will resource and task, with the exception of World-wide Individual Augmentee System (WIAS), at the BCT/CAB level. The only exception is when tasking 101st HHB

(5) When tasking the 101st ABN DIV Band, Honor Guard, or PDT, this office will aid in the effective management and scheduling with the respective elements prior to approval of any function.

(6) Every tasking, ideally, is assigned to the supporting unit with 6 week lead time of the action date. On certain occasions, this is unavoidable and cannot be adhered to. G3 Operations will continually strive to uphold the 6 week window to ensure all units possess enough reaction time.

(7) All recurring tasks will be developed as stated in item #1. An IPR will be scheduled at least seven weeks prior to the new quarter starting to ensure units possess enough reaction time.

b. G3 Training Business Rules.

(1) Training is resourced by Culminating Training Event (CTE) such as a validation MRE, CTC, or Warfighter

(2) G3 Training resources training plans, not individual training or by specific training enablers

(3) Once CTE is complete, level of priority decreases.

(4) Aviation CTE is focused on DEF; but must complement CAB training strategy

(5) The higher collective training priority the lower the individual training priority and vice versa

(a) Desired endstate is BCT execution of Company LFX at R+365

(b) Sequence of Key events: MTB, Training Management Seminar, ITB, IRAC, and RAC.

5-3. Training Conferences

a. G3/S3 Conference. The conference is chaired by the G3 and all brigade and tenant unit S3s will attend. The conference covers training issues and requirements, establishes unit training priorities, and provides guidance for resource allocation. It will review the Division Master Training Schedule (MTS), upcoming events, and changes to Division activities and ARFORGEN/RESET phases.

b. Initial Resource Allocation Conference (IRAC). This meeting is conducted by the Training Division 14 weeks prior to the start of a quarter and will cover resource allocations for that quarter. Brigades and tenant unit representatives will attend. Unit representatives will bring training plans reflecting their training requirements. Resources will be allocated to units based on training plan requirements and individual and collective training priority. Resources not allocated during the IRAC become available for use by request for any organization. (This does not include MQTRs.) Two weeks prior to the IRAC, BCTs will submit Multipurpose Qualification Training Range (MQTR) schedules to Range Division in order to provide visibility to resource managers.

c. Resource Allocation Conference (RAC). The RAC is conducted no later than 7 weeks prior to the beginning of the training quarter. The requirement for attendees is the same as for the IRAC. The outcome is resolution of resource conflicts to allow unit's to lock-in training resources for that quarter. At the conclusion of the conference, Range Operations will finalize the allocation of resources. Once the resource allocation packet is approved by the G3 it becomes the sourcing document. Units will submit a FC 253 to ensure the proper scheduling of all the training resources approved by G-3. After of the G3's approval of the resource allocation packet the following ten working days will be used as a quality assurance and checks (QA/QC) to input and confirm those resources. Range Operations will have the first five working days to input all allocations into RFMSS. Unit resource managers will use the next five working days to check Range Operations, ensuring RFMSS reflects all allocated training areas and ranges agreed upon in the RAC for their respective unit. Unit resource managers will only confirm resources allocated at the RAC during this second 5 day period (any additional resources requested for that quarter during this period will be denied). Failure to confirm your resources within the 10 working day QA/QC will result in loss of those resources by that unit, making them available to other units. Requests for resources not allocated will be accepted, on a first come basis, after the 10 day period.

d. Division Air Training Resource Conference (ATRC). This meeting is conducted by G3 Aviation at 8 weeks prior to the quarter. The purpose of this conference is to provide a format for unit requests for aviation support in the upcoming quarter. Unit representatives will meet with the aviation brigades to discuss aviation resources and training priorities. Air Mission Requests for the upcoming quarter must be provided to G3 Air at least one week prior to the conference. The following aviation training priorities will serve as guidance for training planning and resource decisions.

(1) EXEVALs

(2) Gunnery/Door Gun training.

(3) Individual Air Crew Training.

(4) Environmental Training (MOUT/HATS/Desert/Over Water).

e. Regional Resource Allocation Conference (R-RAC). This meeting is a semi-yearly meeting that encompasses training areas external to Fort Campbell. In an effort to meet the expanding land needs of our tenant units, regional facilities will meet with Fort Campbell and track what land is available and when. The availability of land will then be offered to Fort Campbell units during normally scheduled IRAC and the RAC.

5-4. Land, Ranges, and Facilities

a. Fort Campbell training areas, ranges, Live and Virtual Simulation Training facilities, Military Operations on Urbanized Terrain (MOUT) facilities, MAC Courses, firing points, observation points, drop zones, Assault Landing Strip, and airspace sectors are scheduled through the Range Operations Section. Unit requests for training resources will be prioritized in accordance with individual and collective training priorities during the RAC process explained in 5-3 c. The Division G3 is the approving authority for a unit's sole use request of land and air. Units should consider requesting sole use of air and land for CALFEXs that incorporate direct fires (rotary and ground), indirect fires, CAS, etc. All units are required to cancel land resources that will not be utilized at least 48 hours prior to use.

b. The following areas/sites/ranges are scheduled separately:

- (1) Training Areas (TA)
- (2) Ranges
- (3) Firing Points (FP)
- (4) Observation Points (OP)
- (5) Golden Eagle Flight Landing Strip (FLS)
- (6) Drop Zones (DZ)/Pick-up Zones (PZ)/Landing Zones (LZ):
 - (a) Suckchon
 - (b) Corregidor
 - (c) Bastogne
 - (d) Veghel
 - (e) Stryker
 - (f) PZ1
- (7) Live and Virtual Simulation Training facilities

c. Unit training will be established by unit priority and scheduled with the following general priority in mind:

- (1) Culminating Training Event (CTE)
- (2) Deployment Schedules
- (3) Schools (e.g., NCO Academy).
- (4) Attack aviation gunnery.
- (5) Reserve component annual training and weekend inactive duty training (IDT).
- (6) By established individual and collective training priority.
- (7) Tenant unit training.

d. TA allocations, IAW above priorities, with special consideration as below:

- (1) TA 2 and 6: NCO Academy.
- (2) TA 3: 160 SOAR (A)
- (3) TA 47: 5th SFG (A).
- (4) TA 17: Range 60: Co-Use required with the C-IED Academy.
- (5) The Sabalauski Air Assault School (TSAAS) has special consideration on Range 61, Bastogne DZ and Corregidor DZ, and the Pathfinder FTX. Dates will be published prior to the IRAC.

e. Live-Fire/Maneuver Range Allocations. By established unit priority.

f. Multipurpose Qualification Training Ranges. BCT commanders are the primary users of assigned MQTRs. BCT commanders will manage the resource to ensure all units aligned under an MQTR have appropriate opportunities for training and will resolve resource conflicts within an MQTR. Periods of time not used by the BCTs will be allocated to other units requiring the resources. BCTs will ensure they submit a schedule for all ranges to Range Operations two weeks prior to each IRAC. BCTs will use the Range Land Allocation Matrix format for submitting their range schedules to Range Operations. FC form 253s are not required prior to the RAC, however once the RAC is completed and all allocations have been approved by the G3, FC form 253s must be submitted for all allocated resources, during the first five days of the post RAC process. Once the RAC process is complete, BCTs can schedule their assigned ranges in RFMSS for the BCT and any subordinate units without having to submit FC 253s. Any other units needing usage, will be required to gain a co-usage agreement on a FC Form 253 from the BCT and submit it to Range Operations.. A 24/7 hot status has been approved with shortened opening procedures memorandum. For further information see CAM Reg 385-5.

(1) MQTR A – 1 BCT, 101 CAB, 86th CSH, 1-5 SFG; Range 11(MPMG), Range 11A(Zero), Range 13(MRF/KD/CPQC), Range 14 (KD), Range 15 (Zero) Range 22 A (TPT).

(2) MQTR B – 2 BCT, 159 CAB, 2-44 ADA, USAG, 2-5 SFG; Range 7 (Zero), Range 9 (MRF/CPQC), Range 10 (MPMG), and Range 22 B (TPT).

(3) MQTR C – 3 BCT, 101st HHB, 716th MP, 3-5 SFG Sep Companies and Detachments; 52nd OD Group, 160th SOAR; Range 36A (MRF/CPQC), Range 36b (Zero), Range 36C (MPMG/10M Zero), and Range 36D (TPT).

(4) MQTR D - 4 BCT, Sustainment BDE, 326th EN, 4-5SFG; Range 22D (TPT), Range 23A (MRF/CPQC), Range 23B (Zero), and Range 26 (MPMG).

g. Ranges:

(1) Ranges 8/18 - wash racks. No priority. Units schedule in accordance with CAM Reg 385-5.

(2) Ranges 28/46 - Multipurpose Range Complex (MPRC)/Multipurpose Training Range. Utilization of Ranges 28/46 includes adjacent ranges that adversely impact the range safety fans.

(3) Range 39 - Demo Range. Engineer Companies within BCTs with established unit priority, 52nd OD Group, 5th Special Forces Group (SFG) (Airborne) by established unit priority, and all others.

(4) Range 41 - Priority to Combat Aviation Brigades (CABs). Additionally, 19th ASOS will have priority for **2-hour** blocks of time when granted co-use with aviation brigades. The CABs will coordinate between Brigades for co-use of Range 41 to account for each brigade's requirements. Consideration must also be given to Artillery units conducting Direct Fire training on OP 8. Conflicts between CABs or between the CABs and Artillery units will be prioritized by the G3.

(5) Range 50 - Door Gunnery Range. Priority to combat aviation brigades. Scheduling must be coordinated with use of Ranges 41 and 50. To facilitate for longer gun runs in support of door gunnery, CABs must coordinate (co-use) with maneuver units using Range 55.

(6) Range 64- Priority of use is to CBRN operations; schedule separately for MOUT use.

(7) Range 60/TA17 - Co-Use with C-IED Center Required.

h. USASOC Priority Training Facilities: Priority use of the follow facilities will go to the tenant USASOC units below.

(1) 5th SFG:

(a) Range 12

(b) Range 35A

(c) Range 51A Flat Range

(d) Range 51B Breaching Facility

(e) Range 51C Shoot House

(f) Range 51D Unknown Distance /Tower

(g) Range 51E Known Distance

(h) Range 51F Urban Assault Course

(i) Range 70 Indoor range

(j) Fixed RVTT Site, BLDG 3219

(2) 160th Special Operations Aviation Regiment :

(a) Range 2A

(b) Range 29

(3) Tenant USASOC units are the primary users of their assigned facilities. Commanders will manage their resources to ensure appropriate usage of the facilities and that any non-usage time is allocated to other units requiring the resources. To support full mission profile exercise OPSEC requirements, the entire range 51 complex can be scheduled. Commanders will ensure their units submit a schedule for all facilities to Range Operations two weeks prior to each IRAC. Units will use the Range Land Allocation Matrix format for submitting their range schedules to Range Operations. FC form 253s are not required prior to the RAC, however once the RAC is completed and all allocations have been approved by the G3, FC form 253s must be submitted for all allocated resources, during the first five days of the post RAC process. Once the RAC process is complete, tenant units can schedule their assigned ranges in RFMSS for their Primary unit and any subordinate units without having to submit FC form 253s. Any other units needing usage, will be required to gain a co-usage agreement on a FC Form 253 from the tenant unit and submit it to Range Operations. Any contractors used as OICs or Safety Officers must be in full compliance with USASOC REG 385-1, DA PAM 385-63, and Policy letter #25.

i. 160th SOAR Standard Helicopter Operations on Range 66 concrete cinderblock buildings, Aardvark LZ, and range 45 concrete cinderblock buildings for all military and civilian pilots, active or reserve, assigned, attached on temporary duty with the 160th SOAR(A).

(1) Standard Helicopter Operations are defined as single or multi-ship airland assault, rooftop landings, simulated fast rope operations, rooftop lip landings, and rooftop single point landings. All approaches and landings will be conducted without assaulters. An occupied status is the only requirement for the training area. The ASO and OIC requirements will not be necessary if the training is conducted within the definition of "Standard Helicopter Training".

(2) Scheduled training events will be coordinated through the RAC or directly with Range Control on a case by case basis.

(3) Opportunity Training (Unscheduled): Single or multi-ship elements must verify the status of the facility with Range Control either by phone or radio communications. If the facility is available, the pilot will request of Range Control to "Occupy the facility for Standard Helicopter Operations" on the Range Control FM frequency.

(4) A Risk Assessment approved by the current Regimental Commander to conduct Standard Helicopter Operations on these facilities without a prior walk through must be on hand with the Installation Range Officer prior to the training.

(5) Coordination for occupation will remain with Range Control. Eagle Radio cannot approve the use of these facilities for opportunity training. Aircraft will receive permission prior to training from Range Control on the Range Control FM frequency. If communication is lost with Range Control and cannot be regained, training will cease. Aircraft will relay through Eagle Radio that they have departed the facility due to lost communication. The requirement to have an alternate means of communication, IAW live fire range procedures, is not required.

(6) A list of 160th SOAR aircraft tail numbers will be provided to Range Control to interrogate incoming aircraft and prevent non 160th SOAR(A) aircraft from attempting to conduct Standard Helicopter Operations.

(7) A maximum of 4 separate aircraft or 2 flights of aircraft can operate per facility during opportunity training. Deconfliction of multiple aircraft or flights will be the sole responsibility of 160th SOAR(A). A common traffic advisory frequency (CTAF) must be established by the Division G-6 or the 160th SOAR S-6 frequency manager to allow multiple aircraft or flights to communicate during opportunity training. The preferred frequency band is UHF.

(8) The 160th Regimental Standardization Office, in conjunction with the Range Control, will help develop an aviation SOP for Standard Helicopter Operations Training. This SOP will include landing limitations by building number and aircraft type in the event no prior coordination is conducted. Deviations must be approved by Range Control.

j. Flight Landing Strip (FLS)/DZ/LZ Allocations. Joint Air Attack Team (JAAT) missions have priority on DZs and Golden Eagle FLS. If a JAAT mission and ground training are scheduled for the same DZ/FLS, the ground unit will vacate the DZ/FLS long enough to allow the JAAT mission to take place.

(1) Scheduled training events will be coordinated through the RAC or directly with Range Control on a case by case basis

(a) Request FLS from Range Operations.

(b) Coordinate with G3 Aviation for Notice to Airmen (NOTAM) submission and United States Air Force (SAF) support (CCT, weather).

(c) Coordinate with/notify the installation fire station for on call support.

(d) Unit must provide medical support with a field litter ambulance and road guards.

(2) PZ1 is allocated

k. FLS/DZ/LZ Allocations:

(1) Golden Eagle FLS (for air land and air assault operations):

(a) Request FLS from Range Operations.

(b) Coordinate with G3 Aviation for Notice to Airmen (NOTAM) submission and United States Air Force (SAF) support (CCT, weather).

(c) Coordinate with/notify the installation fire station for on call support.

(d) Unit must provide medical support with a field litter ambulance and road guards.

(2) PZ1 is allocated to TSAAS. Units wishing to utilize PZ1 must fill out a FC Form 253 for co-use with TSAAS and a NOTAM request with G3 Aviation prior to going to Range Operations.

(3) All PZ/DZ/LZs and FLS require a NOTAM request submitted and the approval stamp from G3 Aviation noting de-confliction of air space. Additionally, Son DZ is under the operational control of Campbell Army Airfield (CAAF) and units must coordinate with CAAF, submit a NOTAM request with G3 Aviation and receive the G3 Aviation approval stamp prior to submitting a request to Range Operations.

(4) Range Control will designate a 'duty DZ' for support to airborne operations. This DZ will be rotated to minimize conflicts with other training events.

l. Reconfigurable Vehicle Tactical Trainer (RVTT), located in Bldg 3219 Kentucky Ave:

(1) Priority is given to 5SFG until the final G3 Land Allocation Matrix is approved.

(2) Reservations after approval of the matrix are first-come, first-served.

m. Engagement Skills Trainers (EST): ESTs are aligned with units for priority of use. This alignment includes subordinate and associated units as with the MQTRs.

(1) EST alignment.

(a) Building 3701: 1st BCT

(b) Building 6202: 2nd BCT

(c) Building 6757: 3rd BCT

(d) Building 7036: 4th BCT

(e) Building 6084: 101/159 CAB

(f) Building 6856: Sustainment Bde

(2) This priority is in effect until the final G3 Land Allocation Matrix is approved. Reservations after approval of the matrix are first-come, first-served.

n. FP and OP allocations: Priority on OPs and all FPs is by established unit priority.

o. Conflicts. Many ranges conflict with other training resources when they are in a "Hot" status. These resources may not be scheduled simultaneously unless the units coordinate with Range Operations. The conflicts can be continuous or may be operationally specific depending on weapon system/s being utilized. For range conflicts see Range Operations at building 6087.

p. Range Coordinations: After receiving training facilities during the RAC process or requesting them on a first come first serve basis all training facilities have a follow-on coordination process that must be followed before receiving full authorization to utilize the facility. Coordination includes scheduling by Range Facility Management Support System (RFMSS) or FC form 253, range walks with appropriate Range Operation Specialist (Range Manager), and final coordination of range packets within the Range Safety office.

(1) Coordination deadlines for each type of facility are as follows:

(a) 16 calendar days prior to the first training date for any facility that requires a range target operator. These ranges are: 1, 2, 3, 4, 8, 7/9, 10, 11, 13/14/15, 17, 18, 20A/B, 21A/B, 23A/B, 26, 27 and 36A/B in the Small Arms Impact Area, and 28, 31, 42, 46, 52, 54, 55 located around the North and South Impact Area.

(b) 10 calendar days prior to the first training date for any facility that requires a range walk with Range Operations Specialist (Range Manager). These facilities are: 3A, 3B, 17A, 27A, 31B, 31South, 37, 38/38A, Demo 39, 40, 40A, 41, 44A, 44B, 44C, 44D, 44E, 44F, 44G, 45, 47, 50, 51A, 51B, 51C, 51D, 51E, 51F 53, 56, 60/60A/, 61, 62, 63, 64, 65, 66, 67, 68, 71(TUAV-19), 72, 73, 101 (Cassidy), Observation Points 2, 3, 4, 8, 10, 12, 13.

(c) 48 hours prior to the first training date for any facility that does not require a target operator or a range walk. These ranges are: 2A, 7, 11A, 12A, 15, 16, 20B, 21B, 22, 22A, 22B, 22C, 22D, 23B, 24, 25A, 26A, 26B, 33, 35, 35A, 36B, 36C, 36D, 70 (5SFG Indoor Range) and all training areas excluding TA 17.

(d) No facility will be scheduled within 48 hours prior to the training date.

(2) Scheduling: Major Unit Commands (MUCs) must ensure they identify the subordinate unit they are scheduling for and schedule far enough in advance that it allows the subordinate unit time to complete the entire coordination process.

(3) Range Walks are required for: MOUT facilities, Maneuver ranges, Shoot house facilities, Observation points, TUAV-19, and all facilities surrounding the North and South impact areas. These range walks are completed with the appropriate Range Operations Specialist (range manager). All Range Officers-In-Charge (OIC) and Range Safety Officers (RSO) who have been certified by their Battalion commander must be on the range walk. The OIC(s) and RSO(s) must agree with coordination. Upon completion of the range walk a signed coordination sheet will be provided to the unit.

pe of targets, and brief scenario of the range concept.

(4) Coordination Sheet: A signed document provided to the OIC(s) and RSO(s) by the Range Operations Specialist at the completion of the range walk. This document outlines your unit administrative data, occupation and clearing times, weapons and ammunition to be fired, type of targets, and brief scenario of the range concept.

(5) Shortened Opening Procedures Memorandum: This document identifies certified personnel to perform duties as OIC(s) and RSO(s). Additionally, this document is used to identify ranges that require range operators within the Small Arms Impact Area. Ranges that do not require a range walk in the Small Arms Impact Area as a minimum require a Shortened Opening Procedures Memorandum and a Risk Management Worksheet.

(6) Scenario: Must be detailed enough to determine if there are any conflicts that need to be addressed. Key items include but are not limited to position of stationary and maneuver elements, weapon system(s) employed, supporting firers (direct or indirect), role of vehicles, or aircraft. It must also have eight digit grid(s) for weapon system(s), azimuth for left and right limits of fires. Compliance with Policy Letter 25-Live Fire Exercises (LFXs) is mandatory.

(7) Risk Management: Must be in a compliance, with CAM-REG 385-5, FM 5-19 and Policy Letter 25 Live Fire Exercises (LFX). All units will use FC Form 4162 dated April 2006 (SOCOM units can use DA form 7566). All risks should be identified and control measures to reduce the risk explained, must be signed by the appropriate level commander.

(8) Surface Danger Zone (SDZ): Diagrams are required for all live firing weapons systems. SDZs can be produced using ARC Map software or drawn using 1:25,000 scale maps. Some weapon systems may be grouped together depending on the method of employment. DA PAM 385-63 is referenced for construction of SDZs.

5-5. Wildfire Prevention Guidelines and Waiver Approval

Guidance for summer months and "Red Ranges". Units forecast 4/1 ammunition in The Total Ammunition Management Information System (TAMIS), and provide their Brigade Ammunition Officer (BAO) the number of ball ammunition they would like to have shipped (in lieu of 4/1) to the FTCKY ASP. The BAO will submit rollup to G3 Training, that captures number of ball needed for next lock out month. G3 will in turn submit to ASP Accountable Officer for submission to Joint Munitions Command (JMC). BAO will submit to G3 NLT the 25th of each month.

Figure 5-1

Enclosure I, Wildfire Prevention Guidelines and Waiver Approval Authority as of 25 April 2011

Classification	Condition	Restrictions				Waiver Approval Authority
		South and North Impact Areas	Small Arms Impact Area Ranges	Training Areas and Urban Operations sites	Shoothouses, Demo Areas (Includes 39, 44G, 51B)	
Class I	Burn index 0-4	None	None	None	None	N/A
Class II	Burn index 5-9	None	None	None	None	N/A
Class III	Burn index 10-19	None	None	None	None	N/A
Class IV	Burn index 20-39 Winds less than 10 knots	HE only for indirect fire systems. Ball only except on RG 28, 29, 31, 41, 42C (CLF), 46, 50, 55C.	Ball only except ranges 10, 11, 26, 36A	Extreme caution when using blank ammunition and pyrotechnics	None	Installation Range Officer or Range Operations Officer
Class V	Burn index 20-39 Winds greater than 10 knots	HE or ball only. Powder charges or increments may only be burned on a hard surface. Ball only except on RG 28, 29, 31, 41, 46, 50, 55C. No 20mm, 40mm HE or M918 TP.	Ball only except ranges 10, 11, 26 and 36A. No 40mm HE or M918 TP.	No open fires No pyrotechnics No blank ammunition in Training Areas. (Blanks are authorized in Urban Operations Sites)	None	DPTMS or his designated Deputy
Class VI	Burn index 40-100 Winds less than 20 knots	HE (indirect fire and Avn Gun) or ball (direct fire) only	No tracers, No 40mm HE or M918 TP	Same as class V	No firing on Demo Areas. No restrictions in Shoothouses	Garrison Commander
Class VII	Burn index 40-100 Winds greater than 20 knots	No firing	No firing	Same as class V	No firing	Senior Commander

AERIAL GUNNERY: All targets will be a minimum of 1 km inside the impact area when firing missiles during class VI days.

5-6. Close-In Training Areas (CITA)

a. General.

(1) CITAs are those areas or facilities adjacent to or east of Market Garden Road which are available to units for the conduct of training.

(2) The provisions for safety during training, contained in CAM Regulation 385-5, apply to all activities in the CITA.

(3) Weekly activity schedules will reference appropriate CITA or physical proficiency test area by number. Parade fields will be referenced by name.

(4) Use of pick-up zones and landing zones adjacent or east of Market Garden Road is referred to in CAM Regulations 95-1 and 385-5.

b. Responsibilities.

(1) The responsibility for scheduling, maintenance, cleanliness, and normal upkeep of CITA and facilities will be assumed by the units to which they are assigned (as indicated in Table 5-1). Major support and repair requirements beyond unit capability will be accomplished by submitting a work order to the Directorate of Public Works.

(2) The Directorate of Plans, Training, Mobilization, and Security (DPTMS) will conduct inspections as necessary to ensure the proper maintenance of training areas referred to by this regulation.

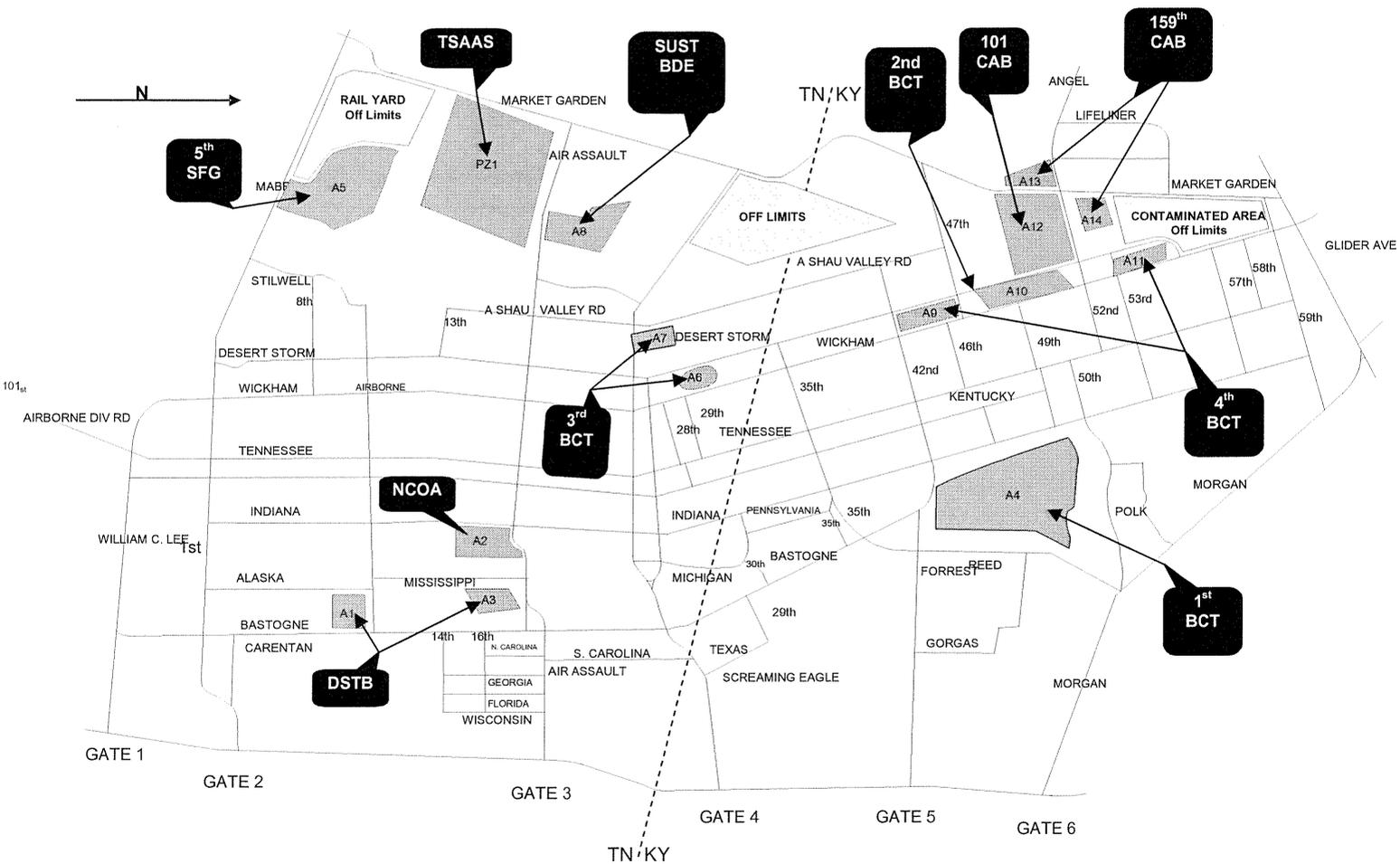
(3) Coordination. Units desiring to use CITA or facilities assigned to another command are authorized direct coordination with the responsible unit S3.

(4) The CITA and facilities shown in Table 5-1 are assigned to the following units for scheduling, maintenance, cleanliness, and normal upkeep. See Figure 5-2 for map.

Table 5-1. Assignment of CITA Facilities

UNIT	FACILITY	DESIGNATION
1st BCT	CITA	A4
2d BCT	CITA	A10, Clarksville Base
3d BCT	CITA	A6, A7
4 th BCT	CITA	A9, A11
101st CAB	CITA	A12
159th CAB	CITA	A13, A14
Sust. Bde	CITA	A8
52 nd OD Group	CITA	Cav Country Areas
5th SFG (A)	CITA	A5
101 HHB	CITA	A-1, A3, Division Parade Field
NCOA	CITA	A2
TSAAS	CITA	PZ-1

Figure 5-2. Close-In Training Areas (CITA)



5-7. Air Sectors

- a. Units owning a training area/range do not have default ownership of the airspace above ground level.
- b. Units performing large-scale aviation training (e.g., brigade air assault, aviation gunnery) may require control of an air sector. Units requiring the airspace for training, but not the land, request use of the air sectors on FC Form 253 and seek joint usage with the involved landowners.
- c. Usage of air sectors will be granted as long as there is no conflict with scheduled ground training.
- d. G3 arbitrates any conflicts which cannot be reconciled by the interested parties at the IRAC and RAC.
- e. Units must attend the quarterly scheduling conferences to resource the UAV training area (TA-19).

5-8. Hellfire, Copperhead and Other Unique Munitions

These training events directly impact most areas west of Grant Road. Therefore, this training must be projected and scheduled at the earliest possible date.

5-9. Joint Use

- a. Units requiring joint use of a range/training area/site coordinate with the owning unit's S3 and establish training limitations or restrictions.
- b. A FC Form 253 with specific limitations on training signed by owning unit S3 or designated representative must be turned into Range Operations.
- c. Once joint-usage is granted and approved, it cannot be rescinded by the primary owning unit.

5-10. Recreation and Recovery

- a. Range Operations will allocate a minimum of 10 training areas per day per weekend to Outdoor Recreation.
- b. Unscheduled training areas are released to Outdoor Recreation 10 days out.
- c. Units should, and are encouraged to release training areas over weekends or specified days to Outdoor Recreation for use.
- d. Range Operations will ensure areas are returned to the owning units to reoccupy.
- e. Fishing is authorized in Kyle Lake, Lake Taal and Clarksville Base even when training areas are occupied. Parking is restricted to marked areas. NOTE: Kyle Lake is restricted during certain training events (e.g., SOCOM special training, Reverse Osmosis Water Purification Unit operations).
- f. Dove hunting is permitted at designated locations within occupied areas and is restricted to easily identifiable dove plots (i.e., plowed area within Suckchon DZ, when TA 21 (but not the drop zone) is being used for training). Park only in designated areas.

5-11. TSAAS Obstacle Course

- a. Day-to-day use: Units conducting training coordinate with TSAAS Operations no less than 24 hours prior to training. The TSAAS Obstacle Course is available for use from 0630-1700 on normal duty days. A maximum of 100 soldiers may occupy the Obstacle Course at one time.
- b. NCOIC must be an air assault qualified NCO or above.
- c. Uniform: ACU uniform as per CAM Pam 600-1. At no times are sterile uniforms authorized.
- d. Unit Pre-air assault instructors may wear the unit PT shirt.
- e. There must be a medic on (EFR not authorized) hand. The medic will be in complete ACU with a complete M-3/M-5 aid bag with neck brace and Sam Splint. They must have a means of communication in order to contact EMS and a covered military vehicle to transport an injured soldier on a backboard.
- f. The NCOIC, medic report to TSAAS Operations prior to training
- g. The using unit polices the obstacle course upon completion of training and OIC/NCOIC reports any broken or damaged equipment to TSAAS Operations and signs off of the course.
- h. Safety is critical; The using unit must submit a completed FC Form 4162 (Risk Management Worksheet) signed by the appropriate level commander, on the day of training. The NCOIC must ensure safe execution of all obstacles, especially in inclement weather (i.e., rain, ice).
- i. Sole Usage of course by units: Unit must submit a memorandum no later than one month prior to the desired day of use to TSAAS Operations. The memorandum includes using unit, purpose of training, number of personnel to train, OIC/NCOIC, medic/EFR, and block of time for training. The uniform is the same as that for daily use.
- j. The Commander, TSAAS is the approval authority for use of the Obstacle Course.
- k. TSAAS has the right to:
 - (1) Make spot inspections at any time.

- (2) Remove units from the Obstacle Course due to improper uniform, equipment, or misuse of the course.
- (3) Release units from the course before, during, and after use.
- (4) Units in violation of the above policies are required to submit a memorandum to the Commander, TSAAS signed by the battalion commander in order to conduct future training.

1. Direct all questions about use of the TSAAS Obstacle Course to TSAAS Operations.

5-12. Live and Virtual Simulation Training Resources

Live and Virtual Simulation Training Resources consist of the Home Station Instrumented Training System (HITS), Call For Fire Trainer (CFFT) 1:30, Engagement Skills Trainer (EST), Reconfigurable Vehicle Tactical Trainer (RVTT), Common Driver Trainer-MRAP Variant (CDT-MV), MRAP Egress Trainer (MET), HMMWV Egress Assistance Trainer (HEAT), Mobile Counter-IED Improvised Explosive Device Interactive Trainer (MCIT), and the Mobile C-IED Interactive Battle Drill Simulator (MCIS).

a. Priority of support is IAW the training support priorities set by the ACoS G3 and priorities for specific facilities IAW paragraph 4-4 of this regulation.

b. Scheduling is achieved during the IRAC and RAC process. Unit coordination with trainers and technicians at the simulation facilities should be made IAW the following guidelines.

Simulator	User Level	Coordination Required?	# Days Prior	Notes
Engagement Skills Trainer (EST) 6084-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6084-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 3701-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 3701-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6202-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6202-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6757-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6757-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 7036-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 7036-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6856-1	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Engagement Skills Trainer (EST) 6856-2	Co	Yes, #pax, type tng, wpn mix, Est Op	10	10 Lanes-70 pax per day* POC: Jim Hall, 798-5481/931-216-3379
Call for Fire Trainer (CFFT) 1:30 - 2534	Co	Yes, #pax, type tng	10	POC: Kenneth Hedgespeth, 956-2284
Reconfigurable Vehicle Tactical Trainer (RVTT) Angels Rd and Taccoa Rd	Co	Yes, #pax, type tng, scenarios	10	Beginning 28 Nov 10 POC: Rodney King, 270-484-5212
Common Driver Trainer-MRAP (CDT-MRAP) Angels Rd and Taccoa Rd	Co	Yes, #pax, type tng, scenarios	10	12 pax/day POC: William Martin, 931-217-1191
MRAP Egress Trainer (MET) Bldg 6318, 51st and Tennessee	Co	Yes, #pax, type tng	10	120 pax/day** POC: Chad Huggins, 931-802-7428
HMMWV Egress Assistance Trainer (HEAT) Bldg 603	Co	Yes, #pax, type tng, Operator	10	POC: Jim Hall, 798-5481/931-216-3379
Mobile Counter-IED Improvised Explosive Device Interactive Trainer (MCIT) Bldg 2194-A	Co	Yes, #pax, intent, scenarios	10	Plt/Co events POC: Mr Fred Silhol 910-549-0314
Mobile C-IED Interactive Battle Drill Simulator	Co	Yes, #pax, intent, scenarios	10	Plt/Co events POC: Mr Robert Rainer 270-505-2464
Virtual Battle Space 2 (VBS2) Bldg 2194-A	Co	Yes, #pax, intent, scenarios	10	Plt Events POC: Mr Dave Graham 270-412-4444
Homestation Instrumented Training System (HITS) TBD	Co/Bn	Yes, exercise development; equipment is issued at TSC warehouse	30	Beginning Mar 2011-Plt/Co/Bn events POC: TBD

*-EST Capacity is based on M4 Zero/Qualification training. Each EST listed above has 10 lanes. Other training types will have differing capacities depending on type training, type weapon, availability, and number to be trained. The following limitations exist for supporting various weapon systems or training types.

- M2 .50 Cal=2 per 10 lanes
- MK19=2 per 10 lanes
- M240=6 per 10 lanes
- M249=6 per 10 lanes
- M203=6 per 10 lanes
- M9=6 per 10 lanes
- Shoot-Don't Shoot=5 per 10 lanes (Weapon system limits apply)
- Collective=up to 10 assorted weapon systems per 10 lanes (Weapon system limits apply).

**-MET capacity is based on not more than two iterations per soldier. Units that provide a MET operator can achieve higher capacity. Adding iterations using weighted dummies as medical casualties will reduce throughput.

***-HEAT capacity is dependent on availability of instructors. Using units are required to provide cadre to receive training and

5-13. Civilians on the Battlefield (COB)

- a. COB support is available, at unit expense, through PEO-STRI and commercial/contract vendors.
- b. Units can contact Training Division for assistance in preparing a request.

5-14. Aviation Support

Support is based on Aviation Brigade and BCT/BDE (ARFORGEN) requirements and prioritized as follows.

- a. Aviation units provide mission support. Examples are, but not limited to:

- (1) CTC/MRE Rotations - IAW the CTC troop list and FORSCOM tasking.
- (2) Aerial gunnery
- (3) FSO METL training requirements
- (4) EXEVALs - Missions may require augmentation, as authorized/tasked by G3.
- (5) BCT FTX - Based on aircraft and crew availability.
- (6) Simulation training
- (7) Focus on maintenance, individual and collective Aviator/crew training
- (8) Installation support as tasked by G3. Priority is in the following order:
 - (a) G3 approved taskings
 - (b) Basic Air Assault Course
 - (c) Rappel Master Course
 - (d) Pathfinder/Sling Load Master Course
 - (e) Parachute Demonstration Team (PDT)
 - (f) Non-task force aligned units

- b. Submit requests for aviation supports thru the BCT BAE and S3 Air to the Division G3 Air NLT 35 days prior to mission. Requests for air must be coordinated with the respective aviation brigade S3.

5-15. Kinnard Battle Command Training Center (BCTC)

- a. The Kinnard Battle Command Training Center has computer-driven battle simulations used for a variety of scenarios.

- b. The proponent is Director, DPTMS Battle Command Training Center. The Director, Battle Command Training Center, provides the facilities, instructions, and training for units using the simulations.

- c. Unit responsibilities:

- (1) Coordinate with the BCTC for use of the facilities.
- (2) Provide personnel to function as controllers and players.
- (3) Coordinate with higher headquarters for preparation of OPLANs, operation orders, and /or fragmentary orders.

- d. Training is available on BCTC related systems including Army Battle Command Systems, BCTC Force XXI Battle Command Brigade-and-Below (FBCB2) Blue Force Tracker (BFT) Operator/Leader Course, Command Post of the Future (CPOF) BCTC Digital Master Trainer Course, BCTC Commander/Leader Orientation Course.

- h. Units request the use of the Fort Campbell BCTC by coordinating with the Center Staff.

5-16. Transportation

- a. General: A completed Logistical Support Request/Worksheet (FC Form Letter 1446) is used to identify the essential information required to coordinate all aspects of logistical support for any training event. This form requires the units to identify their intentions and determine the mode of transportation.

- b. Commercial Line Haul:

- (1) Movements of less than 50,000 pounds require at least 7 working days notice through Division Transportation Office (DTO).

- (2) Movements of greater than 50,000 pounds require 20 to 30 working days for Surface Deployment and Distribution Command (SDDC), formerly Military Traffic Management Command (MTMC).

- (3) Material movement requests and truck load plans for unit movements of more than 15 trucks are required at DTO 20 to 30 days prior to the departure date.

- (4) Commercial Line Haul Movement Request Memos are submitted through Installation Transportation Office (ITO), Movement Control Team (MTC), through DTO, through Division Comptroller, to ITO, Materiel Movements Section, NLT 5 working days for movements of less than 50,000 pounds or NLT 15 days for movements greater than 50,000 pounds.

c. Rail requests are submitted (listing all items to be rail loaded) 60 working days prior to the proposed load date through the ITO, MCT, or Unit Movements Section for review, to the DTO for cost estimate, funding, and ITO Unit Movement Coordinator (UMC) for coordination.

d. Barge requests are submitted (listing all items to be barge loaded) 75 working days prior to the proposed load date through the ITO, MCT, or Unit Movements Section for review, to the DTO for cost estimate, funding, and ITO Unit Movement Coordinator (UMC) for coordination.

e. Commercial air:

- (1) Reservations are projected 30 days prior to movement..
- (2) Ticketing can be accomplished with two week notice.
- (3) Requests must be accompanied with copy of manifest and orders.

f. Commercial bus:

- (1) Personnel movement requests are submitted to the DTO NLT 14 days prior to movement.
- (2) Commercial Bus Request Memos are submitted through ITO MCT, through DTO, through Division Comptroller, to ITO, Unit Movements Section, NLT 5 working days (October through March) or 10 working days (April through September) prior to proposed date of departure. Groups of more than 100 PAX need to allow 14 working days prior to departure.

g. Transportation Motor Pool (TMP) Bus/Vehicle support: Requests are submitted to TMP NLT 72 hours prior to movement.

h. Convoy Clearance and Special Handling Requests: Requests are submitted to the ITO, Unit Movements Section, NLT 15 working days prior to movement.

i. Tactical Motor Vehicle/Material Handling Equipment:

- (1) Requests (FC Form 2957) are submitted NLT 10 days prior to the required date to the ITO MCT.
- (2) Requests submitted fewer than 10 days prior to date required must be accompanied by a letter of justification signed by the first lieutenant colonel in the chain of command.

5-17. Tactical Air Support

a. Units coordinate for tactical air support through their brigade air control center to 19th ASOS using the Air Support Request Form. Procedures are on the back side of the Air Support Request Form.

- (1) Requests must be submitted 45 days prior to the mission date.
- (2) Requests for missions during high priority exercises must be submitted 120 days prior to mission date.
- (3) Late requests will be processed but are not guaranteed.

b. Units must schedule the land and air space required to conduct the mission. Land/air space must be scheduled no later than (NLT) 30 days prior to mission.

5-18. Tactical Airlift Support

a. Support requests are submitted through G3 Aviation.

b. JAAT missions must be requested NLT 60 days prior to the operating month during the G3 Aviation monthly conference using AMC Form 612, July 1995. DTO approved load plans submitted with the JAAT request will increase the chance of the air wing accepting the mission.

c. Special Assignment Airlift Mission requests are submitted 90-120 days prior to the proposed departure date through G3 Aviation for review to DTO for cost estimate, funding, and coordination with ITO.

d. Requests which require Air Mobility Command (AMC) airlift support for staging of ACC forces must be submitted NLT 80 days prior to mission date.

e. AMC will provide USAF aerial port personnel, if required and requested through G3 Aviation.

5-19. Off Post Facilities

Facilities available:

- a. Wendell H. Ford Western Kentucky National Guard Site, Greenville, KY - approximately 5,000 acres.
- b. Muhlenberg Municipal Airport, KY - 70 acres (farmland).
- c. Madisonville Municipal Airport, KY - 70 acres (farmland).
- d. Pilot Rock Site, KY - 5 acres (communications site).
- e. Land Between the Lakes, KY - acreage unknown.
- f. Barkley Dam and Lake Barkley, KY - approximately 1,000 acres.
- g. Christian County Airport, KY - acreage unknown.
- h. Russellville Logan County Airport, KY - acreage unknown.

i. Continental United States (CONUS) government installations as required (i.e., Fort Knox, Fort McClellan, Camp Atterbury, etc.).

5-20. Off Post Training Request Process for FORSCOM Units

a. Resourcing Timeline: The final approving authority for off-post training requests is the SC. The unit's request memorandum must be filed with the G3 Training NLT the IRAC for the training quarter in which all off post training will occur. Requests submitted later that time must be accompanied by a letter of lateness signed by the unit S-3.

b. An off-post training packet must be completed, to include any paperwork to be provided to the off-post training site, and provided to Training Division, along with a FC form 6 for staffing and routing to the Command Group. Pack will include:

- (1) Memorandum requesting approval with training concept and rationale for using the off-post site.
- (2) Letter of lateness (if required).
- (3) All paperwork required by off post training site.

c. G3 Training Division will review for completeness. Once verified complete, the originating unit will pick up the packet and provide the packet to the following staff agencies:

- (1) Division Comptroller
- (2) G4 PLANS-Logistical Support Request for Off-Post Training Request, completed.
- (3) G3 OPS

d. Once all staff agencies review and provide a recommendation, originating unit will provide the packet to Training Division. G3 will have final approval prior to submission to the Command Group.

e. The completed off-post training packet, approved by G3, will be forwarded to the Command Group by requesting unit NLT 45 days prior to date of execution. The SGS will return completed packets to G3 Training for tracking and notification to the requesting unit.

f. Examples of memorandums and forms for submission may be found on the Fort Campbell Knowledge Share site.

g. Off Post Training requests are not required for use of training facilities in or at Tullahoma AB, Ft. Knox, or the Wendell H. Ford Western Kentucky National Guard Site (Greenville). They are considered extensions of the Ft. Campbell training areas. Unit commanders are required to ensure all support requirements are coordinated as required by these installations. They will however be coordinated through the regional RAC by Division, and should be requested in advance of that conference to ensure maximum availability.

5-21. Requirements Steering Committee (RSC)

G3 Training conducts a periodic committee meeting to address unit concerns with training resources, range operations and projects. This meeting is the forum in which units may bring suggestions for future training projects for the next Mission Requirements Board (MRB) for consideration, as well as discuss required improvements and accolades. The RSC will identify training requirements (Live- Virtual-Constructive), and provide the vetting process for future projects.

a. The RSC will discuss the progress on-going projects, the recommendation of future projects and requirements, and whether suggested projects warrant consideration during the MRB.

b. Each BDE sized unit on Fort Campbell is represented on the RSC, by up to three training requirements subject matter experts (as chosen by the command). The RSC is the Major Subordinate Commands (MSC's) voice in the Range Development Plan (RDLP)/Range Complex Master Plan (RCMP) MSC's included on the RSC are:

- (1) 1st Brigade Combat Team
- (2) 2d Brigade Combat Team
- (3) 3d Brigade Combat Team
- (4) 4th Brigade Combat Team
- (5) 101st Combat Aviation Brigade
- (6) 159th Combat Aviation Brigade
- (7) 101st Sustainment Brigade
- (8) 5th Special Forces Group
- (9) 160th Special Operations Aviation Regiment
- (10) 52d OD Group
- (11) 86 CSH
- (12) Chief of Range Operations

- (13) Chief of Training
- (14) G3

5-22. Mission Requirements Board (MRB)

DPTMS, for the Garrison Commander, conducts a semi-annual board to address live, virtual, and constructive training requirements. The Mission Requirements Board is a meeting to inform units of Fort Campbell's existing training resources, resources expected to arrive in the short term (0-2 years) and significant future projects (OMA, UMMCA, MCA funded projects). The MRB sequences current, incoming, and future resources/projects voted on by Fort Campbell's Commanders. After proposed projects are prioritized by Commanders, the Garrison Commander submits the results to the SC for approval and action.

a. Intent:

- (1) Assist the improvement and modernization of training facilities by getting more accurate and detailed mission information to the commanders.
- (2) Drive a comprehensive resourcing strategy that allows for easier revision of unit's plan to acquire future requirements and to fulfill short term and long term requirements.
- (3) Allow for a comprehensive review and prioritization of Fort Campbell short term resources enabling commanders to make more informed decisions by displaying all relevant mission resource information, as well as competing products and projects.

b. The briefing / board is both informative and directive. The agenda will be determined at the time the meetings are held. Voting by board members for prioritization will be counted according to the following rules.

(1) Projects submitted that require funding sources different from range control's O+M budget will be addressed through different channels.

(2) Projects that are directed by the Senior Commander or directed through his delegate authority are approved and not considered during the voting.

(3) Projects may be given a weighted priority based on the MRB Chair.

(4) All remaining projects will be prioritized by an average consensus of the board members.

c. Major Subordinate Commanders/Voting members of the Board:

- (1) 1st Brigade Combat Team Commander
- (2) 2d Brigade Combat Team Commander
- (3) 3d Brigade Combat Team Commander
- (4) 4th Brigade Combat Team Commander
- (5) 101st Combat Aviation Brigade Commander
- (6) 159th Combat Aviation Brigade Commander
- (7) 101st Sustainment Brigade Commander
- (8) 5th Special Forces Group Commander (Airborne)
- (9) 160th Special Operations Aviation Regiment Commander (Airborne)
- (10) 86th Combat Support Hospital Commander
- (11) 52d OD Group

d. The semiannual board (o/a OCT and APR) will be aligned with funding to optimize the cyclic, reoccurring time periods.

5-23. Hazardous Material Training

Units are to conduct all necessary hazardous material (HAZMAT) training according to the following:

a. Hazardous certifying official. Per FORSCOM Reg 55-1 every company must have a HAZMAT certifying official trained to inspect all HAZMAT that is to be stored, transported, or shipped.

(1) Certifying official must have attended the AMMO-62, Transportation of Hazardous Material Course, or the AMMO-37 Transportation of Hazardous Material Recertification Course. Certification is good for two years.

(2) Certifying official will not be the unit primary or alternate UMO.

(3) Certifying official should be utilized for training other unit personnel that need such training due to job or unit responsibilities.

(4) Certifying official will be on appointment orders. A copy of appointment orders will be provided to the brigade mobility officer.

b. Those handling or transporting ammunition to or from the ASP or to or from a training location must be trained in the proper transport and storage of HAZMAT. The DA form 348 must be stamped once training is

complete and will be proof of training. This applies to the unit ammo handler, and any assisting them in the transport of ammo.

(1) A unit's HAZMAT certifier may be utilized to conduct this training.

(2) An individual may take the training online (AMMO-67, HAZMAT Familiarization and Safety in Transportation) at the Defense Ammunition Center website.

(3) A unit may contact the DoD HAZMAT school on post and request this training.

c. Those handling other forms of HAZMAT must receive instruction on the handling, storage, and proper disposal. The unit will provide this training, or may utilize any of the above mentioned training.

5-24. Intelligence and Language Training Resourcing Procedures

a. All external training request are submitted to G3 Training (G3T). If it is a Language Training request or Intelligence Training request G3T will validate the request contains all the essential elements of information, log it on the ARFORGEN Tracker as a tentative request and forward the request to the G2. Likewise if a training request should come directly to the G2, it is first forwarded to G3T for tracking and then forwarded back to the G2 for validation.

b. Request sent to G2 for validation. The request is sent to the G2 for validation to determine if the unit requesting the proper training to meet the commander's intent. This requires the G2 to coordinate directly with the BCT AO/LNO. Upon validation, G2 transmits the training request to the external resource (FORSCOM G2, DLI, etc.)

c. Training requirement is synchronized during the G3 institutional training meeting on the current battle rhythm.

(1) All resource requirements are identified prior to this meeting by the G2 & Unit LNO.

(2) Outputs from this meeting are prioritized resource allocations, identification of resource shortfalls, and outstanding RFIs/shortfalls assigned to AOs for solution.

(3) Unit LNO establishes IPR schedule and publishes for progress tracking and synchronization. If the training requirement crosses multiple MUCs, G3T will task a element to host the training. Essentially this host is just like the LNO for a single unit training event.

(4) G2 provides LNO with DIRLAUTH & coordination instructions with the external resource. Once DIRLAUTH is established execution of the training event is a unit responsibility.

d. G2 completes training tracker and G3T adds to COP once tracker is complete.

e. G2 submits a training update to the BI-monthly G3/5/7 Notes that includes all scheduled and pending language and intelligence training.

f. All other WFF, G1, G4, G5, G6, Fires, IO etc should follow the same request procedures in the future to ensure synchronization of tracking and effort at the G3 level.

JOHN F. CAMPBELL
Major General, USA
Commanding

Official:



JEFFREY W. YAEGER
Director, Mission Support Element

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Table A-1

Table A-1 Mandatory training requirements in units			
Subject	Reference	Proponent	Frequency
Antiterrorism training	AR 525-13	PMG	A
Army physical fitness training	AR 350-1	HQDA, DCS, G-3/5/7	O
Army Substance Abuse Program	AR 600-85	HQDA, DCS, G-1	I/A/R
Army Suicide Prevention Program	AR 600-63	HQDA, DCS, G-1	A/P/R
Army Traffic Safety Training Program	AR 385-10	HQDA, ACSIM	I
Army Warrior Training	https://atiam.train.army.mil/soldierP	HQDA, DCS, G-3/5/7	A
CBRN Defense training	AR 350-1	TRADOC	A
Combating Trafficking in Persons (CTIP) Program	http://www.combat-trafficking.army.mil/	ASA(M&RA)	A/P
Composite Risk Management	AR 385-10	TRADOC	O
Cultural awareness training	AR 350-1 Chapter 8	TRADOC	P
Employment and reemployment rights (RC only)	DODI 1205.12	HQDA, DCS, G-1	A/P/R
Equal Opportunity Program	AR 600-20	HQDA, DCS, G-1	S
Ethics (see details below)	DOD 5500.7-R	TJAG	Initial entry
Fraternization	AR 600-20	HQDA, DCS, G-1	A
Homosexual Conduct Policy	AR 600-20	HQDA, DCS, G-1	A
Law of War / Detainee Ops	DODD 2311.01E	TJAG	A/P
Modern Army Combatives Program	AR 350-1	TRADOC (USACS)	O
Operational security (OPSEC)	AR 530-1	HQDA, DCS, G-3/5/7	I/A/P/R
Personnel Recovery	AR 350-1	HQDA, DCS, G-3/5/7	A
Prevention of Sexual Harassment	AR 600-20	HQDA, DCS, G-1	S
Preventive measures against disease and injury	AR 40-5	TSG	P
Resilience training	www.battlemind.army.mil	MEDCOM	P/R
SAEDA	AR 381-12	HQDA, DCS, G-2	A
Sexual Assault Prevention and Response Program	AR 600-20	HQDA, DCS, G-1	A/P/R
Weapons qualification	DA Pam 350-38	HQDA, DCS, G-3/5/7	S (AA) A (RC)
<p>Legend for Table G-1: The following codes establish the frequency at which training is to be conducted: A: Annual. Trained annually. I: Inprocessing. Required whenever an individual is assigned to a new unit. O: Ongoing. Continuous training, not a single event. P: Pre-Deployment. Addressed before unit is deployed on an operational mission. R: Redeployment. Addressed upon redeployment from an operational mission. S: Semiannual. Trained twice per year.</p> <p>Notes: 1 *Published pre-deployment training guidance supersedes training requirement frequency contained herein.</p>			

Table A-2

Table A-2 Additional training requirements in units			
Subject	Reference	Proponent	Frequency
Army Oil Analysis Program	AR 750-1, TB 43-0211, DA Pam 738-750	DCS HQDA G4	As outlined in DA Pam 738-750
Army Publication System	AR 25-30	DCS HQDA G3	As outlined in DA Pam 25-33
Army Records System	AR 25-400-2	AASA DA	As outlined in AR 25-400-2
Battlestaff			
Code of Conduct level B	AR 350-1, AR 350-30	HQDA, DCS, G-3/5/7	A
Designated Unit Security Manager	AR 380-5, FORSCOM Suppl 1	HQDA, DCS	O
Digital Training Management System (DTMS)	CIP Training Checklist	FORSCOM CMD	O
Engagement Skills Trainer	CAM Reg 350-4	FTCKY COS	O
Family Advocacy Program	AR 608-18	HQDA COS	O
Family Readiness Group	AR 608-1, AR 600-20	HQDA COS	O
Field Ordering Officer	Army Federal Acquisition Regulation Supplement (AFARS) 1.602-2-90		
Field Sanitation Team	AR 350-1, FORSCOM Reg 700-2, FM 4-25.12	HQDA COS	O, P
Fire Marshall	AR 385-10	HQDA COS	O
Foreign Contact Officers	AR 380-10	HQDA COS	O
Foreign Disclosure Officer	AR 380-10	HQDA COS	O
IMPAC Card			
Information Assurance Management Officer (IMO)	AR 25-2	HQDA COS	O
Information Security Systems Manager (ISSM)	AR 25-2	HQDA COS	O
Master Gunner	CAM Reg 350-4	FTCKY G-3	O
MWR Unit Fund Manager	AR 215-1, Div SOP	HQDA COS	O
Paying Agent	Army Federal Acquisition Regulation Supplement (AFARS) 1.602-2-90		
Physical Security Officer	AR 190-13	HQDA COS	A,O
Pregnancy/Postpartem Physical Training	AR 40-501		
Rail Load Teams	CAM Reg 350-1	FTCKY G-3/5/7	O, P
Range Facility Management Support System (RFMSS)	CAM Reg 385-5	FTCKY G-3/5/7	O
Range OIC	CAM Reg 385-5	FTCKY G-3/5/7	O
Range Safety Officer	CAM Reg 385-5	FTCKY G-3/5/7	O
Retention NCO	AR 601-280	HQDA COS	O
EquiRange Facility Management	TB 720-55		
Total Ammunition Management Information System (TAMIS)			
Transportation Coordinator's Automated Information for Movements System (TC-AIMS)	FORSCOM Reg 55-1	FORSCOM CMD	

Legend:
 The following codes establish the frequency at which training is to be conducted:
 A: Annual. Trained annually.
 I: Inprocessing. Required whenever an individual is assigned to a new unit.
 O: Ongoing. Continuous training, not a single event.
 P: Pre-Deployment. Addressed before unit is deployed on an operational mission.
 R: Redeployment. Addressed upon redeployment from an operational mission.
 S: Semiannual. Trained twice per year.
 Notes:
 1 *Published pre-deployment training guidance supersedes training requirement frequency contained herein.

Appendix A References

Required Publications

AR 27-26

Legal Services: Rules of Professional Conduct for Lawyers

AR 40-5

Preventive Medicine

AR 50-5

Nuclear and Chemical Weapons and Material - Nuclear Surety

AR 350-1

Army Training

AR 350-3

Tactical Intelligence Readiness Training Program

AR 350-7

Training and Evaluation of Forces for Civil Disturbances

AR 350-15

The Army Physical Fitness Program

AR 350-21

Instruction in Benefits of an Honorable Discharge

AR 350-30

Code of Conduct/Survival, Evasion, Resistance, and Escape Training

AR 380-5

Department of the Army Information Security Program

AR 380-67

Department of the Army Personnel Security Program

AR 381-12

Subversion and Espionage Directed Against the US Army

AR 385-10

The Army Safety Program

AR 385-11

Ionizing Radiation Protection (Licensing, Control, Transportation, Disposal, and Radiation Safety)

AR 385-15

Water Safety

AR 385-55

Prevention of Motor Vehicle Accidents

AR 600-1

Officers Honorary Retired List

AR 600-30

Chaplain Support Activities

AR 600-50

Standards of Conduct for Department of the Army Personnel

AR 600-85

Alcohol and Drug Abuse Prevention and Control

AR 612-2

Preparation of Replacements for Overseas Movement

AR 690-400

Total Army Performance Evaluation System

AR 750-1

Army Materiel Maintenance Policy and Retail Maintenance Operations

DA Pam 350-38

Standards in Weapons Training

FM 21-20

Physical Fitness Training

FM 7-0

Training the Force

FM 7-1

Battle Focused Training

FM 3-61.1

Public Affairs Tactics, Techniques, and Procedures

CAM Regulation 95-1

Fort Campbell Aviation Policies and Procedures

Related Publications

Joint Publication 1-02

Department of Defense Dictionary of Military and Associated Terms

AR 5-13

Training Ammunition Management System

AR 37-1

Army Accounting and Fund Control

AR 95-1

Army Aviation: Flight Regulations

AR 310-25

Dictionary of United States Army Terms

AR 350-28
Army Exercises

AR 350-3
Individual Training Evaluation Program

AR 350-38
Training Devices Policies and Management

FORSCOM Regulation 55-1
Unit Movement Planning

FORSCOM Regulation 95-1
Flying Hour Program Management

FORSCOM Regulation 350-5
Joint Training Exercises

FORSCOM Regulation 350-41
Active Component Training

FORSCOM Regulation 525-2
Emergency Deployment Readiness Exercise

FORSCOM Regulation 700-4
Ammunition

CAM Regulation 25-30
Administrative Services

CAM Regulation 40-4
Prevention, Recognition, and Treatment of Heat and Cold Injuries

CAM Regulation 350-2
Operator Selection, Training, Testing, and Licensing Program

CAM Regulation 385-5
Range Regulation

CAM Regulation 616-1
Administration of Military Personnel Augmentation

CAM Circular 215-12-1
Hunting, Fishing, and Outdoor Recreation Activities

CAM Circular 351-12-1
On-post Schools Information, Quotas, and Schedules

CAM Pamphlet 600-1
Basic Standards of the 101st Airborne Division (Air Assault) and Fort Campbell

101st Airborne Division Transportation Office How-to-Book

Appendix B

Brigade Full Spectrum Exercises

B-1. Purpose

a. This document describes the steps necessary to plan and execute a Brigade Combat Team **Full Spectrum** Exercise (BFSX).

b. The BFSX program provides advanced collective training of essential battlefield management and decision making skills at the brigade and battalion command and staff levels. The training uses a computer simulation enhanced by response and control cells (work cells) to stimulate command and control processes. Virtual Warriors in the computer work cells transform orders and directives from the brigade and battalion players in their field command posts into computer data inputs needed to fight the battle. The computer battle outputs are translated into reports and fed back to the command posts by the work cell Virtual Warriors.

B-2. Applicability

This document applies to all 101st Airborne Division (Air Assault) Brigade Combat Teams executing **Full Spectrum** Exercises at Fort Campbell, Kentucky, or any other location.

B-3. Responsibilities

a. Deputy Commanding General.

1. Exercise Director (EXDIR) for the entire event.

2. The Exercise Director approves the BCT training objectives, task organization, assets available, non-organic unit roles, and the Mission Command Training Program (MCTP) exercise scenario. Provides resources for Higher Headquarters Response Cell (HHRC), Echelons Above Brigade (EAB) Cell, the Exercise Control (EXCON) Cell, and BCT personnel augmentation.

3. Coaches and mentors the BCT Commander, serves as the higher commander for the BCT. Acts as the honest broker to ensure a level playing field and enforces the use of COE doctrine. Interacts with the Senior Mentor to ensure the exercise is being conducted appropriately. Ensures personnel requirements are supported. Provides input for After Action Reviews.

b. ACofS, G3, Chief of Operations (CHOPS). Supervises the execution of Brigade Combat Team **Full Spectrum** Exercises. Provides guidance to BCT Staff as necessary.

c. ACofS, G5, Plans and Exercises. Supervises and coordinates the planning of Brigade Combat Team **Full Spectrum** Exercises. Provides liaison with MCTP during the exercise.

d. Higher Headquarters Response Cell (HHRC).

1. This cell replicates all functions of a Division or Combined Joint Task Force (CJTF) Headquarters by exercising the full range of command and control tasks for the BCT.

2. All messages from the Mission Command Training Program External Control Cell are routed through the HHRC to the BCT, including FRAGOS, other doctrinal communications, and scripted intelligence reporting. The HHRC receives and answers all requests for information from the BCT. The HHRC provides the venue for CJTF Commanders' Update Briefs, describes the higher headquarters picture of the operation to the BCT. The HHRC assists in providing situational understanding of the exercise for the Exercise Director.

3. HHRC OIC: Attends daily MCTP meetings (EXCON and OPS) and BCT MDMP briefs and rehearsals as required. Maintains close communication with the MCTP EXCON OIC and OPS Group S3, and the G5, Plans and Exercises OIC. Provides information products as required to the EXDIR. Supervises daily operations of the HHRC staff sections and personnel. Answers BCT RFIs in coordination with the MCTP EXCON cell. Monitors the status of BCT MDMP and BCT operations during the simulation.

e. Echelons Above Brigade Work Cell (EAB). This cell replicates necessary division or higher assets and Host Nation support. It conducts 24 hour operations as required. Personnel operate the Q-37 firefinder radar, provide general support artillery fires, attack and lift aviation units, and close air support missions.

f. External Control Cell (EXCON). This cell replicates all other units and events. It coordinates nonlethal actions, event scenarios, role players, information engagement schedules, press publications. It monitors all requests for information and synchronizes responses to the BCT. It controls all adjacent units and composes daily FRAGOs for the CJTF, and coordinates closely with the HHRC for all operations and information management.

B-4. References

- a. Memorandum of Agreement Between MCTP Operations Group – Charlie and the exercise BCT
- b. Joint Land Component Constructive Training Capability (JLCCTC) Standard Operating Procedures, dated 1 February 2007 (Fort Campbell DPTMS/BCTC publication)
- c. Training and Doctrine Command Regulation 350-50-3

B-5. Timeline

- a. Exercise Planning Conference (EPC): The EPC is held approximately 4-6 months prior to the exercise at the Battle Command Training Center (BCTC). This meeting is attended by the BCT commander and staff, G3 Staff, G5 Exercises, BCTC staff, and MCTP Operations Group representatives. Meeting topics include: BCT training objectives, the theater of operations, the overall scenario, BCT Mission Essential Task List (METL), BCT MTOE, BCT Troop list, communications architecture, floor plans, logistics, and any relevant BCT TACSOPs.
- b. Operations Group: Publishes the Memorandum of Agreement between themselves, the BCT, and the BCTC. The BCTC will often conduct a site survey of the location in conjunction with this conference in order to establish a concept for the BFSX floorplan.
- c. C4OPS Conference: This will be conducted at the BCTC approximately 45-60 days before BFSX STARTEX. This conference is the final coordination meeting prior to the BFSX and includes the same audience as the EPC.
- d. The Division issues Operations Orders and FRAGOS following conferences and as otherwise necessary to provide resources for the BFSX.

B-6. Battle Command Training Center Responsibilities

- a. BCTC Director (IMCOM): Ensures that the BCTC facility, equipment, and personnel are available and ready to support BFSX events from planning through the conclusion of the exercise. The Director provides technical oversight of BCTC contract operations in support of the BFSX to ensure support requirements are met. The Director should be included in all planning and signs the Memorandum of Agreement (MOA).
- b. Site Manager (WFF Contract): Supervises and directs the BCTC contract team in the proper execution of tasks in order to meet all BFSX support requirements specified in the MOA and through priorities set by the BCTC Director. Ensures information reporting is established internally so daily “hot washes” can be used to adjust BCTC levels of support as needed.
- c. Operations Officer: Primary point of contact for external agencies (Division Staff, MCTP) to coordinate BFSX plans and meetings. The Operations Officer is the steward for authoring all internal BCTC support plans and annexes, facilitates the publishing of the BCTC portion of the MOA, and is the overall land and facilities space manager/allocator for BFSXs. The Operations Officer provides daily updates to the Site Manager and BCTC Director, and also interfaces regularly with all BFSX elements in order to stay apprised of BFSX issues and evolving support needs.
- d. Information Technology (IT) Systems Manager: In close coordination with the MCTP S6 representative the facilitates and executes the required digital, telephonic and VTC architecture plan designed for each BFSX to fit the requirements of the BCT Commander. The IT manager provides recommendations to BCT and exercise facilitators during planning in order to ensure BFSX digital needs are resourced and training is maximized. Collaborates with internal and external operations planning representatives and is participatory in publishing the MOA to ensure all IT areas of interest are addressed and issues are mitigated prior to STARTEX.

B-7. Battle Command Training Center Planning Considerations and Requirements

- a. The BCTC staff supports the BCT’s BFSX plan, responds to the Memorandum of Agreement and evolving requirements of the MCTP Operations Group and BCT Commander. The BCTC organization is designed to be flexible and give the unit necessary resources to maximize effective training and BFSX support.



Space on the south side of the BCTC with commonly used primary and alternate TOC locations.

Figure B-1. Space on the south side of the BCTC

b. A primary BCTC concern is the required “footprint” of the MCTP Operations Group inside of the facility and the BCT’s use of space both indoors and outdoors. BFSX “digital load” is also a priority concern.

1. There is over 80,000 square feet of space in the BCTC facility and a BFSX will result in full utilization of all space both indoors and outdoors (see the photo above showing locations for six battalion sized TOCs outside the facility and one space for a brigade HQs sized TOC; the yellow boxes show alternate possible locations).

A. Units will be briefed on the ingress and egress routes to exterior TOC pads in a way that will cause the least damage to the outdoor terrain in and around the facility. Bus routes and parking plans are developed, mapped, and briefed as part of the BFSX plan. An occupation plan and a BCTC clearance plan are needed plans requirements.

B. Units will be required to follow all standard safety and environmental (HAZMAT) guidelines when using the facility to include appropriate ground guides, drip pans, grounding rods, and fuel points.

2. The BFSX will normally be supported by a MCTP Operations Group team which will coordinate the co-use of space with the training unit. The BCTC will organize and manage identifying locations of the MCTP team to support the exercise that will use a large amount of the space available.

3. Internal connectivity of the BCT, the Operations Group, external connections outside of the BCTC during a BFSX results in immense digital load. Identifying the type and location of the hardware is critical and is discussed and planned in advance during IPRs with the BCTC staff. The Garrison DPW plays a large role in responding to work orders placed by the BCTC in order to ensure proper electrical loads are available for exercise participants.

4. Advance detailed planning with the BCTC is normally outlined in a MOA for each BCT. An example of that MOA is published on the Fort Campbell intranet under in the BCTC folder (under G3).

c. Once the BCTC has established the “footprint”, the organization, and requirements for support it will begin to arrange all the logistical support needed for the exercise.

d. Communications connectivity, both internal and external, (JTEN), and locations of antenna and signal systems are a requirement for both connectivity and BCTC land management. Normally NIPR, SIPR and DSN phones are requested by exercise units and are provided by the BCTC with NEC assistance.

e. Additional power generation and electrical requirements are sometimes necessary. DPW support is used to ensure that power is adequate for the size of the power unit / equipment that draws power.

f. Administrative requirements for support are demanding. The using unit and the BCTC will plan the amount of supplies needed to support their exercise. The Operations Officer maintains a current/habitual requirements list of supplies that units are recommended to procure and use for the BFSX.

g. Personnel using BCTC facilities during a BFSX can approach 1000 personnel daily. Normally exterior toilets and shower facilities are needed if the BFSX is a 24 hour per day operation and these must be coordinated through BCTC operations.

h. Parking of civilian vehicles is a challenge and should always be considered in the early stages of planning. Priority of parking is assigned to commanders and staff. Overflow parking area will be coordinated for and outlined by BCTC operations. BFSX units may be required to use internal bus transportation to ensure all participants arrive in a timely manner. Bottom line: The BCTC's 280 parking spaces are not enough to provide room for all BFSX participants' vehicles. VIP parking is available at the front entrance of the BCTC as requested. The VIP parking area also serves as "ready parking" for 101st Airborne Division (Air Assault) general officers.

i. Training: BCTC will assist in training unit personnel, as needed, on manning the systems in the work-cells (ie., JCATS, JDLM, etc.). The BCTC will maintain a training calendar with dates for training unit personnel, usually during the first or second week of setup for the exercise.

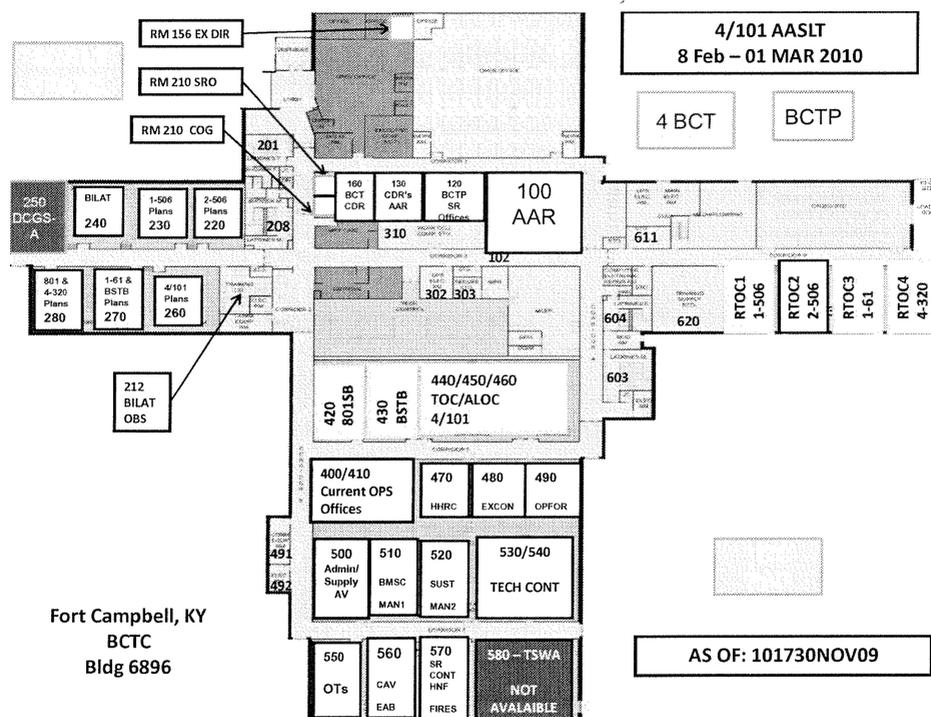


Figure B-2. Floor plan "footprint" example

B-8. Timeline

a. The BFSX is a key component of the BCT training phase. BCTs will execute their BFSXs on different timelines depending on if they have received a DEF Mission or if they remain a CEF unit. BCTs with a DEF Mission should execute their BFSX prior to MRE and somewhere around the return plus 12 month mark. BCTs that remain a CEF unit should execute their BFSX after their CTC rotations somewhere around the return plus 21 month mark.

b. Phase III: Intensive Training

1. Task: Execute FSO METL training, individual through collective, multi-echelon, in preparation for mission assumption. Achieve company maneuver proficiency.

2. Purpose: Develop lethal, agile and adaptable platoons that retain the flexibility to adapt to changing battlefield conditions. Build companies and battalions that are capable of operating across the full spectrum of operations.

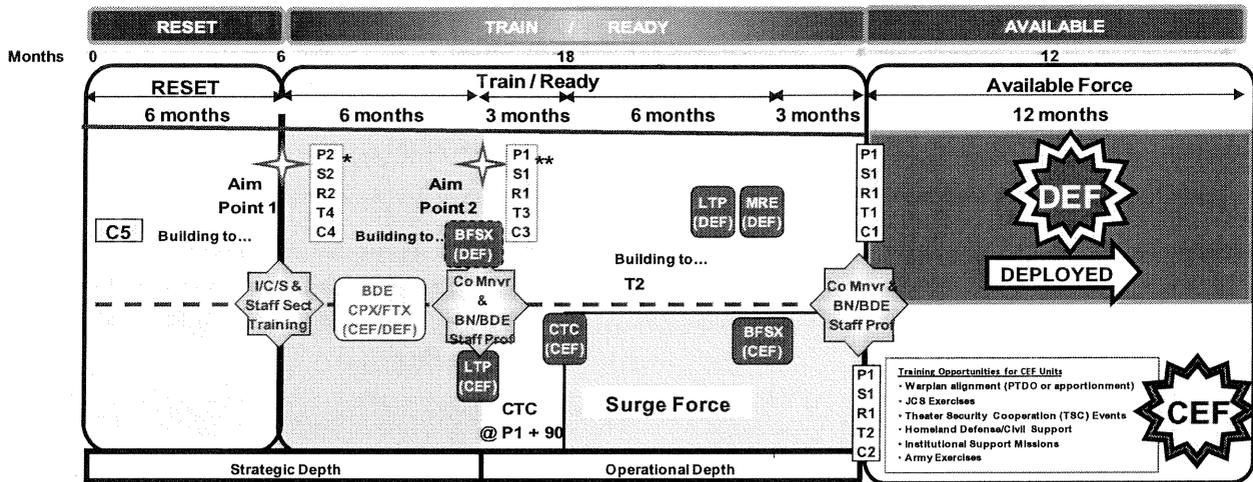


Figure B-3. Timeline

B-9. CONOP Processing Procedures (FOR OEF SCENARIO)

a. Minimum requirements in the CONOP Brief format is CONOP Level matrix, Karzai 12, Enemy Situation, Task Organization, Mission and ground tactical plan, lines of effort/operation if applicable, MEDEVAC, command and control (PACE, AASLT TFC, AMC, GFC, and location), and risk.

b. Slides are located in figure B-4. Detailed slide instructions:

1. Slide 2: Highlight the CONOP level and specific block(s) that define the criteria used. Example: Level 1 for assessed Moderate Risk. The BCT S3 should brief this slide
2. Slide 3: Shade areas red or green based on definitions. The BCT S3 should brief this slide.
3. Slide 4: This slide is verbiage from the Commander that concisely and cogently describes the end state/effects from the operation. Partnership and capacity building in ANSF/GIRoA is key.
4. Slide 5: Must address effects on all capabilities.
5. Slide 7: This slide must address all units to PLT as well as number of personnel on OBJ (since EML, force protection, etc, affect MTOE number). In addition, it must communicate the ANSF combined action with same info. Third, it must include all capabilities such as AVN, etc. Lastly, make sure all enablers are addressed here as well such as C-IED, LEP, RCPs, etc. Most important, list whether the task organization requires UAS, CAS, or other CJTF assets.
6. Slide 8: This slide provides the concept of operation and battlefield framework of the operation. Following slides address phases of the operation and concepts of the WFF.
7. Slide 9: This slide(s) can be 1 slide if operation is simple. More complexity with respect to time, task organization, and effect may require more slides. However, at a minimum, units need to brief slides(s) that adequately describe requests for support from CJTF for assets as well as ensuring the CDR Intent is communicated concisely and cogently.
8. Slide 10: This slide or slides will communicate that the unit has a comprehensive approach across all lines of effort as well as a balanced nonlethal and lethal approach to the overall mission and its objectives.
9. Slide 11: This section can be two slides if there is substantial aerial resupply and other logistics required based on movement, duration of operation and size of force. However, at a minimum, the unit will provide a MEDEVAC slide detailing MEDEVAC where it shows FST, MEDEVAC time from every location (OE, BAF, J-Bad, etc). And there will be a PACE and commo plan for MEDEVAC.
10. Slide 12: Units will use this slide whether AASLT or not. Units will communicate PACE, call signs, freqs, and location of C2, particularly the BN/BCT CDR. Also, units must show how and who they are talking to by the arrows depicted above.
11. Slide 13: Insert overall asset (CAS/ISR/other) request for CJTF analysis and allocation. Provide on slide and discuss in brief, task and purpose and time on station required for each asset. This slide is a summary slide for each phase of the operation by day and should be a 100% summation of what was discussed earlier in concept of operations. This slide is the start point for CJTF staff to begin allocating assets IAW DCG-O guidance so it MUST communicate the task and purpose of each capability. The CJTF staff will match the appropriate asset(s) to the task and purpose. For example, CJTF may have to allocate two platforms to meet request based on another

asset/capability tasked ISO a higher priority operation. BLUF: CJTF needs an asset request by DTG for specified hours.

12. Slide 14: This slide will be briefed regardless of AASLT or ground operation. The BN (or BCT) will brief this depending on size of operation. Unit needs to brief clearly the NO GO criteria (which if not met at the briefing time should be shaded red).

13. Slide 15: Tactical and Accidental risk will be briefed by the BN or BCT CDR. The BCT CDR should consider briefing this slide even for a BN size operation as the BCT CDR will underwrite the risk mitigation for mission approval as the BCT CDR.

English Operation Title

Dari Operation Title

DTG of operation

LVL 1 CONOP

District Location, Province Location, Afghanistan

All times listed in Local CONOP Brief Time

As of DTG and list as final or draft

CONOP Level Criteria			
CONOP LEVEL	LEVEL 0	LEVEL 1	LEVEL 2
DEFINITION The mission, task, and intent of the operation.	The mission, task, and intent of the operation.	The mission, task, and intent of the operation.	The mission, task, and intent of the operation.
OBJECTIVES The specific goals and outcomes of the operation.	The specific goals and outcomes of the operation.	The specific goals and outcomes of the operation.	The specific goals and outcomes of the operation.
OPERATIONAL REQUIREMENTS The resources, capabilities, and constraints needed to execute the operation.	The resources, capabilities, and constraints needed to execute the operation.	The resources, capabilities, and constraints needed to execute the operation.	The resources, capabilities, and constraints needed to execute the operation.
NO-GO CRITERIA The conditions under which the operation should be aborted.	The conditions under which the operation should be aborted.	The conditions under which the operation should be aborted.	The conditions under which the operation should be aborted.

5

K12 Criteria

CONDITION	STATUS	COMMENT
1. Gain COMUSAF approval before arrest, or detainment of a current or former government appointed official		Green: Not a government official Red: Pending ISAF approval for GRUA official
2. Conduct coordination with local government officials and tribal elders when conducting searches		Green: Coordination conducted with village / district / provincial leadership Red: Planned combat multipliers can not support
3. Ensure the return of materials / documents taken during searches, unless the owner is detained and the property becomes evidence		Green: Material not required for exploitation will be returned Red: All material will be retained until further disposition
4. Ensure personnel receive training on local customs and courtesies prior to conducting authorized searches		Green: All Soldiers on mission trained Red: Deficiency - Soldiers not trained
5. Ensure Soldiers conducting searches ask for doors to be opened by occupants rather than Soldiers forcing entry		Green: Leaders / ANSF / GRUA will ask occupants to open doors Red: Will not ask to open doors: a hard knock pending ISAF approval
6. Avoid cutting or banding of hands, unless required for security		Green: Targets will not be bound unless a threat to ISAF forces Red: All targets will be bound
7. During low risk operations, use local persons to enter the home or business of the person to be searched to explain what is happening		Green: Locals / ANSF / GRUA will enter building first Red: ISAF will enter first
8. Conduct daylight searches		Green: No night searches Red: Night search
9. Ensure there is an infusion of reconstruction funds to areas where local people were detained and subsequently released		Green: Planned CMO follow up and / or CERF Funds will be utilized in area Red: No planned CMO / CERF follow through will be spent in area
10. Sustain the use of interpreters for direct interpretation while conducting raid or detaining GRUA personnel		Green: Interpreters will be used for entire mission Red: No interpreters
11. Deliberate Detention Operations		Green: Not a deliberate detention operation Red: Is a deliberate detention operation
12. Operating within 100M of the Iran or Pakistan border		Green: NO Red: YES

5

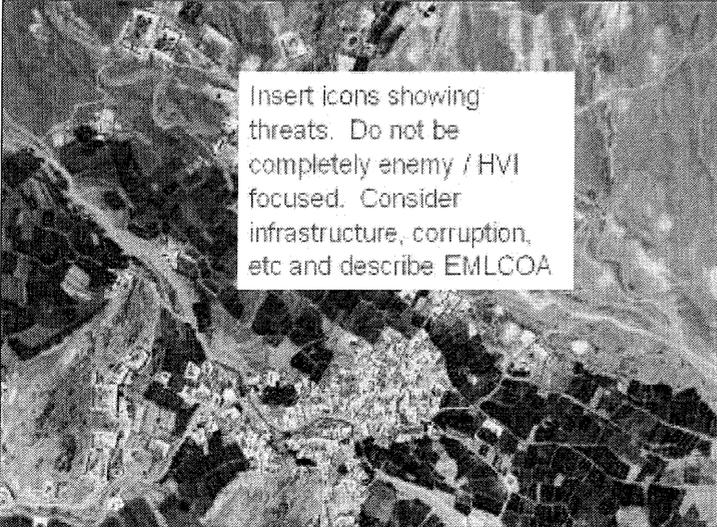
BLUF

- List out the bottom line desired effect by line of operation
- This should be briefed by the BCT CDR/S3

Weather

- Must address effects on all capabilities

District / Area SITTEMP



Insert icons showing threats. Do not be completely enemy / HVI focused. Consider infrastructure, corruption, etc and describe EMLCOA

Reporting
 1. In CIRS to include SIRENT & VTHUMINT reports to show correlation and analysis intelligence

IC2 ASSESSMENT - Add to assessment

HVI:

Other 2 critical to the mission (GIR, B, A, etc)

Enemy EMLCOA (WFF):	Enemy Capabilities: Enemy Vulnerabilities:	Enemy CIGCs *Security *ASST Development *Governance *Disarmament *Information Propaganda, etc (etc) etc
----------------------------	---	---

Phase 1,2,3 : Name

Concept of the Operator:

Concept of Fires:

Concept of CAS:

Concept of BR:

Concept of Aviation:

Concept of Medical Support:

Concept of CS:

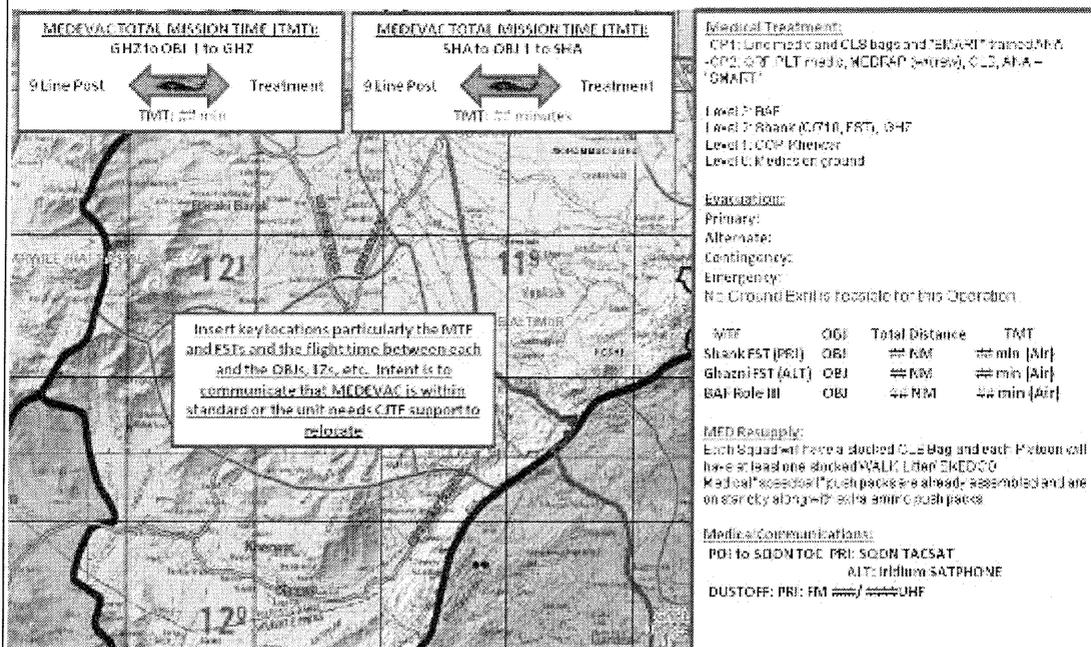
Location of BR, CDR and TAC:

Concept of LOOs

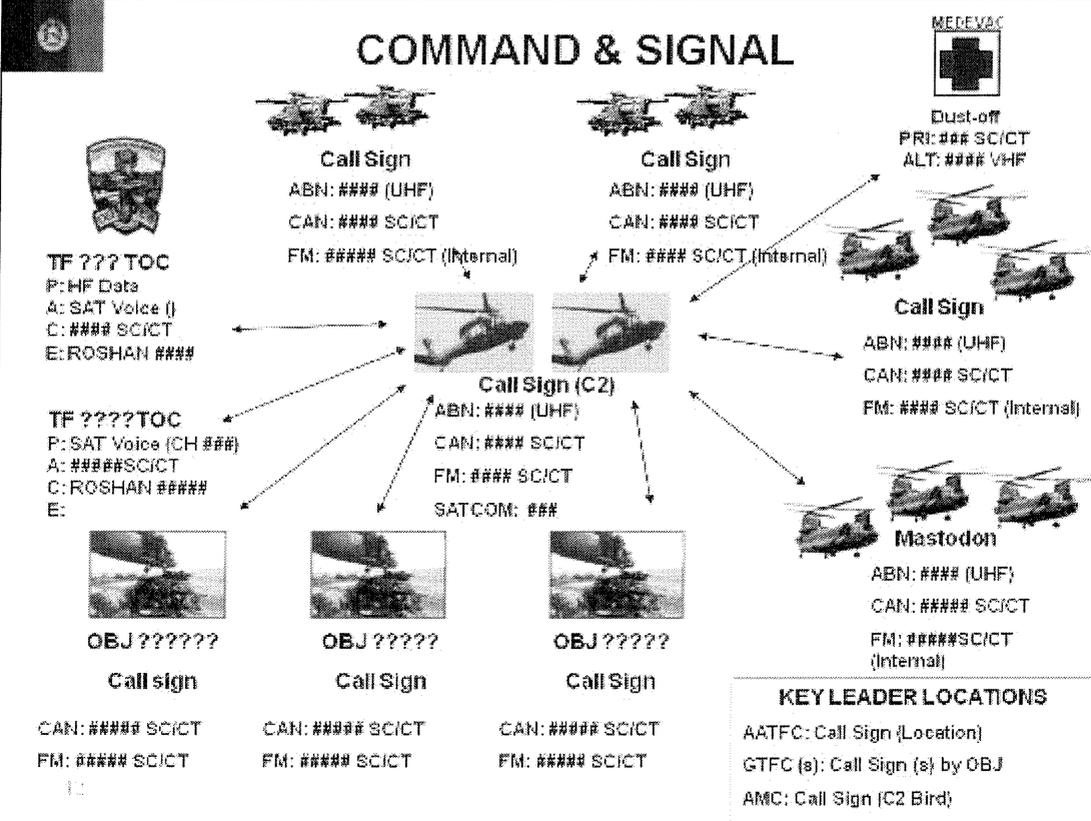
ASSETS AVAILABLE

Concept of Operation
Describe concept of line of operation and the effects / objective of each. Make sure that consequence mgt and exploitation are discussed as well by IO (jamming/RIABs, etc) and PAO (press releases, AFG media, etc)

Concept of MEDEVAC



COMMAND & SIGNAL



Risk Assessment	
<u>Overall Residual Risk: M</u>	<u>Residual Accidental Risk: M</u> Hazard: Controls:
<u>Residual Tactical Risk: M</u> Hazard: Controls:	<u>Residual Aviation Risk: M</u> Hazard: Controls:

Figure B-4 CONOP Briefing Slides

E-3. Operational Summary Format

a. Units submit Operational Summary (OPSUM) to provide a roll up, or summary, of key events. See Figure B-5.

4

Afghanistan National Security Forces

Name of Operation OPSUM

SERVICE:

These areas should consist of or be written for by PACMO releases for US/ Afghan/NATO and International media and government.

CASUALTY ROLEUP

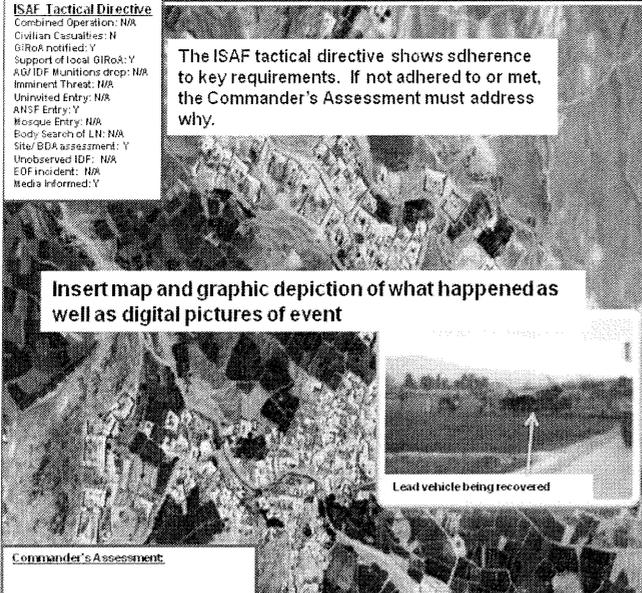
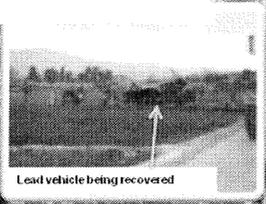
OBJ'S CLEARED

DETAINEES

		<ul style="list-style-type: none"> 10 Detainees (ANA) 3 Detainees (ANAV) 2 Detainees (ANAF) 6 Detainees (ISAF) 3 Detainees (ANA) 1 Detainee (ANA) 1 Detainee (ISAF) 1 Detainee (AMP)
--	--	--

RESULTS:

- Found a total of 12 caches
- Fostered positive relations with the populace.
- Performed effective offensive and defensive military operations.
- Facilitated LBG construction efforts along KJ Pasarsai.
- Disrupted anti-Afghan militant operations in the KJ Pass.
- 14 Population engagements and shuras.

DTG	Unit: Event: Location (Grid and route/town/etc); and Province	UNCLASSIFIED//FOUO	
ISAF Tactical Directive Combined Operation: N/A Civilian Casualties: N G/RoK notified: Y Support of local G/RoK: Y A&I/IDF Munitions drop: N/A Imminent Threat: N/A Uninvited Entry: N/A ANSF Entry: Y Resque Entry: N/A Body Search of LN: N/A Site/ BDA assessment: Y Unobserved IDF: N/A EOI Incident: N/A Media Informed: Y	<p>The ISAF tactical directive shows adherence to key requirements. If not adhered to or met, the Commander's Assessment must address why.</p>  <p>Insert map and graphic depiction of what happened as well as digital pictures of event</p>  <p>Lead vehicle being recovered</p>	Purpose: To provide information on..... Summary of Events: List call sign and actions taken by friendly units as well as enemy Timeline: List timeline of calls to higher for support, reception of assets, medevac, etc that shows responsiveness of assets as well as enemy.	
Commander's Assessment: 	TOTAL MUNITIONS EXPENDED 	BDA ENEMY: FRIENDLY: 	

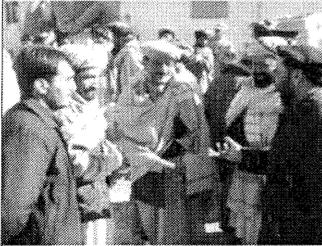
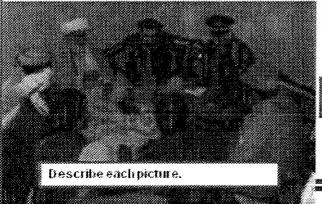
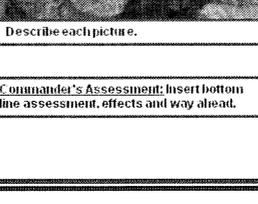
DTG	NON LETHAL STORYBOARD	UNCLASSIFIED//FOUO	
		Purpose: The Governance Outreach (GO) program is..... Discussion: Provide details of event and ensure all Line of Operation (LOO) are addressed if affected.	
	 <p>Describe each picture.</p>		
	 <p>Describe each picture.</p>		
	Commander's Assessment: Insert bottom line assessment, effects and way ahead.		

Figure B-5. OPSUM/Storyboard Formats

B-10. Staff Development Training

- a. Leader Development Education for Sustaining the Peace
- b. Leader Professional Development (Brown Bag Lunches)
- c. BCTC Level I (Individual) Soldier Training can take place during the Soldier phase of the RESET process. The BCT should enroll Soldiers (through DTMS) in digital training classes in order to ensure that trained Army Battle Command System (ABCS) proficiency is re-established within the units, prior to BFSXs and deployments. Routinely, the BCTC provides a number of operator and advanced level training classes for ABCS. See Table B-1 for individual training events.

ADVANCED FIELD ARTILLERY TACTICAL DATA SYSTEM (AFATDS)

- AFATDS Operator Course (80 Hours)
- AFATDS Operator Refresher Course (40 Hours)
- AFATDS Effects Management Tool Course (24 Hours)
- AFATDS Leader/Decision Maker Integration Course (32 Hours)

FBCB2 BLUE FORCE TRACKER (BFT)

- BFT Operator Course (40 Hours)
- BFT Unit Level Maintainer Course (40 Hours)
- BFT Digital Master Trainer Course (120 Hours)
- BFT Operator Refresher Course (16 Hours)
- BFT Senior Leader Course (8 Hours)
- BFT Security Operations Course (8 Hours)

TACTICAL BATTLE COMMAND STAFF OPERATOR COURSE (BSOC)/CPOF

- BSOC Battle Staff Operator Course (40 Hours)
- BSOC MCS Maneuver Control System (32 Hours)

BATTLE COMMAND SUPPORT SUSTAINMENT SYSTEM (BCS3)

- BCS3 Operator Course (72 Hours)
- BCS3 Operator Refresher Course (40 Hours)

MOVEMENT TRACKING SYSTEM (MTS)

- MTS Operator Course (16 Hours)

TACTICAL GROUND REPORTING SYSTEM (TIGR)

- TIGR Operator Course (8 Hours)

DEFENSE ADVANCED GPR RECEIVER (DAGR)

- DAGR Operator Course (24 Hours)
- DAGR Advanced Course (8 Hours)

ANALYSIS & EXPLORATION OF INFORMATION SOURCES PROFESSIONAL (AXIS PRO)

- AXIS PRO Operator Course (16 Hours)

Table B-1. BCTC Individual (Level 1) Training

B-11. Tactical Operations Center Exercise

- a. BCTC Level II TOC Basic Procedures Exercise: Each TOC within the BCT should execute a Level II (collective) TOC Basic Procedures Exercise as soon as the team has finished an appropriate level of individual training. This step in the RESET process will provide needed collective training for their battle staff members. This exercise should be executed in the Leader Phase of the RESET process. It is highly recommended that the TOC Teams conduct more than one of these exercises to enhance the readiness of the battle staff.
- b. BCTC Level III TOC Command Post Exercise: Each TOC within the BCT should execute a Level III TOC Command Post Exercise early in the Collective Phase of the RESET process for their battle staff members. This

CPX can be conducted for one TOC at a time or all TOCs within the BCT can be exercised simultaneously.

c. BCTC Level IV Unit Collective Training: Level IV Unit Collective Training is an optional exercise that can be conducted as a full dress rehearsal for the BFSX. This event includes the same construct of a MCTP led BFSX but without the same requirements. This is a BCT Commander directed and evaluated event.

B-12. Standard Operating Procedures

a. Standard Operating Procedures (SOPs) must be refined and updated during this training period. Updating at this time allows BCTs to begin the Brigade Full Spectrum Exercises with a common understanding of how the staff is going to operate.

b. Include the Common Operational Picture (COP) formatting and procedures in the unit TACSOP to ensure widest dissemination across the staff section. Define the COP to enhance battlefield visualization for the Commander and Staff.

c. Include Commander's Critical Information Requirements in the unit TACSOP.

d. Use Division SOPs and previous BCT SOPs as baselines for future SOPs. For example, use the Division Knowledge Management (KM) SOP as the draft for the BCT Knowledge Management SOP.

B-13. Higher Headquarters Response Cell (HHRC)

a. This cell is staffed by members of the Division Headquarters, including G3 Operations, G2 Operations, G3 Aviation, G3 Fires, G1 / G4, Engineer, Information Operations / Psychological Operations, and G3 Airspace Management. This cell is configured to follow and support the daily operations of the BCT, any range from 12 hour duty days to 24 hour operations. See appendix C-1.

B-14. Echelons Above Brigade Work Cell (EAB)

a. This cell is staffed by members of the Division Headquarters and other Divisional units, including aviation, field artillery, air force, and any additional units required to support the BCT. See appendix C-2.

B-15. Brigade Combat Team Additional Augmentation

a. Aviation Support. The Brigade Combat Team Commander must have the ability to talk to the DS Aviation Commander in person. The Division provides an Aviation Battalion Commander or representative to act as the DS Aviation Commander for the Brigade Full Spectrum Exercise. This individual participates in the Brigade Combat Team Military Decision Making Process, attends necessary briefings and necessary rehearsals. The Aviation Commander Representative requires two liaison officers to support his efforts. Specific requirements for these personnel are detailed in appendix C-1, Higher Headquarters Response Cell Personnel Requirements.

b. Public Affairs Support. The Division provides public affairs personnel as necessary to augment Brigade Combat Team training based on the MCTP operational scenario. These personnel would work directly as a member of the BCT staff during the exercise.

c. Information Operations. The Division provides information operations personnel as necessary to augment Brigade Combat Team training based on the MCTP operational scenario. These personnel would work directly as a member of the BCT staff during the exercise.

d. Psychological Operations. The Division provides psychological operations personnel as necessary to augment Brigade Combat Team training based on the MCTP operational scenario. These personnel would work directly as a member of the BCT staff during the exercise.

e. Stability Operations. The Division provides stability operations personnel as necessary to augment Brigade Combat Team training based on the MCTP operational scenario. These personnel would work directly as a member of the BCT staff during the exercise.

B-16. Mission Command Training Program Requirements

Reference Attachments 3-10 for work cell personnel support requirements.

B-17. Battle Command Training Center Requirements

a. Administrative Support: The BCT is responsible to provide MCTP with one NCO and a five-man detail to support the BFSX. This detail is used for set up, tear down, and performs routine details during the BFSX.

b. There is often a requirement for personnel to be trained to support the MCTP HICON as “pucksters” or “gamers.” These personnel will often be used to replicate enemy reactions for simulations or injects. Requirements are confirmed during the BFSX planning process and outlined in the MOA.

c. Security Requirements: The BCT is responsible for providing security for the BFSX at the BCTC. The security force will consist of a total of 11 soldiers. The day shift will consist of two NCOs and five Soldiers. The night shift will consist of one NCO and three Soldiers. The security force is responsible for the entry point, escorting all personnel that do not have a clearance, and receiving/escorting delivery trucks. The Security Manager at the BCTC is responsible for briefing, overseeing the force, and reporting discrepancies to the NCOIC, BCTC Director, and staff.

d. The BCT is responsible to augment the BCTC staff with a five-man detail. Four of these personnel will be used for janitorial support and one is used for administrative support.

e. BCTC Personnel & Equipment: BCTC personnel & equipment will be used in support of a BFSX on an “as needed” basis and as requested by the BCT.

f. Support requirements example:

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Battle Command Training Center

4 BCT BFSX Support Requirements

Detail	NCO's	Soldiers	Report Time	Remarks
Guards	2	8	9 Feb @ 1300 Hrs	1+5=Day Shift 1+3=night Shift
BCTC Support	N/A	3	9 Feb @ 1300 Hrs	
MCTP Support	1	5	9 Feb @ 1300 Hrs	OPS GP C
Supplies			9 Feb 10	As Per Supply List
POC for Supplies & Details				BCTC Ops 798-9671

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Figure B-6. 4BCT BFSX Support Requirements

B-18. Timeline

a. This is a general execution timeline for a BCT BFSX. Recommend not training over a weekend for this operation. Conclude operations NLT 1700 on the Friday, and then resume operations at 1700 on Sunday. This allows personnel to spend weekend time with their family. Duty hours during E-3 to E+4 days can usually remain from 0900 – 1700 hours. After E+5 begins, the BCT and supporting personnel conduct 24 hour, continuous operations.

b. E-3 – E-1: BCT/BN TOC emplacement

c. E-Day:

1. MCTP BFSX Introduction briefing to BCT staff
2. Division/CJTF OPORD Brief to BCT staff
3. MCTP Inbrief to HHRC/EAB/EXCON personnel
4. MCTP break-out sessions with WFFs, XO/S3, etc

d. E+1 – E+4:

1. Virtual Warrior Training (Work Cell Personnel)
2. BCT Targeting Cycle
3. BCT MDMP

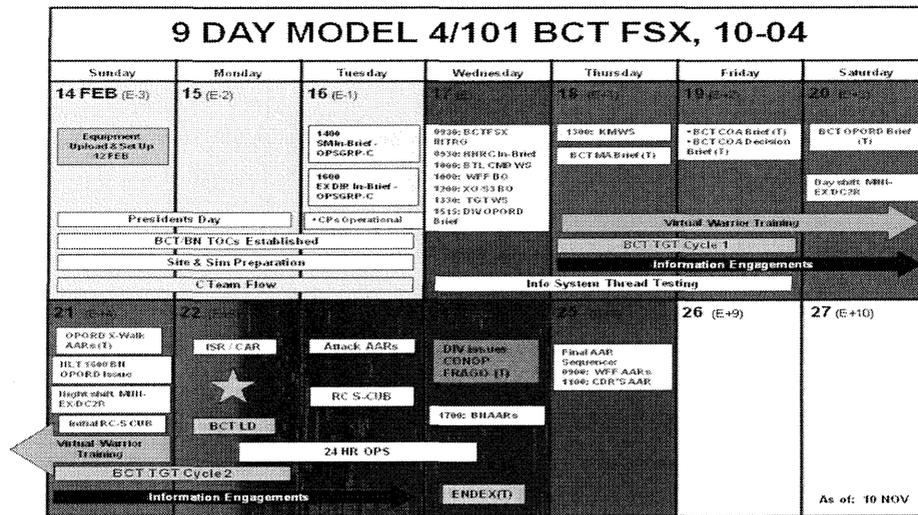
- e. E+5 – E+7: 24 hour / continuous operations
- f. E+9: MCTP After Action Reviews
- g. Example timeline:

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Battle Command Training Center

4BCT BFSX Schedule



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Figure B-7. 4BCT BFSX Schedule

B-19. Training Objectives

- a. This is a list of recommended training objectives for Brigade Full Spectrum Exercises.
- b. Example leader training and development objectives:
 1. Conduct MDMP
 2. Validate Planning SOP
 3. Produce an OPORD (BCT/BN)
 4. Exercise BCT Staff Battle Drills
 5. Exercise BCT Battle Rhythm
 - A. Produce Staff Estimates and Command Briefs
 - B. Exercise Battle Handover between Plans and Current Ops
 6. Conduct Connectivity Battle Drills
 7. Acquire and Maintain SA
 - A. Exercise Ability to Receive, Disseminate, and Analyze Information
 8. Execute Reporting and Staff Processes Between BCT and BNs
 9. Execute Efficient and Pertinent BCT Digital BUB w/ BNs
 10. Exercise Logistics Planning, Support, and Tracking
 11. Synchronize Joint Fires
 12. Exercise Targeting Process and Validate BCT Targeting SOP
 13. Synchronization and Integration of ISR
 14. Exercise Call For Fire from Sensor to Approver to Clearance to Shooter
 15. Execute CONOP Approval Process
 16. Conduct Staff Estimates and Command Briefs
 17. Conduct Logistics Support and Tracking
 18. Refine BCT and BN SOPs including TOC setup
 19. Exercise battle handover between plans and current operations

20. Execute efficient and pertinent BCT digital Battle Update Briefs (BUBs) with Battalions
- c. Example targeting and effects objectives:
 1. Synchronize and execute engagements
 2. Synchronize lethal and non-lethal fires
 3. Revalidate BCT Targeting SOP
 4. Exercise Targeting process (Sustainment)
 5. Enabler integration
 6. Call for fire from sensor to approver to clearance to shooter
 7. Exercise ability to receive, disseminate, and analyze information
 8. ISR integration

B-20. Concept of BFSX Operations

- a. The BFSX is a Brigade Combat Team centric training event. Division staff, the Mission Command Training Program (MCTP), and the Kinnard Battle Command Training Center (BCTC) are all supporting efforts to the BCT training event.
- b. Exercise all mission command systems and capture relevant operational issues with each of them.
- c. Conduct full lethal and non-lethal targeting cycles during the training event.
- d. Understand, follow, and validate applicable Standard Operating Procedures.
- e. Focus on understanding the Military Decision Making Process (MDMP), including briefings and rehearsals. Understand the information requirements necessary to develop optimal plans through MDMP.
- f. Conduct Commander's Update Assessments and Briefs, validating their format and information requirements.
- g. Every Soldier learns his/her job during the exercise
- h. The BCT collectively understands battle tracking and the necessary information requirements (receiving, analyzing, and disseminating).
- i. Focus effort on the BFSX while continuing mission essential garrison functions.

B-21. Purpose

To provide lessons learned on the planning, preparation, and execution of the Brigade Full Spectrum Exercise in general and specific topics such as MDMP, Targeting, and Air Assault planning. These comments can enable BCTs to further improve upon their planning and operation, thereby increasing the resulting level of training at the end of the exercise.

B-22. Input

- a. The exercise BCT provides a final after action review of the BFSX. Use the specified format below. In addition to general comments, discuss the Military Decision Making Process, Targeting, and Air Assault planning.
- b. The Higher Headquarters Response Cell (HHRC) provides input to a final after action review of the BFSX. Use the specified format below. In addition to general comments, discuss the Military Decision Making Process, Targeting, and Air Assault planning.

B-23. Format

- a. Format for all AAR topics.
- b. Issue.
Discussion.
Recommendation.

**Appendix C
Work Cell Personnel Requirements**

C-1. Higher Headquarters Response Cell (HHRC) Personnel Requirements

MISSION: Division Staff man the HHRC. In coordination with Operations Group Charlie, HHRC will function as the higher headquarters and will exercise a full range of command and control tasks IAW the HHRC TACSOP. Minimum manning indicated below.

<u>Line</u>	<u>Position (Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>	<u>SOURCE</u>
01	Exercise Director	Gen Off		1	Division Staff
02	CofS/G3/OIC	LTC	Imm	1	Division Staff
03	G1 OIC (Day/Night)	CPT/MAJ	41/42	2	Division Staff
04	G1 NCO (Day/Night)	SFC/MSG	41/42	1	Division Staff
05	G2 OIC (Day/Night)	MAJ/LTC		2	Division Staff
06	G2 NCO (Day/Night)	SFC/MSG		1	Division Staff
07	G3 OIC (Optional) (Day/Night)	MAJ		1	Division Staff
08	G3 NCO (Day/Night)	SFC/MSG		1	Division Staff
09	G4 OIC (Day/Night)	MAJ		2	Division Staff
10	G4 NCO (Day/Night)	SFC/MSG		1	Division Staff
11	FECC OIC (Day/Night)	MAJ/CPT	13	2	Division Staff
12	FECC NCO (Day/Night)	SFC/SSG	13	2	Division Staff
13	G3 AVN OIC (Day/Night)	CPT/LT/WO	15	2	Division Staff
14	IO/PSYOP (Optional) (Day/Night)	CPT/LT/MSG		2	Division Staff
15	Engineer OIC (Day/Night)	MAJ/CPT/MSG		2	Division Staff
16	AMD OIC (Optional) (Day/Night)	WO		2	Division Staff
17	Aviation Battalion Commander	LTC/MAJ		1	Division
18	Aviation Liaison Officer (Day/Night)	CPT/LT/WO		2	Division
TOTAL				28	Division

FUNCTIONS/TASKS OF HHRC

Replicates functions of all higher headquarters command posts and coordinating staff and higher headquarters major subordinate commands (Fires Brigade, Avn Bde, Engr Bde, etc).

Structured for continuous operations during exercise.

Paints the higher headquarters picture of the battle in consonance with BCBST, the Exercise Director, and EXCON.

Prepares FRAGOs, INTSUMs, INTREPs, and OPSUMs to drive the BFSX.

Operates higher headquarters communications nets to drive the BFSX (Div Cmd and O&I, Fires Brigade Cmd, Engr Bde Cmd, DISCOM Cmd or Log Ops, early warning, air request, etc.)

Ensures the Brigade CPs and/or subordinate units function and report IAW the DIV and/or major subordinate command TSOPs (e.g., DS Bn and Fires Brigade, Engr Bn and Engr Bde, FSB, and DISCOM, etc.). Provides AAR input.

C-2. Echelons Above Brigade (EAB) Work Cell Personnel Requirements

MISSION: Portrays division or higher assets as directed. This includes Army aviation, USAF, artillery and any additional unit directed to support the exercised brigade.

<u>Line</u>	<u>Position (Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>	<u>SOURCE</u>
01	Rotary Aviation (1)	CPT	15B	4	Division
02	ROVER Operator	Immat	Immat	2	Division
03	USAF Aviators (1)	CPT		2	Division
TOTAL				8	

REMARK #:

(1) Functions as computer operator.

FUNCTIONS/TASKS OF VIRTUAL WARRIORS

OIC/Senior Officer: Responsible for military personnel in work cell. Ensures work cell has copies of relevant OPLAN/OPORD, battalion and brigade TACSOP, and other reporting and record-keeping materials.

Aviation Officer Rotary Wing (R/W): Executes rotary wing aviation missions and tasks in the simulation. Performs as Army Aviation LNO when required. Maintains journals, records or logs as appropriate. Provides AAR data as requested.

Aviation Officer Fixed Wing (F/W): Assists in the planning and coordination of AFFOR and NAVFOR aviation operations. Executes aviation missions and tasks in the simulation. Performs as Air Force LNO when required. Maintains journals, records or logs as appropriate. Provides AAR data as requested.

ROVER Operator: Operates and maintains ROVER.

NOTE: This cell can execute air assaults but is not manned to plan such a mission.

C-3. Exercise Control (EXCON) Work Cell Personnel Requirements

MISSION: This work cell has the following functions: (1) Assists EXDIR and COG managing exercise, (2) Coordinates with HHRC staff elements to implement EXDIR and COG exercise direction, (3) Prepares all higher headquarters Intelligence Products (INTSUMs, INTREPS, ASAS ASCDB and RED COP), (4) Works around simulation limitations to facilitate reporting from BCT organic intelligence collection assets (Prophet, THTs and Shadow UAV) and (5) Replicates non-competitive adjacent units, updates locations and standard reporting using MCS.

<u>Line</u>	<u>Position</u>	<u>Rank</u>	<u>MOS</u>	<u>BCT</u>	<u>Division</u>	
01	Commander Adjacent Units	CPT/MAJ	Immat		2	
02	ACE Chief	MAJ	35		1	
03	Intelligence Officer	CWO/CPT	35		1	
04	Sr. Intel Analyst	SSG	96		2	
05	Intel Analyst/DCGS-A Operator	SPC/SGT	96		4	
06	INTEL/HUMINT Message Scripter	SSG	96	4		
07	UAS OPER/SIGINT Scripter	SPC/SSG	97	2		
				Total	6	10

FUNCTIONS/TASKS OF EXCON Augmentees

Commander Adjacent Units: Replicates non-competitive adjacent units, prepares scheme of maneuver for adjacent BCTs, updates their locations and provides standard reporting using MCS. Role-plays adjacent BCT commander during Higher headquarters Commander Updates. Using C2PC creates BLUE COP for adjacent units. Must be knowledgeable of C2PC.

ACE Chief: In coordination with Chief of EXCON and civilian contractors manages preparation of all Intelligence products (INTSUMs, INTREPs, ASCDB and RED COP)

Intelligence Officer: Directs Intelligence production, prepares twice daily INTSUMs. Must be knowledgeable of ASAS products.

Senior Intelligence Analyst: Assists Intelligence Analyst maintain ASCDB on ASAS-L, manages higher headquarters RED COP. Must be knowledgeable of ASAS-L and MCS.

Intelligence Analyst: Manage ASCDB on ASAS-L. Normalize BICM generated single source reporting.

INTEL/HUMINT/SIGINT Message Scripter: In coordination with civilian contractors works around simulation system limitation to review and/or script Intelligence reporting.

C-4. Infantry Battalion Work Cell Personnel Requirements

MISSION: This work cell role-plays all subordinate company and smaller forces assigned, attached or OPCON to the battalion/TF. Battalion orders are translated into appropriate simulation inputs. Resulting simulation outputs are converted into unit TSOP reports and are sent to the battalion CP IAW the battalion/brigade TSOP via tactical communications nets.

<u>Line</u>	<u>Position(Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>
01	Co Cdr/XO	LT/CPT	11/19	10
02	JCATS Operators	SPC/SGT	IMMAT	8
03	Scout Plt Ldr/Plt Sgt	SSG/LT	11/19	2
04	Ops/Admin Officer (1)	LT	11/19	1
05	Ops/Admin NCOIC (1)	SFC	11/19	1
06	HQ Co & SUST Operator (1, 3)	SPC/SGT	90/91/92	2
07	JDLM Operator (3)	SPC/SGT	90/91/92	2
08	MTR PLT LDR/FIST NCO (2)	SSG/LT	13F	2
TOTAL				28

REMARK #:

- (1) Requires SUST training.
- (2) Requires fires training.
- (3) Requires JDLM.

FUNCTIONS/TASKS OF VIRTUAL WARRIORS

Company Commander/XO: Role-plays as a company commander in the battalion TF. Makes all appropriate decisions at that level but takes no independent actions requiring battalion direction or resolution. Directs all company level and below personnel and logistics functions. Ensures all simulation outputs are put into TACSOP report formats and reported to the field CP. Senior officer acts as cell OIC and is responsible for military personnel in work cell.

JCATS Operator: Executes all company level and below personnel and logistics functions in the simulation at the direction of the company commander.

Scout Platoon Leader/Plt Sgt: Role-plays scout platoon. Makes all appropriate decisions at that level and maneuvers/fights platoon and other assigned assets. Inputs appropriate orders and data into simulation to ensure the commander's decisions are executed in the simulation.

Ops/Admin Officer: Supervises enlisted soldiers in the work cell. Maintains journals, records, and reports as required to the CP using the TACSOP. Maintains communications with CP. Ensures administrative supplies are on hand. Assists with logistics and personnel functions. Ensures work cell has copies of relevant OPLAN/OPORD, unit or higher headquarters TACSOP, and other reporting and record-keeping materials.

Ops/Admin NCOIC: Works the opposite shift from the Ops/Admin Officer and performs the same duties. Inputs and extracts appropriate data from the exercise to facilitate unit(s) TACSOP reporting.

SUST Operator: Logistically sustains units in JCATS/JDLM. Role-plays SUST functions for medical, personnel, maintenance, supply and transportation. Input data into JCATS/JDLM to execute these SUST activities.

JDLM Operator: Operates and maintains JDLM. Assists in logistically sustaining units in JDLM.

Mortar Plt Ldr/FIST NCO: Role-plays all FIST activities in work cell. Makes calls for fire to DS Bn CP/FDC. Inputs data into simulation and fires battalion mortars

C-5. RSTA Battalion Work Cell Personnel Requirements

MISSION: This work cell role plays all troop and smaller forces assigned, attached or OPCON to the ARS. The squadron commander's orders are translated into appropriate simulation inputs. Resulting simulation outputs are converted into unit TACSOP report formats and sent to the appropriate CP IAW the brigade TACSOP or brigade OPORD.

<u>Line</u>	<u>Position(Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>
01	Troop Cdr/XO	LT/CPT	11/19	8
02	JCATS Operators (A,B,C)	SPC/SGT	IMMAT	6
03	Ops/Admin Officer (1)	LT/CPT	11/19	1
04	Ops/Admin NCOIC (1)	SSG/SFC	11/19	1
05	SQDN SUST Operator (1, 3)	SPC/SGT	90/91/92	2
06	FSC CDR (1, 3)	LT/CPT	90/91/92	2
07	FIST NCO (2)	SGT/SSG	13F	2
08	JDLM Operator (3)	SPC/SGT	90/91/92	2
09	NCOIC	SSG/SFC	IMMAT	2
		TOTAL		26

REMARKS:

- (1) Requires SUST training.
- (2) Requires fires training.
- (3) Requires JDLM Training

FUNCTIONS/TASKS OF VIRTUAL WARRIORS

Troop Commander/XO: Role-plays as a troop commander in the squadron TF. Makes all appropriate decisions at that level but takes no independent actions requiring squadron direction or resolution. Directs all troop level and below personnel and logistics functions. Ensures all simulation outputs are put into TACSOP report formats and reported to the field CP. Senior officer acts as cell OIC and is responsible for military personnel in work cell.

JCATS Operator: Executes all troop level (A, B, C) and below personnel and logistics functions in the simulation at the direction of the troop commander.

Ops/Admin Officer: Supervises enlisted soldiers in the work cell. Maintains journals, records and reports as required to the CP using TACSOP. Maintains communications with CP. Ensures administrative supplies are on hand. Assists with logistics and personnel functions. Ensures work cell has copies of relevant OPLAN/OPORD, unit or higher headquarters TACSOP, and other reporting and record-keeping materials.

Ops/Admin NCOIC: Assists the Ops/Admin Officer. Inputs and extracts appropriate data from the simulation to facilitate unit TACSOP reporting.

Squadron SUST Operator: Logistically sustains units in JCATS/JDLM. Role plays SUST functions for medical and personnel. Inputs data into JCATS/JDLM to execute SUST activities.

Forward Support Company CDR: Logistically sustains units in JCATS/JDLM. Role plays SUST functions for maintenance, supply and transportation. Input data into JCATS/JDLM to execute these SUST activities.

JDLM Operator: Operates and maintains JDLM. Assists in logistically sustaining units in JDLM.

FIST NCO: Role plays all FIST activities in work cell. Makes calls for fire to Fires Bn CP/FDC.

C-6. Fires Battalion Work Cell Personnel Requirements

MISSION: This work cell role plays all the batteries of the DS battalion and the reinforcing artillery battalion headquarters and batteries supporting the brigade. Receives tasks and fire missions from and reports to the DS artillery battalion TOC and FDC external to the BSC.

<u>Line</u>	<u>Position (Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>
01	Battle Captain	CPT	13	2
02	Ops/Admin NCOIC	SSG/SFC	13	2
03	Battery Cdr/XO	1LT/CPT	13	4
04	Radio/Telephone Operator	PFC/SPC	13	2
05	Reinforcing Arty controller	SSG-CPT	13	2
06	Radar Operator	SGT/SSG	13R	2
07	AFATDS Operator	SPC/SGT	13 Series	2
08	FSC SUST Operators	SFC/LT	90/91/92	2
09	JDLM Operator (1)	SPC/SGT	90/91/92	2
TOTAL				20

REMARKS:

(1) Requires JDLM training

FUNCTIONS/TASKS OF VIRTUAL WARRIORS

Battle Captain: Monitors the tactical situation. Briefs Virtual Warriors in the work cell on the tactical situation in conjunction with shift change. Maintains journals, records, and the situation map. Supervises the preparation of reports as required by the unit's TACSOP. Ensures the work cell has copies of the current OPORD/FRAGO and TACSOP.

Ops/Admin NCOIC: Assists the Battle Captain. Supervises the enlisted soldiers in the work cell. Ensures that all appropriate supplies are on hand.

Battery Cdr/XO: Role plays appropriate battery commander day or night shift. Understands and executes current OPLAN/OPORD. Provides battalion TOC with combat reports as required. Operates the firing battery JCATS computer.

Radio/Telephone Operator: Operates radios/telephones to facilitate communications during the exercise. Role plays as required.

Forward Support Company SUST Operators: Logistically sustains units in JCATS. Role play sustainment functions for maintenance, supply and transportation. Input data into JCATS to execute these sustainment functions.

JDLM Operator: Operates and maintains JDLM. Assists in logistically sustaining units in JDLM.

Reinforcing artillery controller: Role plays appropriate battery commander day or night shift. Operates reinforcing computer terminal. Inputs orders as received from the DS battalion TOC. Monitors the processing of fire orders received digitally from the DS battalion FDC. Understands and executes current OPLAN/OPORD, and fire plan. Provides DS battalion TOC with combat reports as required.

Radar Operator: Role plays the radar sections. Operates the radar computer terminal. Positions/controls radar systems IAW radar deployment order; provides radar detections and targeting information to the battalion TOC.

AFATDS Operator: Operates and maintains AFATDS.

C-7. Special Troops Battalion Work Cell Personnel Requirements

MISSION: This work cell role plays all engineer, air defense, military police, CMO and chemical units organic, attached, or OPCON to the brigade (and not further missioned or task organized to another unit under brigade control, e.g., attached to a maneuver battalion). Receives missions, tasks, and reports to the Brigade TAC/TOC or parent unit CP as appropriate. Brigade main and TAC CPs and units under brigade control are moved and supplied by this work cell. Assumes duties of Brigade Reserve (Brigade Control). Communications must be maintained with all appropriate field CPs.

<u>Line</u>	<u>Position(Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>
01	Battle Captain (1) (2)	LT/CPT	21	2
02	MP/Rear Area Security	SSG-LT	31	2
03	BDE/BSTB C2	SSG-LT	25	2
04	BDE/BSTB ENGR	SSG-LT		2
05	ADA/CHEM	SSG-LT	14	2
06	BDE Control	LT/CPT	11/19	2
07	BDE RTO	PFC/SPC	IMMAT	2
08	NCOIC	SSG/SFC	IMMAT	2
TOTAL				16

REMARK #:

- (1) Senior officer each shift acts as cell OIC.
- (2) Requires En Training.

FUNCTIONS/TASKS OF VIRTUAL WARRIORS:

Battle Captain: Senior officer assigned to the work cell. Responsible for ensuring all rules of engagement and operational techniques are IAW doctrine and BCBST rules. Ensures realism of tactical play of all assets. Ensures work cell has copies of relevant OPLAN/OPORD, applicable unit TSOPs, and other reporting and record-keeping materials.

Brigade Control/BDE RTO: Functions as the commander of company and below size elements under brigade control not otherwise replicated in another work cell. Roles are typically the reserve company/troop commander, the commander of early/deep scouts, and Colts; supervises execution of all unit activities and role plays actions. A brigade command, O & I, phone line replicating TACSAT, and fire support net and an SOI are required in the work cell for this function.

Rear Area Security, BSTB C2, BSTB EN, ADA: Be prepared to operate as a mini-CP. Post a tactical map with overlays. Have TSOPs, MTOE personnel and equipment quantities, appropriate doctrinal publications, and other reporting and record keeping materials. Inputs appropriate data into Simulation to ensure required tasks are executed.

NCOIC: Assists Battle Captain.

C-8. Brigade Support Battalion Work Cell Personnel Requirements

MISSION: This work cell role plays subordinate units of the brigade support battalion, executes brigade level support activities IAW the plan of support and moves organic/attached units during the BFSX. Executes supply actions above Spt Bn level IAW directions from the HHRC/EXCON/WFF Chief.

<u>Line</u>	<u>Position (Remarks)</u>	<u>Rank</u>	<u>MOS</u>	<u>REQ</u>
01	Battle Captain	CPT	IMMAT	2
02	OPS Sgt	SFC	IMMAT	2
03	Distribution Co Cdr	CPT	90A	1
04	Supply Platoon Ldr	LT	92A	1
05	Maintenance Co Cdr	CPT	91B	1
06	Maintenance Control Officer	LT	91B	1
07	Medical Co XO	CPT	70B	1
08	Evacuation Platoon Leader	LT	70B	1
09	Med Log Operator	SGT/SSG		2
10	JCATS Operator	SGT	IMMAT	2
TOTAL				14

NOTE: Senior individual serves as administrative OIC for the cell.

FUNCTIONS/TASKS OF VIRTUAL WARRIORS

Battle Captain: Senior officer assigned to the work cell. Responsible for ensuring all rules of engagement and operational techniques are IAW doctrine. Ensures realism of tactical play of all assets. Ensures work cell has copies of relevant OPLAN/OPORD, applicable unit TSOPs, and other reporting and record-keeping materials.

OPS SGT: Assists the Cell Supervisor. Inputs and extracts appropriate data from the simulation to facilitate unit TACSOP reporting.

Distribution Company Commander: As the company commander, controls and role plays all company elements and their activities (as well as any attached/OPCON supply or transportation elements). Communicates supply problems/issues/operational data realistically to the CP; maintains operational overlays and records/logs as required; collects JCATS/JDLM output and prepares reports IAW the OPLAN/OPORD and TSOPs; supervises computer operator. Controls selected MSB/corps units as directed by WC controller. Works on night shift. Takes notes for AAR input.

Supply Platoon Leader: Performs all functions of the company commander while working on the day shift.

Maintenance Company Commander: As the maintenance company commander, controls and role plays all company elements and their activities (as well as any attached/OPCON elements). Communicates maintenance and Class IX problems/issues/operational data realistically to the CP; maintains operational overlays and records/logs; collects SIMULATION output and prepares reports IAW the OPLAN/OPORD and TSOPs; supervises computer operator. Controls selected MSB/corps units as directed by WC controller. Works on night shift. Takes notes for AAR input.

Maintenance Control Officer: Performs all functions of the maintenance company commander while working on the day shift.

Medical Company XO: As the medical company commander, responsible for replicating the brigade medical support plan, with special emphasis on patient evacuation within the brigade AO. Role plays all company elements and their activities (as well as attached/OPCON elements). SIMULATION computer

operator for all company and attached ground ambulance assets. Communicates medical, evacuation and Class VIII problems/issues/operational data realistically to the CP; maintains operational overlays and records/logs; collects SIMULATION output and prepares reports IAW the OPLAN/OPORD and TSOPs; supervises computer operator. Controls selected MSB/corps units as directed by WC controller. Works on night shift. Takes notes for AAR input.

Evacuation Platoon Leader: SIMULATION computer operator for all attached air ambulance assets – executes evacuation and Class VIII actions. Prints SIMULATION reports and provides information to commander. Assists the medical company commander in the execution of his/her duties.

Medical Log Sergeant: Performs all functions of the ambulance platoon leader while working on the day shift. May input appropriate data into SIMULATION to ensure required tasks are executed.

JCATS Operator: Performs necessary log functions in JCATS.

Appendix D
BDE/BCT Pre-Mission Rehearsal Exercise (MRE) Brief



*This brief should be conducted between
MRE-90 and MRE-45*

*Brigade's may use distinctive unit slide
templates*

__ BDE/ BCT Pre-Mission Rehearsal
Exercise (MRE) Brief
Presented to _____
Date Brief is Given

Pre-MRE/CTE Brief Format vG3 280812S Feb 10

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Purpose

To provide the Command General information on __BCT/Bde's culminating training event exercise construct, training objectives and post-MRE training plan ISO this units next deployed expeditionary force mission.

2

Pre-MRE/CTE Brief Format vG3 280812S Feb 10

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Recommend Topics

AGENDA



- Mission
- Commander's Intent & Key Tasks
- BCT/Bde Current METL Assessment (Bn's in Back-up)
- Exercise Task Organization
- Exercise Training Objectives (*Bn's in Back-Up*)
- Pre-Rotational Training/Situational Training Exercise (STX)/Live Fire (LFX) Throughput (*if applicable*)
- Deployment Concept & Timeline
- Rear Detachment/FRG Training Objectives
- Non-Deployable Matrix
- Road to LAD
- Immerging/Pending Dwell Waivers
- Commander's Concerns
- Guidance



Mission

[Address the BCT/Bde's Mission for this
exercise]



Commander's Intent

- Intent
- Key Tasks

1

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BCT/Bde METL Assessment Pre/Post-MRE Training



TASK	ASSESSMENT		TASK	ASSESSMENT
Conduct Offensive Operations	P		Conduct Offensive Operations	T
Conduct Defensive Operations	P		Conduct Defensive Operations	T
Conduct Security Operations	P		Conduct Security Operations	T
Conduct Stability Operations	P		Conduct Stability Operations	T
Protect the Force	P		Protect the Force	T
Conduct Information Operations	P		Conduct Information Operations	T
Provide Sustainment	P		Provide Sustainment	T
Command and Control	T		Command and Control	T
Conduct Air Assault	P		Conduct Air Assault	T

Month	Month	Month
<ul style="list-style-type: none"> ▪ LTP (6-12) ▪ Prep JRTC Deployment ▪ Deployment JRTC ▪ Execute JRTC (25 JAN - 24 FEB) 	<p>▪ JRTC Re-Deploy</p> <p>SAMPLE</p>	<ul style="list-style-type: none"> ▪ JRTC Recovery ▪ Theater Specific Training ▪ Final NCOES/OES ▪ RearD Battle Drill Training ▪ Strong Bonds

6

BCT/Bde Training Objectives

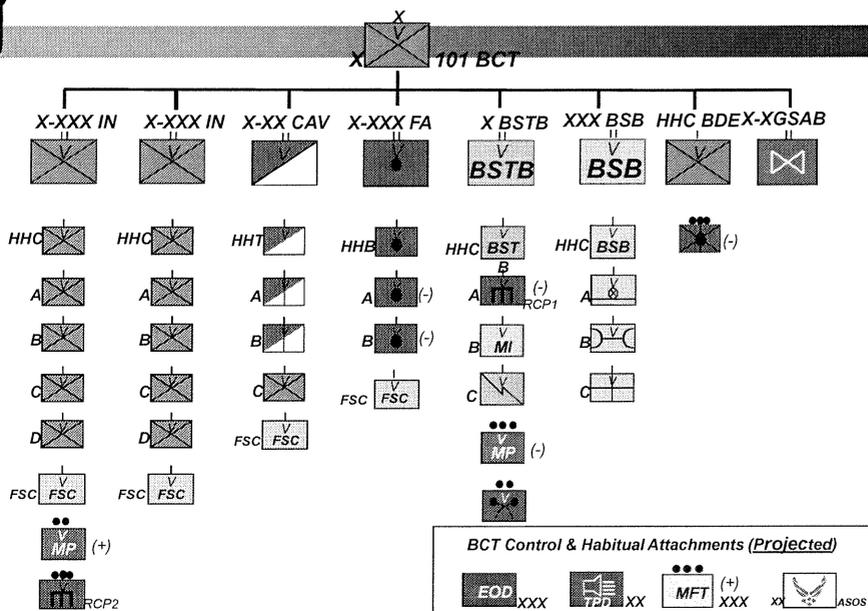


SAMPLE

Maximize high resolution training opportunities.

- LFX: Priority to FTCKY training shortfalls. Execute for the duration of the rotation.
- STX: Compressed planning and preparation, focus on execution.
- Continue to focus on squad and platoon proficiency under varying conditions.
 - React to Contact mounted / dismounted
 - Attack
 - Prepare for and react to IED attack
 - Enter / Clear room / building
- Give junior leaders (TL, SL, PL) multiple opportunities to practice tactical decision making and problem solving under varying conditions; EOF, HN and media engagements
- Conduct MDMP under time-constrained conditions
- Practice the BCT C4I systems and procedures – exercise BCT, BN, and CO command posts; reporting, information flow, intel sharing (CO intel team).
- Stress our sustainment system and procedures during the STX lanes as well as Force on Force.
- Practice employment of fire support systems; Artillery, Attack Aviation, CAS at the platoon and company level.
- Practice communication with the Rear Detachment and test casualty notification procedures.

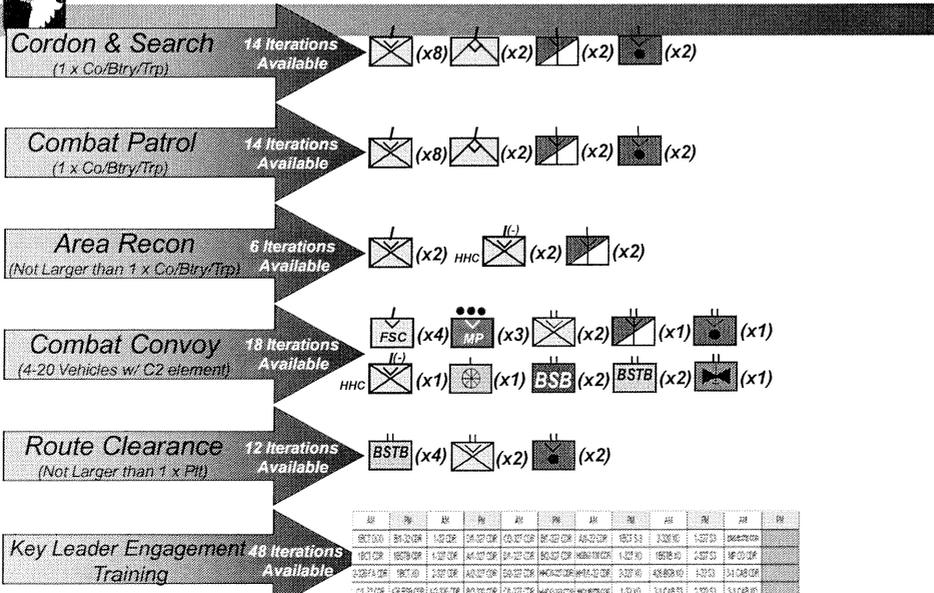
BCT MRE Task Organization



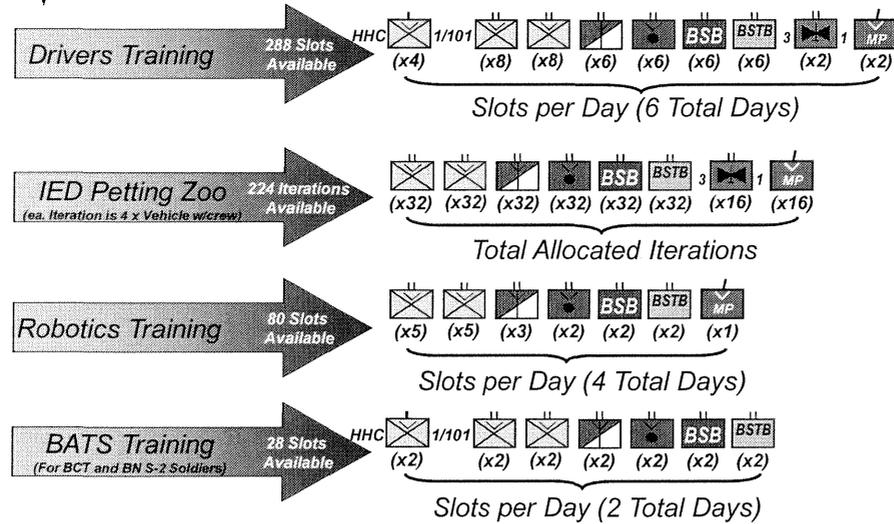
JRTC Rotation XX-10 Key Events Calendar

SUN	MON	TUE	WED	THU	FRI	SAT
30 AUG D-23	31 D-22	01 SEP D-21	02 D-20	03 D-19	04 D-18	05 D-17
			TORCH Arrives		ADVON Arrives TMC 4 Operational	
06 D-16	07 D-15	08 D-14	09 D-13	10 D-12	11 D-11	12 D-10
	Guest TM Grp 1 Arrives	Guest TM Grp 1 Training	Guest TM Grp 1 Training		EMCC arrive	EMCC Train
	MAIN Body Arrives	Guest TM Grp 2 Arrives	Guest TM Grp 2 Training	Guest TM Grp 2 Training	CRPs arrive	
	← PREPO DRAW →	Augmentee ANSF arrive	Augmentee ANSF Draw	Augmentee ANSF Train	Augmentee ANSF Train	
13 D-9	14 D-8	15 D-7	16 D-6	17 D-5	18 D-4	19 D-3
EMCC in JOC 09-10 O&I Update Brief LFX Day 2	STX Validation STX Day 1 / LFX Day 3	STX Day 3 / LFX Day 4	CPX Day 1 STX Day 3 / LFX Day 5	CPX Day 2 STX Day 4 / LFX Day 6	CPX Day 3 STX Day 5 / LFX Day 7	CPX Day 4 STX Day 6 / LFX Day 8
20 D-2	21 D-1	22 D-Day	23 D+1	24 D+2	25 D+3	26 D+4
CPX AAR		1700 BOX RESET	DCSM	CDR/CSM, 101st CAB	PAUSE 0600-1200 For Green Book AARs	
STX Day 7 / LFX Day 9		LFX Day 11 FoF Day 1	LFX Day 12 FoF Day 2	LFX Day 13 FoF Day 3	LFX Day 14 FoF Day 4	LFX Day 15 FoF Day 5
27 D+5	28	29 E+1	30 E+2	01 OCT E+3	02 E+4	03 E+5
ENDEX LFX Day 16 FoF Day 6 9 Role Players Depart	PLT & CO AARs ★ ★	BN/BCT AAR ← PREPO Turn-in →	← PREPO Turn-in →			TMC 4 shut down TRAIL Party Departs
	Augmentee ANSF Depart	Box Clean up / Turn-in	Guest TMs Depart	Main Body Departs		

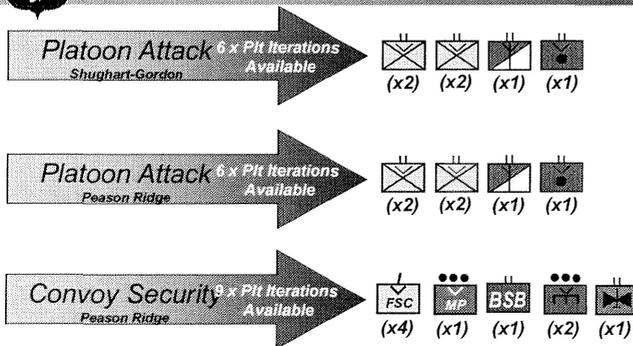
Pre-Rotational Training Throughput



Pre-Rotational Training Throughput



Live Fire Exercise Throughput



Deployment Concept



STRATAIR

- 18x C17 Sorties
- Dates: 29 Apr – 1 May
- Pax: 102 per Sortie

Bus

- Torch: 23 Apr
- ADVON: 27 Apr
- Main: 1 May
- 50/55 Pax Buses: 38 pax ACL for comfort

Rail

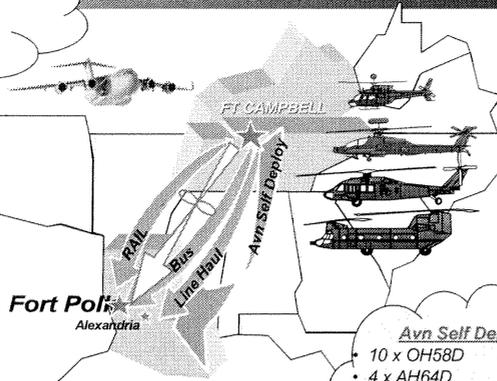
- 265 Cars
- TFAA: 16 Apr @ CROF
- Upload: 16/17 Apr
- Travel: 4 days each train
- Down: 23/24 Apr
- Contract Up/download @ FTCKY & FTPLA

Commercial Line Haul

- XX Truck Loads
- Upload: 23 Apr 9th and Wickham
- Download: 24 Apr FTPLA

Avn Self Deployment

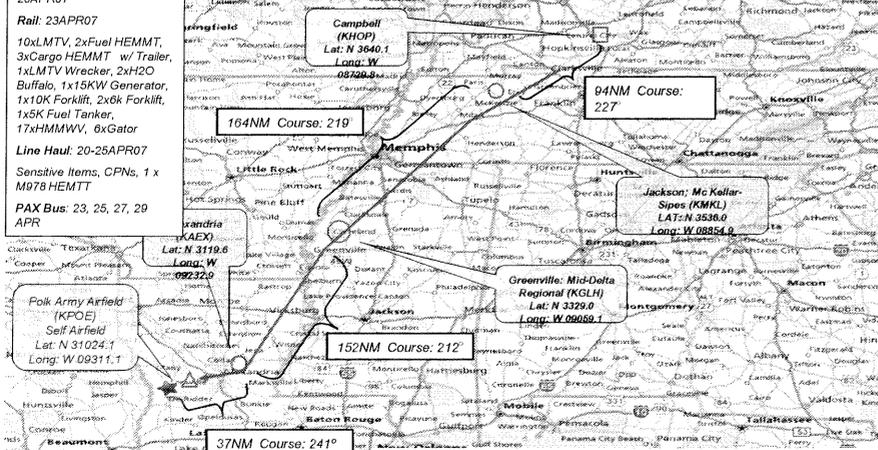
- 10 x OH58D
- 4 x AH64D
- 10 x UH60L
- 4 x CH-47D
- 2 x HH-60



Aviation Self Deployment



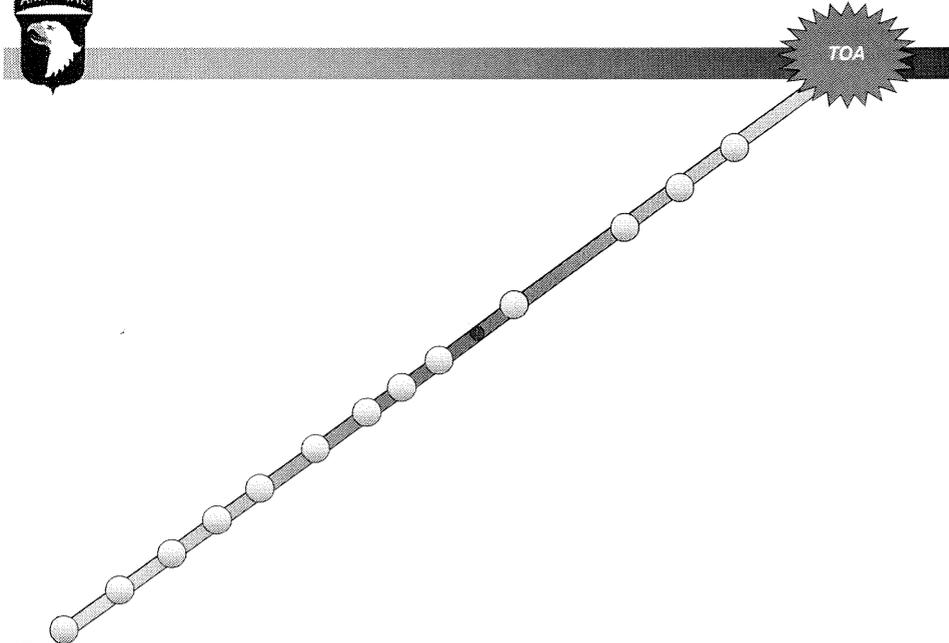
- 10x OH-58D Self Deploy 26APR07
- Rail: 23APR07
- 10x LMTV, 2x Fuel HEMMT, 3x Cargo HEMMT w/ Trailer, 1x LMTV Wrecker, 2x H2O Buffalo, 1x 15KW Generator, 1x 10K Forklift, 2x 6k Forklift, 1x 5K Fuel Tanker, 17x HMMWV, 6x Gator
- Line Haul: 20-25APR07
- Sensitive Items, CPNs, 1 x M978 HEMTT
- PAX Bus: 23, 25, 27, 29 APR



Only Brief if 101st aviation assets participate in rotation



Road to LAD



Dwell Break Waivers

Unit	Immerging Requests	Requests Submitted	Remarks
HHC, Bde	• CPT/Asst FSO, Involuntary, No HRC backfill, Married, 0 Children (2 Mo-5yrs); Previous deployments: 1xOEF (returned Dec 09), 4xOIF	None	Request submitted to G1 1 Feb 10.
X-XXX	None	• MAJ/AS3; Voluntary, No HRC fill till Dec 10; Single; 0 children; 5xOEF (returned Jan 10); intends to retire in country after this deployment. CG Approved 30 Jan 10	
X-XXX	None	SAMPLE FORMAT	
X-XXX	None		
X-XXX	None		
X-XXX	None		

Concerns



A Note for CABs and SB



- *For the CABs, an ATX overview will be used place of the STX / Lane Training / LFX Slides*
- *For the Sustainment Brigades: recommend replacing STX / Lane Training / LFX Slides with the main sustainment storylines for the UE exercise. These should match the training objectives, and will stimulate conversation with the CG.*
- *Use the deployment slide if the exercise will be conduct off-Fort Campbell*



'We have A Rendezvous...



... With Destiny!'"

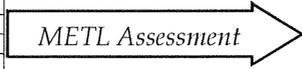


BACK-UP SLIDES



___ Bn METL Assessment Pre/Post-MRE Training

TASK	ASSESSMENT
Conduct Offensive Operations	P
Conduct Defensive Operations	P
Conduct Security Operations	P
Conduct Stability Operations	P
Protect the Force	P
Conduct Information Operations	P
Provide Sustainment	P
Command and Control	T
Conduct Air Assault	P



TASK	ASSESSMENT
Conduct Offensive Operations	T
Conduct Defensive Operations	T
Conduct Security Operations	T
Conduct Stability Operations	T
Protect the Force	T
Conduct Information Operations	T
Provide Sustainment	T
Command and Control	T
Conduct Air Assault	T

Month	Month	Month
<ul style="list-style-type: none"> ▪ LTP (6-12) ▪ Prep JRTC Deployment ▪ Deployment JRTC ▪ Execute JRTC (25 JAN - 24 FEB) 	<ul style="list-style-type: none"> ▪ JRTC Re-Deploy 	<ul style="list-style-type: none"> ▪ JRTC Recovery ▪ Theater Specific Training ▪ Final NCOES/OES ▪ RearD Battle Drill Training ▪ Strong Bonds
<h1>One Slide for each Bn size unit</h1>		



___ Bn Training Objectives

- Maximize high resolution training opportunities.
 - LFX: Priority to FTCKY training shortfalls. Execute for the duration of the rotation.
 - STX: Compressed planning and preparation, focus on execution.
- Continue to focus on squad and platoon proficiency under varying conditions.
 - React to Contact mounted / dismounted
 - Attack
 - Prepare for and react to IED attack
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- Practice the BCT C4I systems and procedures – exercise BCT, BN, and CO command posts; reporting, information flow, intel sharing (CO intel team).
- Stress our sustainment system and procedures during the STX lanes as well as Force on Force.
- Practice employment of fire support systems; Artillery, Attack Aviation, CAS at the platoon and company level.
- Practice communication with the Rear Detachment and test casualty notification procedures.

Exercise Support



XXX will provide:	<u># of PAX</u>	<u>Supporting Task</u>
	150	Role Players
	72	T/M Augmentees
	20	ESG/EMCC
	11	Man/Operate TMC 4

XX will provide:	<u># of PAX</u>	<u>Supporting Task</u>
	150	Role Players
	72	T/M Augmentees
	20	ESG/EMCC

G3 will assist with information for this slide

Appendix E
BDE/BCT Pre-Deployment Brief



This brief should be conducted between
MRE-90 and MRE-45

Brigade's may use distinctive unit slide
templates

___ BDE/ BCT Pre-Deployment Brief
Presented to _____
Date Brief is Given

Pre-Deploy Brief Format vG3 21517S Feb 10

1 This slide is UNCLASSIFIED//FOR OFFICIAL USE ONLY//

2 Pre-Deploy Brief Format vG3 21517S Feb 10 UNCLASSIFIED//FOR OFFICIAL USE ONLY//

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Purpose

Insert purpose. Focus is on deployment status on requirements for personnel, training, and equipping that inform the Commanding General not only of status, but concerns that he can influence in support of the BCT

3 Pre-Deploy Brief Format vG3 21517S Feb 10

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Deployed Higher HQ Mission and Intent

- – Insert Division Mission

- – Insert Division Intent



BCT Mission and Intent

- BCT Mission – Based on current 101st ABN Deployment Order

- BCT Intent –

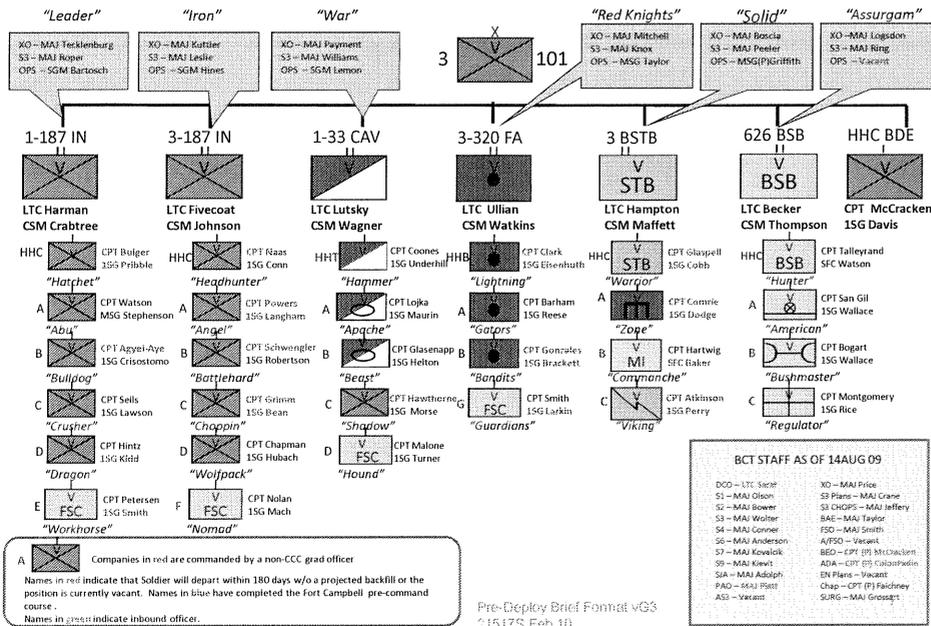


Task Organization for Deployment

Task organization should be your BCT for deployment, not OEF mission Task Org. This task organization is by unit icon down to CO. It should also show manning levels for on hand/authorized. This slide was used for RESET/ITC briefs. Use same format but address key manning issues as non-CCC grads or specialty MOS shortages in MICO or SIG CO, etc.

See following slide

3 BCT Key Leader Slate





Concept of Rear Detachment

Task organization should be your BCT Rear Det. This task organization is by unit icon down to CO and modified from the previous slide to reflect Rear Det. In this slide depict numbers by BN of non-deployables and strategy to reduce over time and how being used currently.

Also include any RIP functions over time that are significant to mention



Key Events Calendar (1 of #)

- Insert calendar that shows synchronization over time of BNs for deployment briefings, SRP, HHG, block leaves, barracks close out, LBE T/I, Split HRs, key training based on JRTC, etc. This shows your final road ahead to RLD by BN. Use what slides you need.

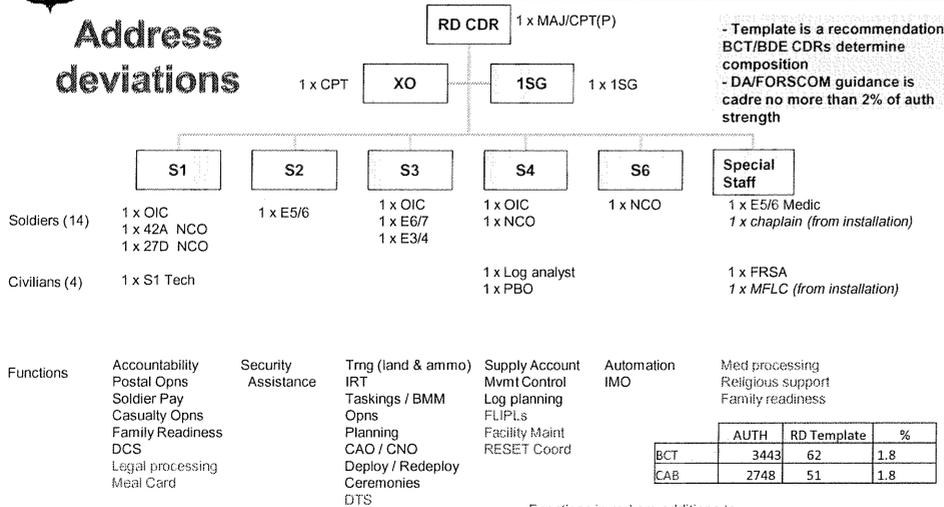


RIP/TOA Calendar/Plan (1 of #)

- Insert calendar that shows synchronization over time of RIP/TOA by TORCH, ADVON, Main Body and cargo movements. BPT discuss required RIP/TOA training timelines, challenges and coordination. Use what slides you need.



BCT/BDE RD Template



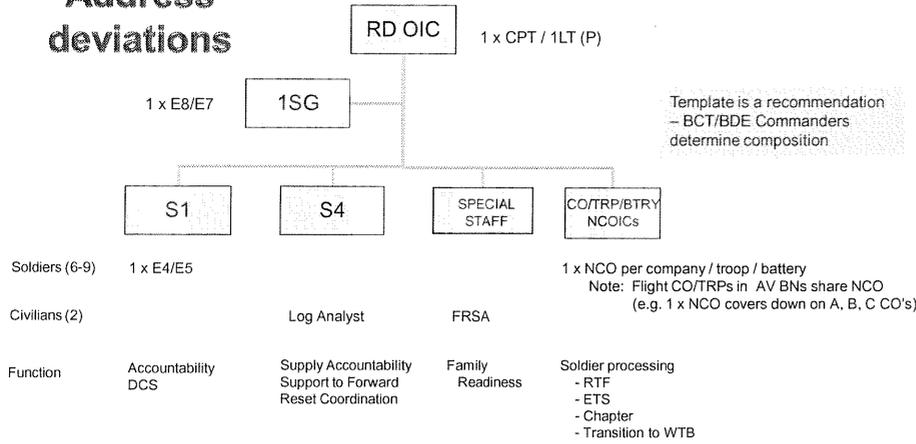
App 1 (RD Manning Template) to Annex A (G1) to 101st ABN DIV (AASLT RD SOP)

Functions in red are additions to FORSCOM listed items



Bn/Sqdn RD Template

Address deviations



Template is a recommendation
 - BCT/BDE Commanders determine composition

App 1 (RD Manning Template) to Annex A (G1) to 101st ABN DIV (AASLT RD SOP)

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Commanders' Readiness Concerns (1 of #)

- Insert BCT USR updated for this brief.
- Use following example for BN level of concerns
- This is where the BCT/BN CDR need to address that he has met pre-deployment training requirements, briefing, etc. OR if there is an issue. This could have been covered / mentioned in the Key Events Slide, but this Quad Chart provides a holistic look on one slide for the CG.
- One USR slide for BCT and 1 example slide for each BN.



Dwell Break Waivers

Unit	Immerging Requests	Requests Submitted	Remarks
HHC, Bde	• CPT/Asst FSO; Involuntary; No HRC backfill; Married; 0 Children (2 Mo-5yrs); Previous deployments: 1xOEF (returned Dec 09); 4xOIF	None	Request submitted to G1 1 Feb 10.
X-XXX	None	• MAJ/AS3; Voluntary; No HRC fill till Dec 10; Single; 0 children; 5xOEF (returned Jan 10); intends to retire in country after this deployment. CG Approved 30 Jan 10	
X-XXX	None	SAMPLE FORMAT	
X-XXX	None		
X-XXX	None		
X-XXX	None		



BCT Commander's Notes

- Summary of key notes/takeaways for CG or Div Cmd Grp
- Deployment focus



"We have A Rendezvous..."



... With Destiny!"



BACK-UP SLIDES

Appendix F Pre-Return Brief

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Agenda

- Purpose
- BCT Mission and Intent
- Timeline
- Family Notification Plan
- Key Safety Tasks
- Reintegration
- Block Leave Risk Management
- Soldier Safety Focus Areas
- Leader Transition Plan
- Change of Command Schedule
- Barracks Update
- CDR's Focus Areas
- Issues

2

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Purpose

Use Pre-Return Back brief format in Keystone reset OPORD

3

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Timeline

- Cover timeline from current through phase 2 reconstitution
 - Address PAX redeployment
 - Equipment redeployment
 - RIP/TOA
 - Reintegration and Block Leave
 - Preparation for Training

4

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Family Notification Plan

- Discuss the family notification plan for flights returning and how it will be addressed with the FRG from pre-deployment thru reception day.

5

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Key Safety Tasks

Discuss safety mitigation by redeployment phase

6

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Reintegration

- Discuss reintegration timeline both for a single flight and for the entire units reintegration as well as Identify Reintegration pause-X Dates for CG Approval.

7

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Block Leave Risk Management

- Discuss how risk will be managed while on block leave, i.e. rear detachment, high risk Soldier identification. Identify the risks and associated mitigations.

8

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Soldier Safety Focus Areas

- Discuss Key issues of Commander focus for Soldier Safety during redeployment

9

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Leader Transition Plan

- Discuss status of key leaders and how change over will affect continuity of leadership in the BCT down to CO level



Change of Command Schedule

- Discuss the proposed schedule for BCT Change of Command.



Barracks Update

- Discuss disposition of Soldiers moving into barracks, barracks space and issues.

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CDR's Focus Areas

- Discuss any issues that are of particular interest to the commander

13

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Issues

- Discuss any issues that need higher HQ attention or assistance.

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Back Up Slides

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101st Airborne Division (AASLT) Mission Training Brief

Brigade Combat Team
“Unit Call Sign”

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Purpose

To determine the specific task groups and supporting collective tasks to be trained IOT establish the Commander's assessment of unit readiness in light of METL training, conditions the unit will train under, key challenges and resources available.

2

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Agenda

BCT CDR	CG's Training Guidance BCT Mission and Intent Recent Training & Key Events BCT CDR's Guidance BCT METL Training Strategy Training Cycle Overview Leader Training Program (LPDs)	} 20 Min
BCT CSM	BCT CSM Focus	
BN CDRs	BN Current METL Assessment BN Training Objectives BN Training Strategy	} 10 Min Per BN
BN CSMs	BN CSM's Focus	
BCT CDR	Closing Comments	} UTC



CG's Training Guidance

MISSION: 101st ABN DIV (AASLT) and Fort Campbell conducts deliberate planning, preparation and synchronization for the redeployment, reception, reintegration, reconstitution, intensive training and mission validation, IAW DA RESET model, of 1/101st BCT at Fort Campbell, in order to achieve operational readiness to meet future global force requirements.

KEY TASKS:

- Reunite Soldiers and Families
- Mitigate risks associated with returning from a long deployment and maximize Soldier-Family time during reconstitution
- Conduct Directed Mission Essential Task List (DMETL) focused training, individual through collective, multi-echelon, to meet next Deployed Expeditionary Force (DEF) mission requirements
- Conduct next DEF focused Mission Rehearsal Exercise (MRE) at a Combat Training Center
- Prepare Soldiers, Families, units and equipment for next DEF deployment
- Identify, assess and mitigate risk, across Lines of Operation (LOO), throughout all phases of the Operation



BCT Mission and Intent

- BCT Mission – Based on current 101st ABN Deployment Order
- BCT Intent –

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Recent Training & Key Events

<u>OCT</u>	<u>NOV</u>	<u>DEC</u>
Reintegration Training (BCT) DTMS Training (BCT/BN Staffs) EFR Training (BNs) Small Arms Training (BNs) PCI/PCC and TLPs (BNs) Battle Drill Training (BNs) Driver's Training (BNs)	Reintegration Training(BNs) DTMS Training (BCT/BN Staffs) EFR Training (BNs) Small Arms Training (BNs) PCI/PCC and TLPs (BNs) Battle Drill Training (BNs) Driver's Training (BNs) Redeployment from Theater (BCT)	Reverse SRP MAX Leave Window (BCT) Range Safety/OIC (BNs)

2nd QTR METL Assessment

TASK	ASSESSMENT
Conduct Tactical Dep/Re-Dep	P
Conduct Offensive Operations	P
Conduct Air Assault	P
Conduct Defensive Operations	P
Conduct Support Operations	P
C2 the BCT	P

6

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BCT CDR'S Guidance

FOCUS AREAS

BASICS

- Conduct EIB as a Team Building Event (FEB-MAR09)
- TM/SQD Collective Training (4MAY-26JUN) Eagle Flight I
- PLT Collective Training (AUG 3-31) Eagle Flight II
- BCT WFX/LTP (19-30 OCT and 9-13NOV)

ADDITIONAL TASKS

- FIST CERT/GUN Crew Certification (9FEB-21MAY)
- Sniper/Crew-served Weapons Density (20APR-15MAY)
- Mountain TNG Jericho (20-30JUN)
- COIN Seminar (03-06 NOV)
- JRTC Rotation 10-03 (06-19JAN10)

Endstate: Our Training Strategy will make our Soldiers Good at:

- Physical Training
- Marksmanship
- Cohesive TMs/SQDs/PLTs proficient in their basic collective tasks under night live fire conditions
- Proficient in individual skills especially medical, communications, and maintenance
- Discipline and mental toughness

And our Soldiers and Families will be fully prepared for the next DEF mission in 2010.

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BCT METL Training Strategy

TASK	CURRENT ASSESSMENT	STRATEGY	2 nd QTR 10 PROJECTED
Conduct Tactical Deployment-Redeployment	P	• JRTC MRX, Prep for MRX	T
Conduct Offensive Operations	P	• Squad Eagle Flight I, PLT Eagle Flight II, Driver's Training, Cassidy MOUT	T
Conduct Air Assault	P	• AASLT LDR Training, Cassidy MOUT	T
Conduct Defensive Operations	P	• Convoy Livefire	T
Conduct Stability and Support Operations	P	• Convoy Livefire, Driver's Training, ISR Training	T
C2 the BCT	P	• Staff Training, BWFX, BCT CPX	T

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BCT Training Cycle Overview

FY 09 Training Strategy: Focus on Being Good at 5 Things:

- Physical Training
- Marksmanship
- Build cohesive TMs/SQDs/PLTs that are proficient in their basic collective tasks under night fire conditions
- Build proficiency in individual skills with emphasis on medical, communications, and maintenance
- Discipline and mental toughness



Long Range Training Plan (1 of 2)

	JAN	FEB	MAR	APR	MAY	JUN
BDE	Bik Lv Rail DL	Re-integration BN/BCT CoC Sml Arms	EIB Prep EIB Tet	EFMB BN DRV6 TNG	TM/SQD Lanos	TM LFX Single Flight I
1-327	Recovery	Sml Arms	EIB Prep EIB Tet	Class/Team Work Ind, TM, SQD	TM/SQD Lanos	TM LFX Single Flight I
2-327	Recovery	Sml Arms	EIB Prep EIB Tet	Class/Team Work Ind, TM, SQD	TM/SQD Lanos	TM LFX Single Flight I
1-32	Recovery	Sml Arms	EIB Prep EIB Tet	Class/Team Work Ind, TM, SQD	TM/SQD Lanos	TM LFX Single Flight I
2-320	Recovery	FIST/Section CERT			Class/Team Work	SQD/BR LFX
1BSTB	Recovery	Sml Arms WST		Class/Team Work Low Density MOB TNG		TM LFX RP
426	Recovery	Sml Arms		Class/Team Work	CMD Post TNG	



Long Range Training Plan (2 of 2)

	JUL	AUG	SEP	OCT	NOV	DEC	
BDE	Block LV	PLTN TNG <small>Company LT's (1)</small>	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
1-327	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
2-327	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
1-32	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
2-320	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
1BSTB	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV
426	Block LV	PLTN TNG	WOE	BCT/BN CPX Eagle Flight II	BWFX Staff TNG	LTP CO TNG	MRX Prep Block LV

NOTE: JRTC 10-03, 6-19 JAN 2010

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Weekend Training Request Roll-Up

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Leader Training Program (LPDs)

<u>Leader Skills Training Topics</u>	<u>DATE</u>
• S3 Course	WK 21
• Livefire Leader Certification	WK 30
• AASLT Leader Training	WK 43
• Company XO Course	TBD
• BN S4/Log Course	TBD

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BCT CSM Focus

- Weapons Qualification & Training
 - Basic Rifle Marksmanship
 - Advanced Weapon Training
- Physical Fitness
 - Cardiovascular endurance, Upper/lower body muscular endurance, Combat focus, Combatives, ETAP
- Schools
 - NCOES
 - Warrior Leader Course, Basic Leader's Course (BNCOC), Advanced Leader's Course (ANCOC)
 - Skill Development Recertification / Certification
 - EFR, Field Sanitation, H8, AASLT, SLICC
- Logistic Warriors - MOS Proficiency
 - Nine-line Medevac, Medevac Ops Air & GRD
- Drivers Training/Licensing
- Maintenance (vehicles/weapons)
- Warrior Task Training/Testing & Battle Drills
- NCOPDS
 - Developmental Counseling, Range/EST Operations, Adaptive Leadership, Stress Management, CLP Preparation, Sling-Load Operations

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BN Name
 BN Commander
 BN CSM



BN Current METL Assessment

TASK	CURRENT ASSESSMENT	STRATEGY	2 nd QTR 10 PROJECTED
Conduct Tactical Deployment-Redeployment	P	<ul style="list-style-type: none"> • Capture and Build on OIF lessons learned in the deployment process • On Post Training (UMO, SDS, Hazmat, etc) • JRTC 	T
Conduct Offensive Operations	P	<ul style="list-style-type: none"> • TM / SQD STX / LFX TNG (3rd QTR) • PLT LFX (4th QTR) • JRTC 	T
Conduct Air Assault	P	<ul style="list-style-type: none"> • Capture OIF lessons learned in the planning process • SQD / PLT AASLTS (3rd and 4th QTR) • AASLT LDR TNG (4th QTR) • JRTC 	T
Conduct Defensive Operations	P	<ul style="list-style-type: none"> • LPD (1st QTR) • JRTC 	P
Conduct Support Operations	P	<ul style="list-style-type: none"> • Support operations begin in the 2nd EIB / TM training support requirements increase and continue with 3rd QTR TM / SQD and 4th QTR PLT TNG. • Convoy Logistics TNG • JRTC 	T
Conduct Command and Control	P	<ul style="list-style-type: none"> • BN TOCEX (3rd QTR) • PLT LFX (4th QTR) • LTP (1st QTR) • JRTC 	T



BN Training Objectives

MISSION: TF 1234 conducts battle focused training IOT prepare and support #BCT combat deployment to Afghanistan (OEF).

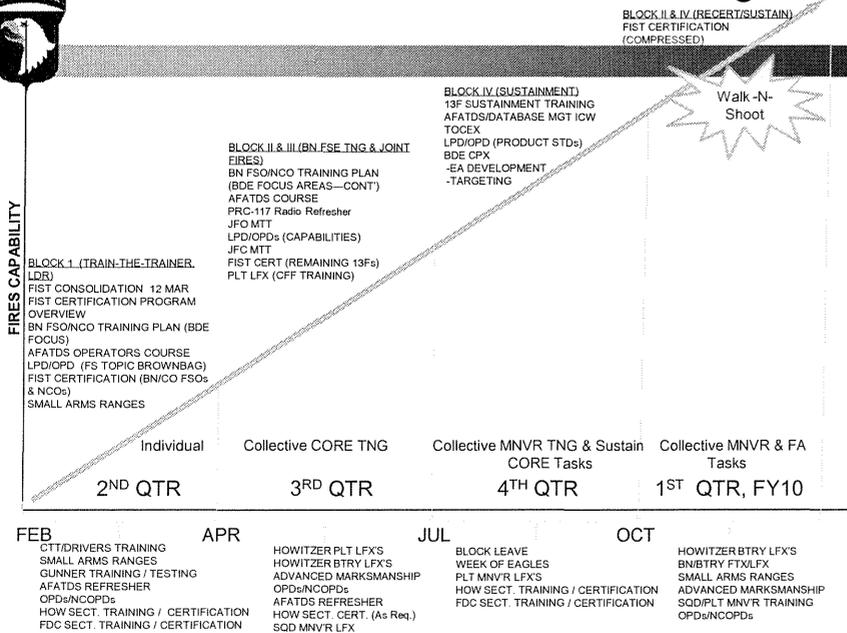
TRAINING OBJECTIVES:

- **Individual Training:**
 - Qualify 100% of Soldiers on assigned weapons
 - Long Range Engagement: All Soldiers can hit what they aim at and confident in their weapons systems.
 - Familiarize all Soldiers on crew served weapons
 - Integrate individual critical medical tasks throughout all training events
 - Sustain 75% EFR proficiency during training; deploy at 100%
 - Driver's TNG (100%)
- **Physical Training:**
 - Physical Training conducted 5 times per week; 0630-0800
 - Road March every week. Minimum 8 – 12 miles every other week
 - OEF Terrain Focused PT: use innovative methods to prepare our soldiers for the terrain in Afghanistan.
 - Companies conduct a 20 mile Road March 3rd QTR
 - Reintegrate Plyometrics
 - Combatives
- **Leader Training:**
 - TM LDR course
 - Live Fire Leader Certification
 - NCOPDs and OPDs
 - NCOES, MTT, TTT, On-Post Schooling
- **Collective Training:**
 - TM Fire and Maneuver STX and LFX Training
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 - Company Planned - Platoon AASLTS
 - Conduct Battle Staff TNG that promotes MDMP in a time constrained environment.
 - Confident Squads, Capable Platoons, and Lethal Companies that are mentally /physically prepared to issue and execute TLPs, orders, control Multiple Assets / Fires and make decision in an uncertain environment.

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BN Training Strategy





BN CSM Focus

- **Leader Skills Training (LST) Events**
 - Team Leader Course Quarterly
 - Weapons Long Range Proficiency w/ optics and lasers
 - EFR certification – 1 to 2 Soldiers per PLT will be AEMS
 - Call for Fire, CCA, CAS
 - Commo – TAC SAT proficiency
 - PT – Footmarch, Footmarch, Footmarch
 - Mortars GST
 - Driver's Training – Day/Night
 - Maintenance / Accountability (IND equipment, WPNS, Vehicles)

- **NCOPD Events**
 - NCOERs, Awards
 - Counseling
 - Maintenance
 - Duties and Responsibilities

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BCT CDR'S Comments

- JRTC 10-03 start date too close to the DEC leave window. Ideal start date is 12 or 13 JAN 2010.

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Guidance

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'We have A Rendezvous...



... With Destiny!"

18 Pre-Deploy Brief Format vG3 21517S Feb 10

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101st Airborne Division (AASLT) Intensive Training Cycle Brief

Brigade Combat Team
“Unit Call Sign”

1

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ITC Agenda

- Purpose
- 101st ABN DIV Mission and Intent
- BCT Mission and Intent
- BCT METL Assessment
- BCT Key Leader Manning
- BCT Progression Strategy
- BCT Phase III (ITC) Calendar
- BN METL Assessment
- BN Training Strategy/Objectives
- BN Phase III (ITC) Calendar
- BN CDR Comments
- BCT Commander's Notes

2

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Purpose

To gain approval of the updated BCT Training Plan and Strategy in order to receive required resource allocations for Intensive Training Cycle (May – December)

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101st ABN DIV Mission and Intent

- 101st ABN DIV (AASLT) Mission – Insert Division Mission
- 101st ABN DIV (AASLT) Intent – Insert Division Intent

4

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BCT Mission and Intent

- BCT Mission – Based on current 101st ABN Deployment Order
- BCT Intent –

5

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BCT METL Assessment / Strategy

Task	Current Assessment	Strategy	2d Qtr 10 Projected
Conduct Tactical Deployment-Redeployment	P	<ul style="list-style-type: none"> • EF1/EF11 (JUN09, SEP09) • Prep for MRX(DEC09) • JRTC MRX(JAN10) • Rear Detachment Standup 	T
Conduct Offensive Operations	P	<ul style="list-style-type: none"> • Squad EF1 (JUN09) • PLT EF11 (SEP09) • Company Collective Training(NOV09) • JRTC MRX(JAN10) 	T
Conduct Air Assault	P	<ul style="list-style-type: none"> • AASLT LDR Training(JUL09) • EF1 and EF11(JUN09, SEP09) • JRTC MRX(JAN09) 	T
Conduct Defensive Operations	P	<ul style="list-style-type: none"> • PLT/Company Training(SEP09, NOV09) • Conway Live fire(SEP09) 	T
Conduct Stability and Support Operations	P	<ul style="list-style-type: none"> • CCIN Seminar(MAR 10) • OPD/LPD Program • JRTC MRX(JAN10) 	T
C2 the BCT	P	<ul style="list-style-type: none"> • JLFX(SEP09) • BDE LVL 3 TOC TNG (OCT09) • LTP(OCT09) • BWFX(NOV09) • JRTC MRX(JAN10) 	T

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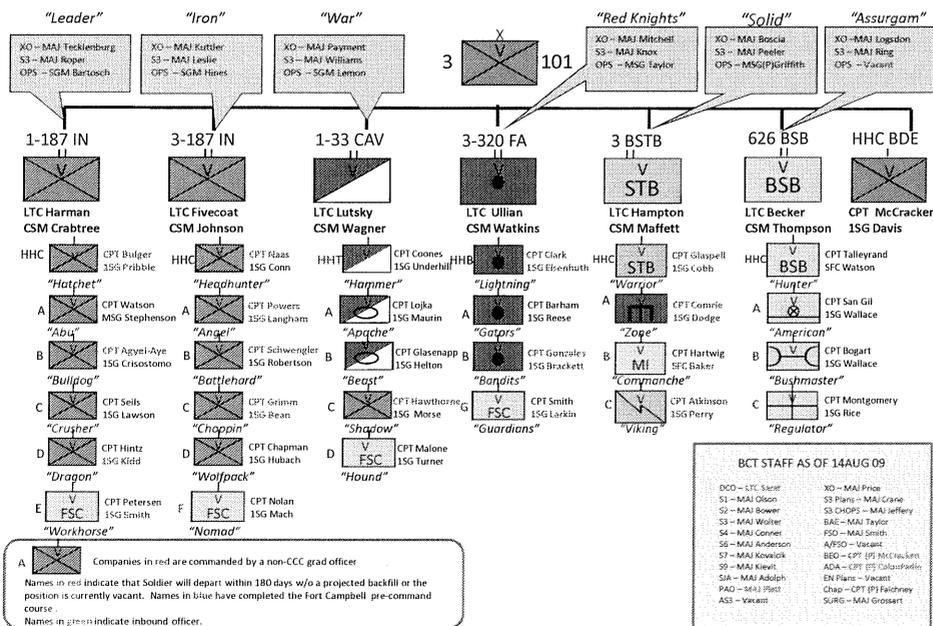
BCT Key Leader Manning

Task organization should be your BCT for deployment. This task organization is by unit icon down to CO. It should also show manning levels for on hand/authorized. Use same format but address key manning issues as non-CCC grads or specialty MOS shortages in MICO or SIG CO, etc.

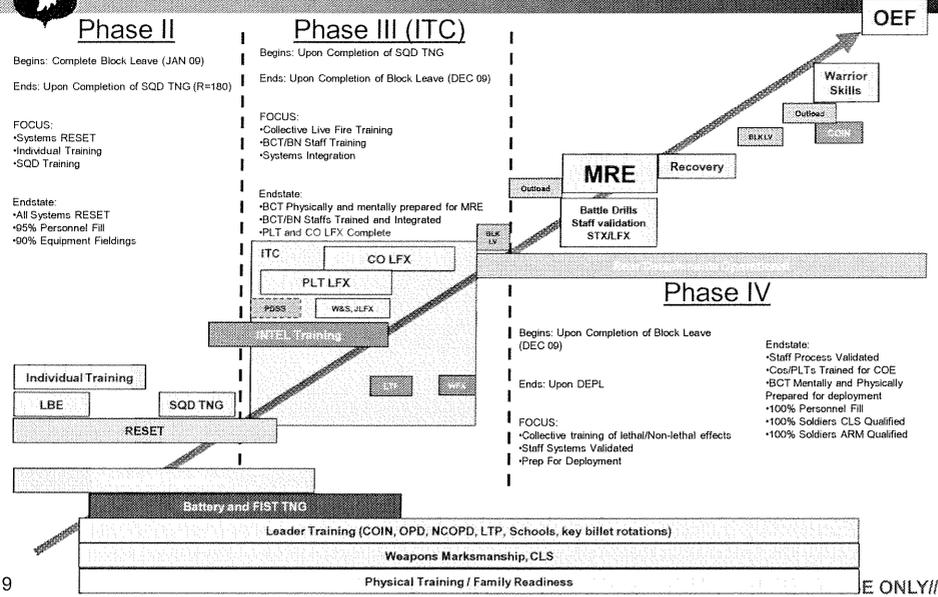
See following slide

7

3 BCT Key Leader Slate



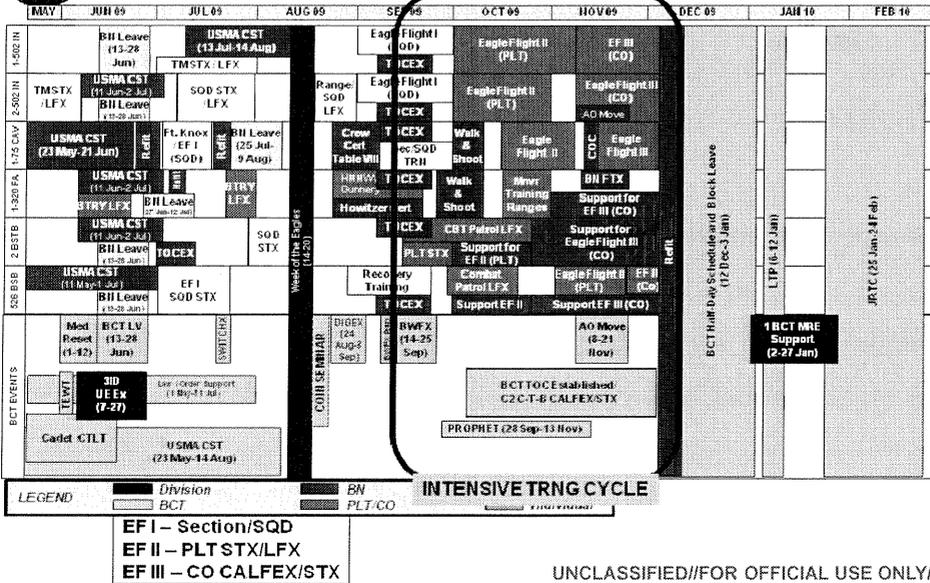
#BCT Progression Strategy



9

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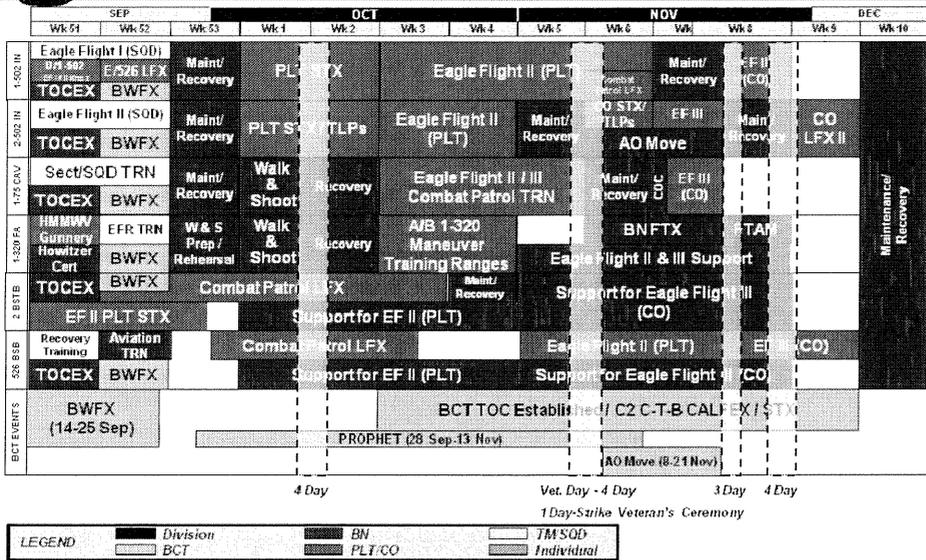
2 BCT FY 09 LONG RANGE TRAINING PLAN



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Focused Look at 2 BCT Intensive Training Period



BN Name
 BN Commander
 BN CSM



BN Current METL Assessment

TASK	CURRENT ASSESSMENT	STRATEGY	2 nd QTR 10 PROJECTED
Conduct Tactical Deployment-Redeployment	P	<ul style="list-style-type: none"> • Capture and Build on OIF lessons learned in the deployment process • On Post Training (UMO, SDS, Hazmat, etc) • JRTC 	T
Conduct Offensive Operations	P	<ul style="list-style-type: none"> • TM / SQD STX / LFX TNG (3rd QTR) • PLT LFX (4th QTR) • JRTC 	T
Conduct Air Assault	P	<ul style="list-style-type: none"> • Capture OIF lessons learned in the planning process • SQD / PLT AASLTS (3rd and 4th QTR) • AASLT LDR TNG (4th QTR) • JRTC 	T
Conduct Defensive Operations	P	<ul style="list-style-type: none"> • LPD (1st QTR) • JRTC 	P
Conduct Support Operations	P	<ul style="list-style-type: none"> • Support operations begin in the 2nd EIB / TM training support requirements increase and continue with 3rd QTR TM / SQD and 4th QTR PLT TNG. • Convoy Logistics TNG • JRTC 	T
Conduct Command and Control	P	<ul style="list-style-type: none"> • BN TOCEX (3rd QTR) • PLT LFX (4th QTR) • LTP (1st QTR) • JRTC 	T

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BN Training Strategy/Objectives

MISSION: TF 1234 conducts battle focused training IOT prepare and support #BCT combat deployment to Afghanistan (OEF).

TRAINING OBJECTIVES:

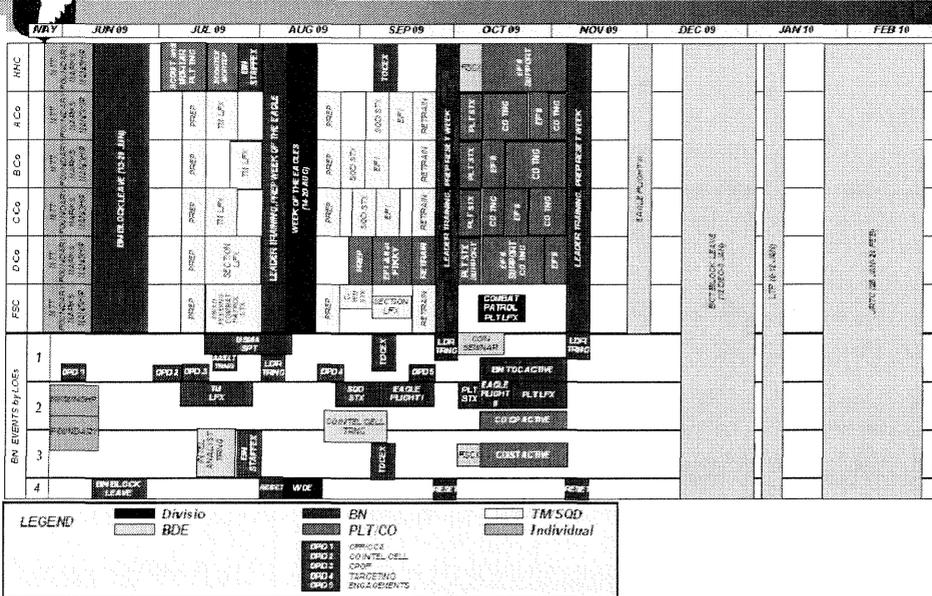
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1-502 IN LONG RANGE TRAINING PLAN

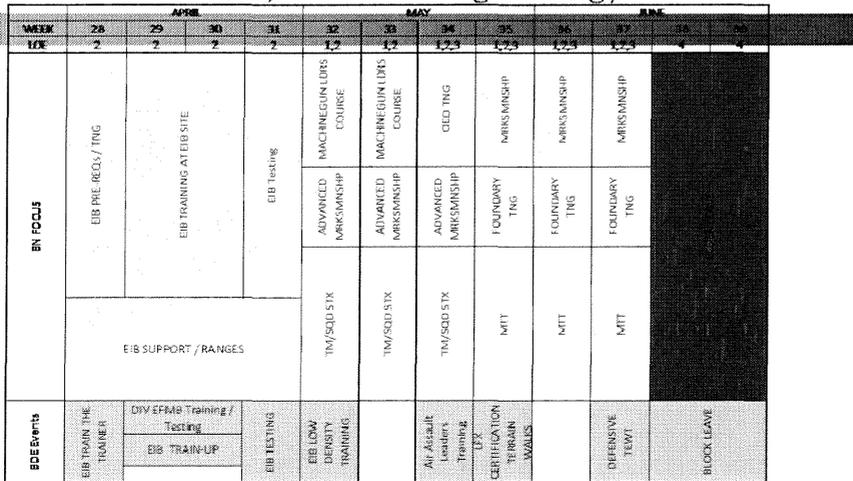
as of 10 APR 09



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1-502

3rd QTR, FY 09 Training Strategy



TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assaur	U
Conduct Offensive Operations	U
Conduct Defensive Operations	U
Conduct Stability Operations (ART 8.3)	P
Command and Control (ART 7.0)	P

PCS/ETS, NCOES Training
New Soldiers

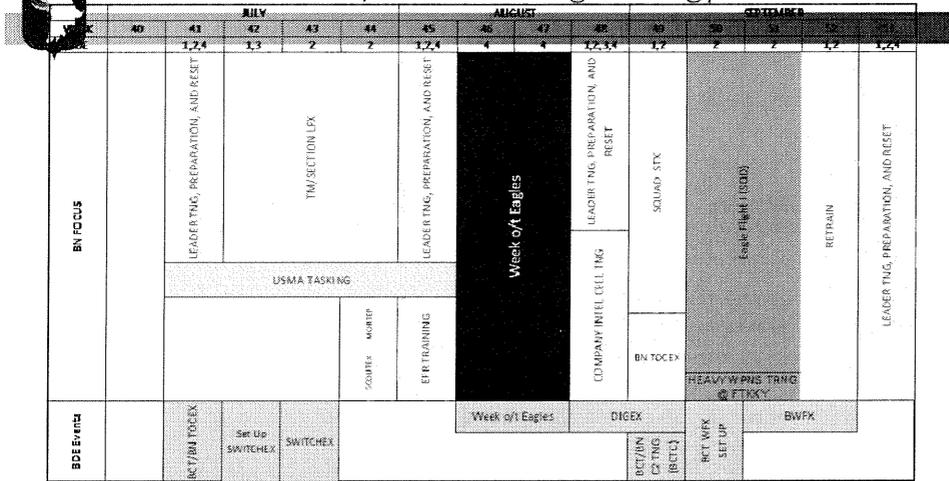
METL Assessment

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TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assaur	P
Conduct Offensive Operations	U
Conduct Defensive Operations	U
Conduct Stability Operations (ART 8.3)	U
Command and Control (ART 7.0)	U



4th QTR, FY 09 Training Strategy



TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assault	P
Conduct Offensive Operations	U
Conduct Defensive Operations	U
Conduct Stability Operations (ART 8.3)	U
Command and Control (ART7.0)	U

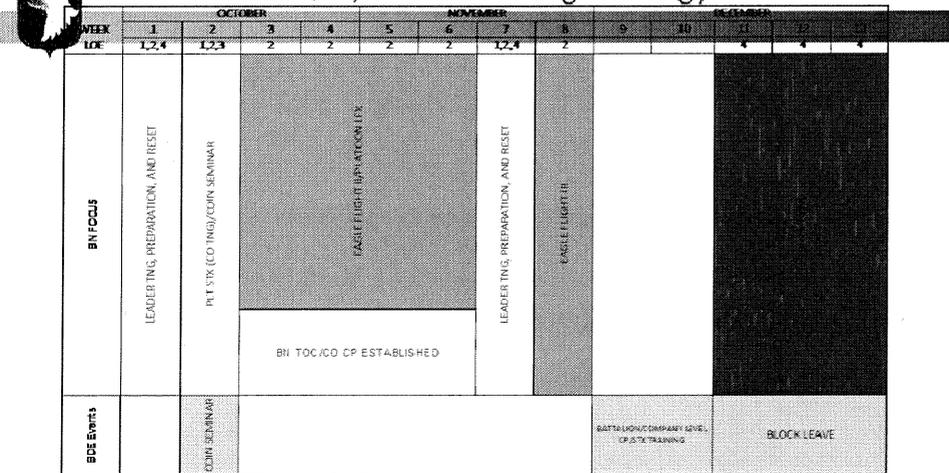
METL Assessment

TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assault	P
Conduct Offensive Operations	P
Conduct Defensive Operations	P
Conduct Stability Operations (ART 8.3)	P
Command and Control (ART7.0)	P

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1st QTR, FY 10 Training Strategy



TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assault	P
Conduct Offensive Operations	P
Conduct Defensive Operations	P
Conduct Stability Operations (ART 8.3)	P
Command and Control (ART7.0)	P

METL Assessment

TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assault	T
Conduct Offensive Operations	T
Conduct Defensive Operations	P
Conduct Stability Operations (ART 8.3)	T
Command and Control (ART7.0)	T

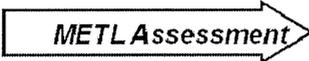
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2nd QTR, FY 10 Training Strategy



WEEK	14	15	16	17	18	19	20	21	22	23	24	25	26
LOE	2,4	1,2,4	2,4	2	2	2	2	2	4	4	4	4	4
BN FOCUS	JRTC PREP / DEPLOY			JRTC MRX					JRTC Recovery				
	LTP												
BDE EVENTS				JRTC									

TASK	ASSESSMENT
Conduct Deployment Activities	P
Conduct Air Assault	P
Conduct Offensive Operations	T
Conduct Defensive Operations	P
Conduct Stability Operations (ART 8.3)	T
Command and Control (ART 7.0)	T



TASK	ASSESSMENT
Conduct Deployment Activities	T
Conduct Air Assault	T
Conduct Offensive Operations	T
Conduct Defensive Operations	P
Conduct Stability Operations (ART 8.3)	T
Command and Control (ART 7.0)	T

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BN CDR Comments



- November BDE FTX
 - We think we can complete platoon level collective training by the first week of November
 - Additional USMA NCO requirements may result in a lack of NCO's available to conduct TM LFX in July, resulting in an overall training delay with PLT LFX completed by mid-November



BCT Commander's Notes

- Summary of key notes/takeaways for CG or Div Cmd Grp
- Deployment focus



Back Up Slides

Glossary

Abbreviations

ACC

Air Control Center

ALO

Air Liaison Officer

ALP

Air Load Plan

AMC

Air Mobility Command

ASOP

Airborne Standard Operating Procedures

AUEL

Automated Unit Equipment Listing

BAC

Basic Airborne Course

BBS

Brigade-Battalion Simulation

BOS

Battle Operation System

C2

Command and Control

CA

Combat Arms

CAAF

Campbell Army Airfield

CALFEX

Combined Arms Live Fire Exercise

CBE

Command Budget Estimate

CBS

Corp Battle Simulation

CCTL

Critical Collective Task List

CITA

Close In Training Areas

CLS

Combat Life Saver

COB

Command Operating Budget

COMSEC

Communication Security

CPX

Command Post Exercise

CS

Combat Support

CSS

Combat Service Support

CTC

Combat Training Center

CTG

Command Training Guidance

CTT

Common Task Training

CVSP

Cardiovascular Screening Program

DCG

Deputy Commanding General

DEL

Deployment Equipment Listing

DISCOM

Division Support Command

DONSA

Day of No Scheduled Activities

DRF

Division Readiness Force

DTO

Division Transportation Office

DZ

Drop Zone

EDRE

Emergency Deployment Readiness Exercise

EF

Eagle Flight

EFMB

Expert Field Medical Badge

EIB

Expert Infantryman Badge

EORLC

Equal Opportunity Representative Leaders Course

EQOC

Environmental Quality Officer Course

ETS

End term of Service

EW

Electronic Warfare

EXEVAL

External Evaluation

FARP

Forward Area Refuel Point

FCX

Fire Control Exercise

FLA

Field Litter Ambulance

FLS

Flight Landing Strip

FORSCOM

Forces Command

FRAGO

Fragmentation Order

FTCKY

Fort Campbell, Kentucky

FTX

Field Training Exercise

GED

General Equivalency Diploma

HHC

Headquarters and Headquarters Company

HHD

Headquarters and Headquarters Detachment

IDT

Inactive Duty Training

IPR

Initial in Process Review

ITO

Installation Transportation Office

IRAC

Initial Resource Allocation Conference

JAAT

Joint Air Attack Team

JOTC

Jungle Operations Training Center

LFX

Live Fire Exercise

LZ

Landing Zone

MAPEX

Map Exercise

MTS

Master Training Schedule

MCO

Movement Control Office

METL

Mission Essential Task List

MFO

Multi-national Forces Observer

MILES

Multiple Integrated Laser Engagement System

MOUT

Military Operations in Urban Terrain

MPRC

Multipurpose Range Complex

MPTR

Multipurpose Training Range

MTP

Mission Training Plan

MTMC

Military Traffic Management Command

MTOE

Modification Table of Organization and Equipment

MTT

Mobile Training Team

MUC

Major Unit Command

CBRN

Chemical, Biological, Radiological, Nuclear

NTC

National Training Center

OPLAN

Operation Plan

OPORD

Operation Order

OPTEMPO

Operating Tempo

PCS

Permanent Change of Station

PGTS

Precision Gunnery Training System

RAC

Resource Allocation Conference

RC

Reserve Component

RCSD

Reserve Components Support Division

RD

Rear Detachment

ROE

Rules of Engagement

ROTC

Reserve Officer Training Corps

ROWPU

Reverse Osmosis Water Purification Unit

RSOP

Readiness Standard Operating Procedures

RUE

Reciprocal Unit Exchanges

SAAM

Special Assignment Airlift Mission

SD

Special Duty

SEDRE

Sea Emergency Deployment Readiness Exercise

SEE

Standardized External Evaluation

SIGACTS

Significant Activities

SIGSEC

Signal Security

SOCOM

Special Operation Command

STRAC

Standards in Training Commission

STX

Situational Training Exercise

TACSOP

Tactical Standard Operating Procedures

TCACCIS

Transportation Coordinator - Automated Command and Control Information System

TCB

Training Cycle Brief

TEWT

Tactical Exercise without Troops

TF

Task Force

TMP

Transportation Motor Pool

TRP

Training Resource Priority

TSAAS

The Sabalauski Air Assault School

USMA

United States Military Academy

WFX

Warfighter Exercise

Terms**Army Training System**

Used to manage and conduct training. System components are individual training, unit training and training support.

Assessment

An analysis of the effectiveness of a unit, activity or force. For purposes of training assessment, the assessment is an evaluation of the mission essential tasks as being either:

“T” (trained): 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): 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): the unit cannot perform the task to standard. The leader prepares a comprehensive strategy to train all supporting tasks not executed to standard.

Within the 101st Airborne Division (Air Assault), training assessment consists of two parts. First is an assessment in relation to METL quantification frequency requirements. If a unit has not performed the task within the specified frequency, it is automatically assessed as being “U”. If a unit has met the METL assessment frequency requirement, the commander then can make an assessment of “T”, “P” or “U” based upon the unit’s performance of the task.

Battle Task

A task which must be accomplished by a subordinate organization if the next higher organization is to accomplish a mission essential task. Battle tasks are selected by the senior commander from the subordinate organization's METL.

Collective Training

Training in units to prepare cohesive teams and units to accomplish their combined arms missions on the integrated battlefield.

Combined Arms and Services Training

Collective training which is jointly conducted by associated combat, CS, and CSS units.

Combined Arms Training and Strategy (CATS)

Describes the missions and collective tasks a unit must perform to be successful on the battlefield. It aids in assessing training objectives and programming required resources. The training and evaluation outline provides tasks within the mission, conditions to be anticipated, and the standards established for satisfactory performance.

Command Budget Estimate (CBE)

A statement evaluating the effect of the Program and Budget Guidance upon the operations of the command and summarizing plans for use of the resources proposed for allocation to the command.

Command Operating Budget (COB)

Major commands and designated operating agencies formulate operating requirements based on the program objective memorandum and the May issue of the Program Budget Guidance. They submit these requirements to

HQDA in July as the COB. The document provides appropriation directors with budget and workload data needed in developing and evaluating their budget estimates. In addition to supporting the formulation and justification of the Army budget submitted in mid-September to the Office of the Secretary of Defense, the COB provides appropriation directors with information to construct apportionment requests for the upcoming fiscal year.

Direct Support Unit: The forward support maintenance company of the forward support battalion; the heavy maintenance, light maintenance, and missile support companies of the main support battalion; and the non-divisional maintenance company are examples of this type of repair organization.

Evaluation of Training: The process of determining, by objective and subjective means, the effectiveness of individual and collective training. Purposes include: to determine if the training objective has been attained, to provide the training manager with the information needed to modify or update the training program, and to provide feedback to trainers and to the soldiers being trained.

External Evaluation: Initiated by higher headquarters; it diagnoses the proficiency of an individual or unit. Examples are a skill qualification test or external ARTEP, conducted as needed to maintain accountability and status.

Individual Training: Training which the officer, NCO, or Soldier receives in institutions, units, on-the-job training, or by self-study. This training prepares an individual to perform specified duties or tasks related to the assigned or next higher specialty code or MOS skill level and duty position.

Lane Training: A technique for training company/team-level and smaller units on a series of selected Soldier, leader, and collective tasks (STXs) using specific terrain. Within the 101st Airborne Division (Air Assault), lane training methodology has been specifically defined in a program referred to as “Eagle Warrior Lane Training.”

Leader Training: Individual training to improve leader performance on tasks associated with the wartime mission. It prepares leaders to lead and make decisions, and develops technical and tactical proficiency. Emphasizes training in the art and science of warfare. Leader training program consists of both the Officer Professionalism Program and the Noncommissioned Officer Development Program. Programs emphasize, develop, and ensure the practice of hands-on leadership skills. Programs sustain the ethics, integrity, critical judgment, candor, initiative, and intellectual versatility of unit leaders. End state of leader training is a leader capable of rapid, imaginative decision making in combat, capable of operating on mission orders, and coaching, teaching, and training subordinates.

Mission Essential Task

A collective task in which an organization must be proficient to accomplish an appropriate portion of its wartime mission(s).

Mission Essential Task List (METL)

A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission(s).

Mission Essential Task List Quantification

A term used within the 101st Airborne Division (Air Assault) to define the process of defining in unit-specific terms the conditions under which a METL task will be performed and the frequency that the task must be performed to sustain readiness.

Mission Training Plan (MTP)

Descriptive training document which provides units a clear description of “what” and “how” to train to achieve wartime mission proficiency. MTPs elaborate on wartime missions in terms of comprehensive training and evaluation outlines, and provide exercise concepts and related training management aids to assist field commanders in the planning and execution of effective unit training.

Multi-echelon Training

A training technique to train more than one echelon on different tasks simultaneously. The simultaneous conduct of different exercises by a unit, or the training of different tasks by elements of the unit. Multi-echelon training occurs whenever collective training is being conducted. Any time training above soldier level is occurring, multi-echelon training is being done.

Operating Tempo (OPTEMPO)

The annual operating miles or hours for the major equipment system in a battalion-level or equivalent organization. OPTEMPO is used by commanders to forecast and allocate funds for fuel and repair parts for training events and programs. The Force Cost Model further defines OPTEMPO as two parts:

Direct OPTEMPO

The cost of air and ground operations and training ammunition (training ammunition is treated separately by the Division). Aircraft operations costs consist of replenishment spares, replenishment repair parts, and POL. Aircraft operations are funded through the Flying Hour Program MDEP. Ground operations consist of replenishment spares, replenishment repair parts, and POL. Ground operations are funded through the "W" MDEPs.

Indirect OPTEMPO

Includes costs incurred by the unit as a direct result of their training operations and the other support required to conduct training. Costs include transportation to training sites, supplies and equipment, contractual services (field), mission travel, equipment leases, contractual services (ADP, etc.), purchased equipment, administrative travel, civilian labor, and other.

Opportunity Training (OPT)

Training conducted by section, squad, team or crew-level leaders which is pre-selected, planned, and rehearsed, but not executed until unexpected training time becomes available; for example, when waiting for transportation, or completing scheduled training early, or when a break occurs in a training exercise.

Performance-Oriented Training

Training that involves learning by doing. Performance to standard is required. Training is paced to the Soldier's needs, learning and ability. It includes preparation, presentation, and testing.

Performance Evaluation

Performance of a task under test conditions that is evaluated on a GO/NO-GO basis using the stated standards. Performance evaluations are based on the training objective.

Performance Test

Performance of a task under test conditions that is evaluated on a GO/NO-GO basis using stated standards. Performance tests are based on the training objective.

Annual Training Guidance

A training management document published at each level from battalion to division that addresses a 12-month planning period. The ATG adjusts, as required, and further develops the training guidance contained in long-range plans, to include specific training objectives for each major training event.

Refresher Training

Training conducted to retrain a task with Soldiers or units who have previously been proficient but require a reorientation to a task, to include a walk-through. Refresher training is conducted prior to sustainment training.

Sustainment Training

Training required to maintain the minimum acceptable level of proficiency or capability required to accomplish a training objective.

Task

A clearly defined and measurable activity accomplished by Soldiers and units. Tasks are specific activities which contribute to the accomplishment of encompassing missions or other requirements.

Training and Evaluation Outline

A summary document prepared for each training activity that provides information on collective training objectives, related individual training objectives, resource requirements, and applicable evaluation procedures.

Training Management

The process used by Army leaders to identify training requirements and subsequently plan, resource, execute, and evaluate training.

Training Requirements

The difference between demonstrated and desired levels of proficiency for mission essential or battle tasks.

Training Resources

Those resources (human, physical, financial, and time) used to support training. They may be internally controlled by an organization or externally controlled by a headquarters that allocates their use to units as required.

Unfinanced Requirement (UFR)

A project, activity, or item which cannot be funded within a director's/commander's program. UFRs are prioritized, listed in order from most important to least important within each of three categories: infrastructure, quality of life, and Training/OPTempo.