FORT RILEY REGULATION 350-1

Fort Riley Army Training and Leader Development

Headquarters
1st Infantry Division & Fort Riley
Fort Riley, Kansas 66442
Date: January 19, 2016

SUMMARY of CHANGE

FR Reg 350-1
Fort Riley Army Training and Leader Development

This revision –

FR Reg 350-1 has undergone a revision, updating, replacing, or completely removing certain chapters and appendixes based on outdated doctrine and training standards.

This publication –

- Revises Fort Riley Unified Land Operations, METL and Training Philosophy. Updates Training Guidance, Division Pillars and Campaign Plan 2020.
- Aligns Chapters 3 through 7 with the Operations Process: Chapter 3 – Planning, Chapter 4 – Prepare pt1, Chapter 5 – Prepare pt2, Chapter 6 – Execute, Chapter 7 – Assess.
- Moved Chapter 2 Training Resource Management to Chapter 3, and replaced Chapter 2 with Division Safety training requirements.
- Revises Division planning requirements for training management and long range planning for training resources, see Chapter 3.
- Revises the guidance and briefing requirements in Chapter 3 for Training Briefs and Mission Training Briefs.
- Revises unit Digital Training Management System utilization, training meeting guidance and the use of the Long Range Calendar in Chapter 3.
- Consolidated all training management planning in Chapter 3.
- Updates the 1st Infantry Division individual training requirements as described in Chapter 4 and Appendix B to nest with both FORSCOM and III Corps 350-1 manuals.
- Updates the Army Physical Readiness training; Leader Development Program; Sergeants Time Training; Support MOS Training and Drivers Training in Chapter 4 and Chapter 6.
- Revises Army Combative training and tournament timelines in Chapter 4.

- Adds the Army Warrior Training (AWT); Comprehensive Soldier and Family Fitness (CSF2) and Master Resiliency Training (MRT); Sexual Harassment Assault Reporting Procedures (SHARP) and Equal Opportunity (EO) in Chapter 4.
- Incorporates the CG's overall Leader Development Program to include Officers, Warrant Officers and Non Commissioned Officers in Chapter 5.
- Collective Training and Live Fire Training guidance in Chapter 6.
- Removed Chapter 6 Fort Riley Training Mission and all transition team training references from Appendix K.
- Moved Live Fire Training Standards from Appendix E to Chapter 6.
- Moved Fort Riley Installation Information from Appendix D to Appendix C.
- Removed Post-Partum Pregnancy Program SOP from Appendix G.
- Moved CBRN Training from Chapter 5 to Appendix G.
- Moved all CIED Training and Resource information from Chapter 3 to Appendix H.
- Added Danger Voice Challenge and Danger Voice Certification Program requirements to Appendix J
- Added Danger University to Appendix K, replacing all Fort Riley Training information in Appendix K.
- Moved all Civilian Work Standards to Appendix L.
- Removed all references of OH-58Ds from Appendix D
- Updates the Garrison Safety Training; Motorcycle Basic Rider Course in Chapter 2
- Updated the Water Survival Training lifeguard requirements in Chapter 4
- Removed References for Regionally Aligned Forces training requirements

Headquarters
1st Infantry Division and Fort Riley
Fort Riley, Kansas 66442

*FR Reg 350-1

Training

FORT RILEY ARMY TRAINING AND LEADER DEVELOPMENT

History. The revision is both a substantive and administrative revision. It includes additional training capabilities available at Fort Riley, as well as changes to previous policies and procedures. Portions affected by this regulation are listed in the Summary of Change.

Summary. This regulation is a combined product of Army, III Corps, and Fort Riley publications and provide training guidance for all units within the 1st Infantry Division. Responsibilities are designated throughout this regulation.

Applicability. This regulation applies to Active Army units assigned to the 1st Infantry Division and units in which the 1st Infantry Division exercises Training Readiness Authority; Reserve Component (RC) units training at Fort Riley; and, all other joint or Service component training conducted on Fort Riley during peacetime and during mobilization for war.

Supplementation. No supplements to this regulation by subordinate commands are authorized.

Suggested Improvements. The proponent agency for this regulation is the 1st Infantry Division, G3. Users are invited to send comment and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) directly to Commander, 1st Infantry Division and Fort Riley, ATTN: AFZN-OPP, Fort Riley KS 66442-6521.

*This publication superseded all previous editions of FR Reg 350-1.

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CHAPTER 1
INTRODUCTION

1-1. OVERVIEW. This regulation is intended as a source document and training guidance specific to the1ST Infantry Division (1ID) and procedures appropriate for Fort Riley (FR). Leaders will utilize it to assist in the planning, preparation, execution, and assessment of training programs, in conjunction with applicable Annual Training Guidance (ATG); while ensuring units are trained to fight and win.

1-2. REFERENCES. Required doctrine and related references are listed in Appendix A.

1-3. ABBREVIATIONS AND TERMS. Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. RESPONSIBILITY. Leaders will ensure compliance with the provisions of this regulation and additional training guidance as provided by the Senior Mission Commander of Fort Riley.

a. The Commanding General, 1ID Training and Readiness Authority (TRA) oversees matters affecting the training and readiness of specified units. This oversight is inherent in command authority and may be delegated in whole or in part to subordinate commanders. The TRA is the execution of those functions of command involving the training or readiness of units. Unless specified otherwise by the Senior Commander (SC), it includes authority to give direction to an assigned or attached unit concerning unit readiness and organizational training. This authority includes, but is not limited to the following.

(1) Provide training guidance and approve training programs.

(2) Assess state of training and provide training direction.

(3) Assess manpower, equipment, and training resource requirements; coordinate to obtain needed resources.

(4) Provide Mission Essential Task List (METL) guidance and approve unit's Mission Essential Tasks (MET).

(5) Receive and review Unit Readiness Reports (USR).

(6) Manage military personnel and equipment includes the authority to cross-level between co-located assigned or attached units. Cross leveling between installations is directed by the Forces Command (FORSCOM).

(7) Establish priority for resources (allocation) among assigned or attached units.

b. Division G3. The Division G-3 is responsible for all operations and training on Fort Riley, Kansas (FRKS). The G-3 develops, integrates, and manages training operations and requirements, concepts, policies, plans; and directs operations continuously across the Division in support of the Commanding General (CG) 1ID. The G-3 plays a pivotal role in supporting the CG's vision of providing expeditionary forces capable of deploying world class maneuver and sustainment capabilities anywhere in the world.

c. Brigade Commander (BDE CDR).

(1) The BDE CDR is directly responsible, and accountable, for all aspects of unit training. They understand and employ the principles of unit training and leader development. Through guidance and direction, BDE CDRs drive the training management process. They focus the unit's efforts to optimize available time, ensuring their units train the right tasks to meet mission requirements and to support the Division commander's intent.

(2) The BDE CDR applies the operations process—plan, prepare, execute, and assess—to unit training and leader development. They drive the process by understanding, visualizing, describing, directing, leading, and assessing unit training and leader development. The commander's understanding of the mission determines which essential collective tasks the unit must train on to accomplish the mission and which skills and knowledge subordinate leaders need for the mission. Throughout the process, the commander constantly refines his understanding. Through visualization, commanders determine the end state—the training objectives—for unit training and leader development. Commanders describe their end state through guidance and orders. They direct training through orders and lead through their personal presence at training events. They constantly assess the effect of training on collective task proficiency and leader development, and the efficiency of the training conducted.

1-5. FORT RILEY UNIFIED LAND OPERATIONS AND METL. The 1ID METL is standardized by Headquarters, Department of the Army (HQDA). The METL will be posted in Digital Training Management System (DTMS).

1-6. TRAINING PHILOSOPHY AND SENIOR COMMANDER'S INTENT.

a. The mission of the United States Army is to fight and win the Nation's wars through prompt and sustained land combat, as part of the Joint, Interagency, Intergovernmental and Multinational (JIIM) force. We do this by organizing, equipping, and training Army forces for prompt and sustained combat incident to operations on land; Integrating our capabilities with those of the other Armed Services; Accomplishing all missions assigned by the President, Secretary of Defense, and combatant commanders; Remaining ready while preparing for the future.

b. All 1ID units on Fort Riley will follow the basic, doctrinal training methodology detailed in the most current versions of Army Doctrine Publication (ADP)/Army Doctrine

Reference Publication (ADRP) 7-0 (Training Units and Developing Leaders) for planning, preparing, executing and assessing unit training. In addition, leaders will utilize the Big Red One (BRO) Big 9, see figure 1-1, and the traditional 8-Step Training Model; (1) plan the training, (2) train and certify leaders, (3) recon the site, (4) issue the plan, (5) rehearse, (6) execute, (7) conduct After Action Reviews (AAR), and, (8) retrain. Units will adhere to institutional training standards published by the Army, FORSCOM, III Corps, and applicable regulatory documents. All leaders have the responsibility to ensure that standards are being adhered to and that all training receives the proper assessment.

1-7. GENERAL TRAINING GUIDANCE.

a. Fort Riley must produce Soldiers, leaders and units who are proficient in the execution of wartime missions with the ability to deploy and maneuver as modular forces and conduct Unified Land Operations (ULO).

b. As such, units on Fort Riley will focus training efforts and resources on their assigned METL. Commanders will develop training strategies that prioritize the most critical Key Collective Tasks (KCT) and the priorities established by the Division Commander in the ATG. Units will utilize the Combined Arms Training Strategy (CATS) to assist in the development of their training strategies. This resultant training strategy becomes the unit's overarching plan to train called the Unit Training Plan (UTP).

c. All 1ID units are required to maximize training opportunities by conducting multi-echelon training and concurrent training, including multiple repetitions or iterations of those planned training events. Multi-echelon training allows for the simultaneous training of more than one echelon on different or complementary tasks. Commanders ensure subordinate units have the opportunity to train their essential tasks during the higher unit's training event while still supporting the higher echelon's training objectives. Planning for these events requires detailed synchronization and coordination at each echelon.

d. Finally, all 1ID units will execute blended or integrated multi-echelon training through distributed mission command, maximizing the use of available Training Aides Devices Simulators Simulations (TADSS). The Integrated Training Environment (ITE) combines or connects support tools and selected training aids, devices, simulators, and simulations (TADSS) in a persistent and consistent manner; while leveraging mission command systems, to meet the commander's training objectives for the appropriate operational environment. Units will maximize opportunities to simultaneously use live, virtual, constructive, and gaming (LVCG) enablers in support of collective training events.

1-8. THE BRO BIG 9.

a. The BRO Big 9 Philosophy.

(1) The BRO Big 9 is a tool for exercising mission command in the operations process: planning, preparing, executing and continuously assessing the operation.

(2) Commanders, supported by their staff, use the BRO Big 9 to drive the conceptual and detailed planning necessary to understand, visualize and describe their ULO environment; make and articulate decisions; and direct, lead and **assess** decisive action. (See figure 1-1).

(a) Orders/Military Decision-Making Process (MDMP)

(b) Graphics

(c) Pre-Combat Checks (PCC) and Pre-Combat Inspections (PCI)

(d) Rehearsals

(e) Security/Force Protection

(f) Intelligence Surveillance and Reconnaissance (ISR)

(g) Direct/Indirect Fires Planning & Execution

(h) Composite Risk Management

(i) Re-Supply and Medical Evacuation (MEDEVAC)

(3) Principles.

(a) Commanders drive the operations process

(b) Apply critical and creative thinking

(c) Build and maintain situational awareness

(d) Encourage collaboration and dialogue

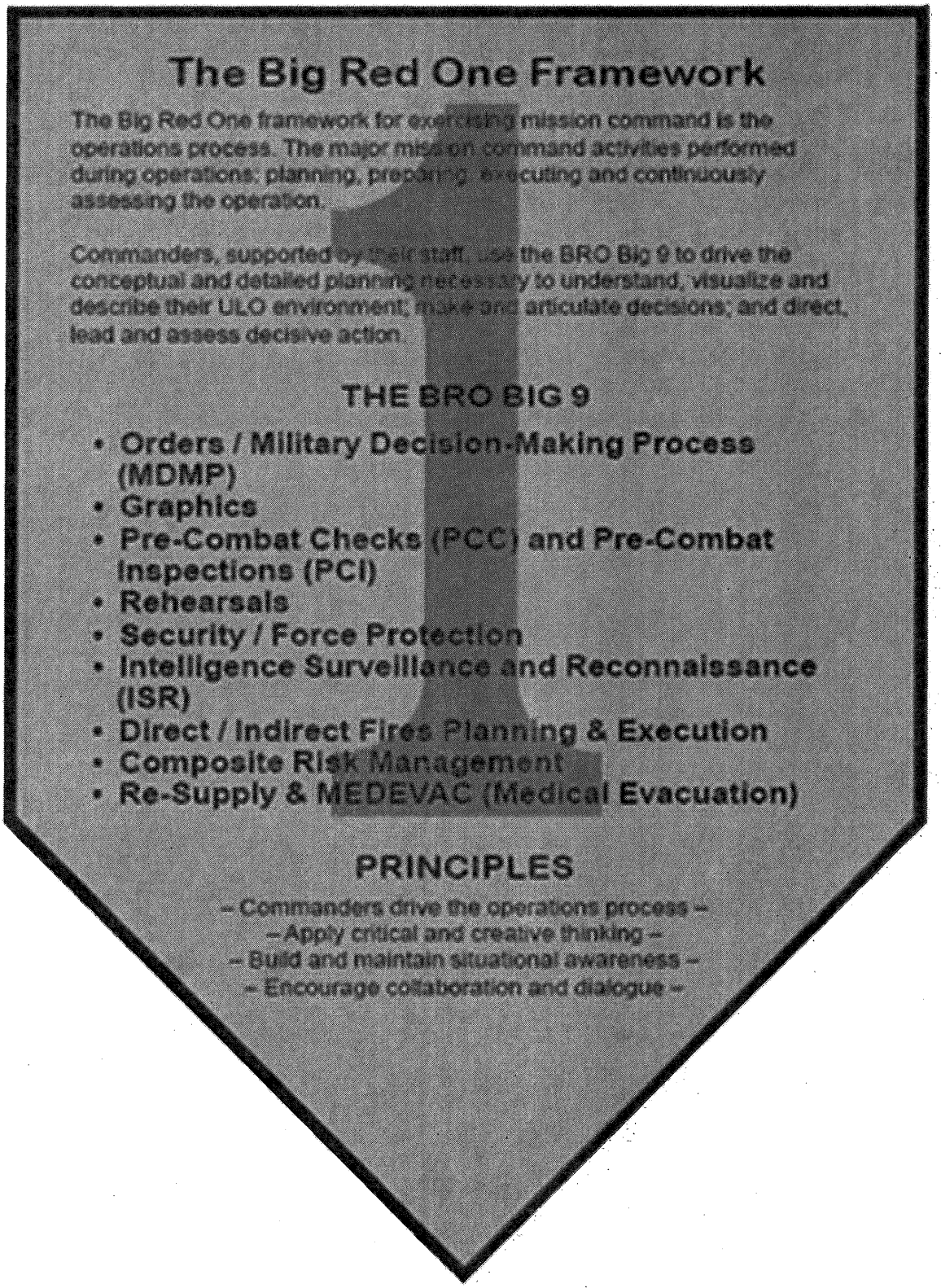


Figure 1-1. The Big Red One Big 9

1-9. PILLARS OF THE DIVISION.

a. 1st Infantry Division Training Readiness is based on the following pillars: Training, Maintaining, Morale, and Discipline, supported by Teamwork (see figure 1-2).

(1) Training – Own the 1 thing you need to do best by building tenacity with multi-echelon training and self-development.

(2) Maintaining – Big Red One Soldiers are complete Soldiers.

(3) Morale – Leaders must understand why we serve.

(4) Discipline – Good Soldiers do what is right when no one is looking.

(5) Teamwork – is the foundation of these pillars, and they fail without teamwork.

1-10. CAMPAIGN PLAN (CAMPLAN) 2020.

a. The 1st Infantry Division Campaign Plan provides a vision and roadmap in our continued efforts to improve this already great Division, our nation's First Division. The Division incorporates the metrics outlined in the Campaign Plan (CAMPLAN) into monthly Commander's updates and periodically re-assesses the entire Campaign to ensure we continue to be on point.

b. The CAMPLAN will pursue the CG's vision through four Lines of Operation (LOO) bounded by a cohesive communication strategy to create awareness in the Army that Fort Riley, Kansas, is the best place to be assigned by 2020. The four LOOs are:

(1) Combat Readiness: Providing combatant commanders the best trained and requested forces based on their ability to execute Unified Land Operations.

(2) Ready and Resilient: Continued commitment to a Comprehensive Fitness Program and the 5 Pillars (Physical, Emotional, Social, Family, and Spiritual Strength) to build the resilience in Soldiers, Families, and communities brought on by persistent conflict and repeated deployments.

(3) Sustainability: Establish a sustainable installation by achieving success in three key areas: infrastructure, environmental stewardship, and logistics.

(4) Community: Partnering with our neighboring communities to foster responsible regional growth, mutually supporting relationships, and enhanced understanding of or our mission, common challenges & opportunities.

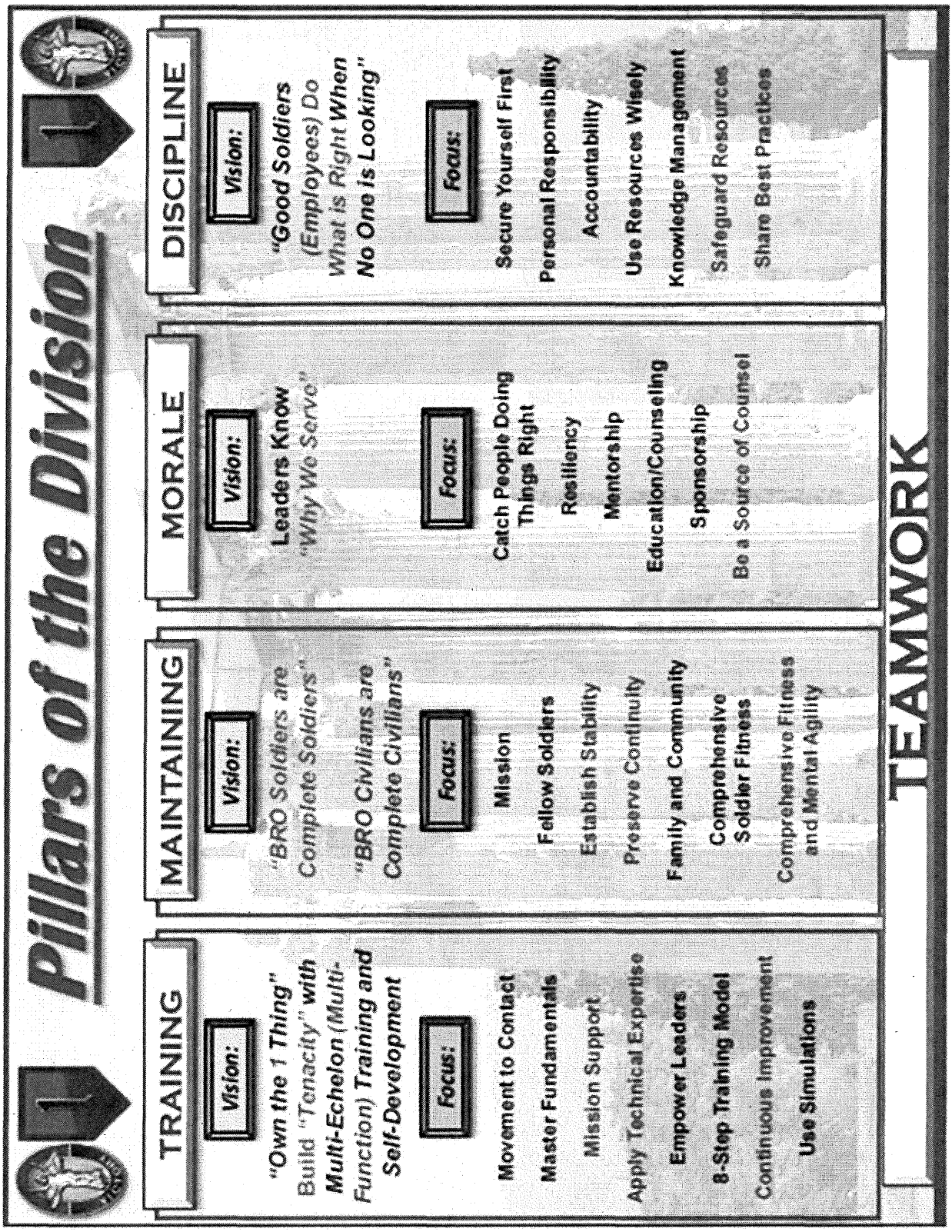


Figure 1-2. Pillars of the Division

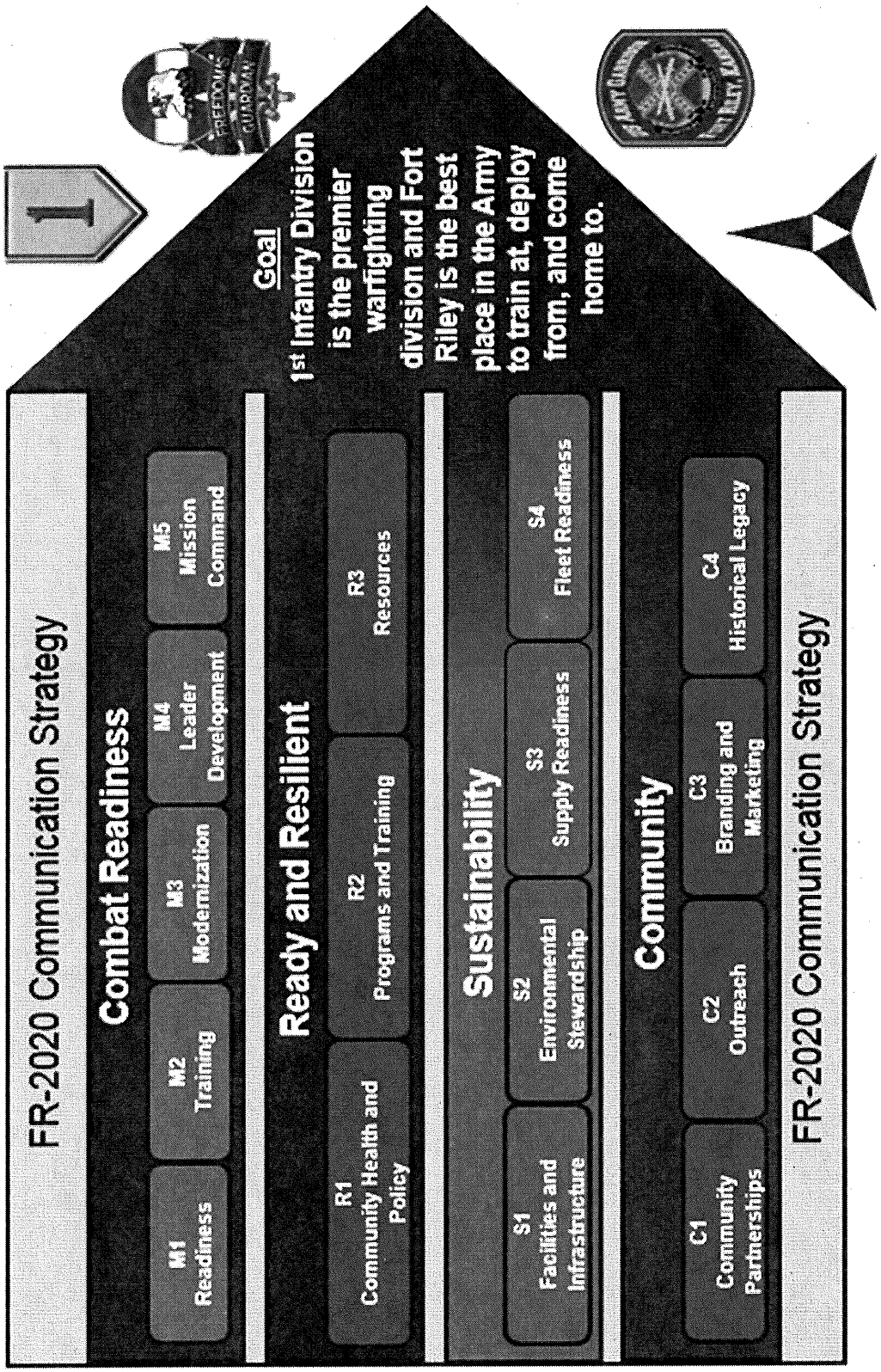


Figure 1-3. Division Lines of Operations (LOOs)

CHAPTER 2
SAFETY, RISK MANAGEMENT AND FORCE PROTECTION (PROPONENT - DIVISION SAFETY OFFICE)

2-1. SAFETY.

a. 1st Infantry Division and Fort Riley provides a safe training and operating environment in which Composite Risk Management (CRM) is essential to the integration of all operations to reduce or eliminate to an acceptable level to be determined by the commander. The CG's Policy Letter #6 (Command Safety Policy Letter) provides guidance on safety risk reduction.

b. Initial CRM is a requirement for all training, and referenced at: https://safety.army.mil. Units must schedule through Army Training Requirements and Resources System (ATRRS) to register for the course, which is hosted in the Army Learning Management System (ALMS). Units should use their additional duty safety officer/ brigade tactical safety manager to assist in CRM and CRM training.

c. Protection of the force in combat and safety during training are directly related. Composite Risk Management will be conducted for every training event, weekly for regular physical training (PT), and prior to every range.

d. Composite risk assessment and risk management programs will be integrated into daily activities regardless of how minor. The intent is to identify through deliberate analysis and risk factors associated with all training and operational missions. Risk management allows commanders to detect risks before losses occur, to quantify risk, provide risk reduction alternatives, and integrate safety measures into training conditions to increase mission capability.

e. The decision authority for the execution of training, given its level of risk, must adhere to FR Regulation (Reg) 385-1 (Fort Riley Safety Program. Composite risk management is a required part of training programs. Commanders will ensure that a risk assessment is completed and signed by the appropriate approval authority prior to conducting a new mission or task. The DA Form 7566 (Composite Risk Management Worksheet) or FR Form 108 (Fort Riley Composite Risk Management Worksheet) will be used to document and track the CRM.

2-2. PHYSICAL FITNESS SAFETY. Physical Training on Fort Riley will conform to the principles of exercise; and, Frequency, Intensity, Time, and Type (FITT) factors as outlined in Field Manual (FM) 7-22 (Army Physical Readiness Training). Satellite units will follow specific PT guidance applicable to their parent installation. All units on Fort Riley will conduct PT in accordance with (IAW) Fort Riley Pamphlet (Pam) 350-2 (1st Infantry Division Physical Fitness Standards) located at: https://necportal.riley.army.mil/Garrison/DHR/ASD/asdcp/SitePages/Home.aspx

2-3. PREVENTION AND MONITORING OF HEAT AND COLD WEATHER CASUALTIES.

a. All training that requires physical exertion with or without exposure to hot and cold weather environmental conditions has the associated risk of injury.

b. Prolonged exposure to the hot and cold weather conditions is part of the training in the Central Kansas where Fort Riley is located. FR Pam 385-2 provides guidance on hot and cold weather injuries. All units will adhere to the training requirements and guidance found in FR Pam 385-2.

c. Satellite units will follow specific PT guidance applicable to their parent installation.

2-4. SPECIALTY VEHICLE TRAINING.

a. Units with specialty vehicles; as defined in Army Regulation (AR) 385-10 (The Army Safety Program), para 11-4; will request specialty vehicle training for the unit master driver through the Garrison Safety Office (GSO).

b. Unit master drivers will train/license vehicle operators on the operation of the unit's specialty vehicles IAW AR 600-55 (The Army Driver and Operator Standardization Program).

2-5. ARMY TRAFFIC SAFETY TRAINING PROGRAM (ATSTP).

a. To assist in mitigating risk from privately owned vehicle and motorcycles both individual and unit training opportunities are available through the ATSTP.

b. All Soldiers less than 26 years of age must receive intermediate traffic safety training when newly assigned to an Army installation. All Soldiers less than 26 years of age must receive the advance traffic safety training 12 to 18 months after receiving the intermediate course. All assigned supervisors must receive the supervisor traffic safety training as soon as possible after being assigned as a supervisor.

c. Based on experience level, licensing, and CG Policy Letter #5 (Equal Employment Opportunity and Affirmative Employment); Soldiers will complete the appropriate level of the Motorcycle Safety Foundation course. The Basic Riders course is designed to train Soldiers in the basic operation of motorcycles. Soldiers must then complete either the Experienced Rider or Sport Bike course based on the type of motorcycle they operate. Registration and attendance for the ATSTP course will be done through the DTMS.

2-6. ADDITIONAL SAFETY TRAINING. Several maintenance procedures require specialized training in subjects such as Lock Out/Tag Out, Confined Space, Respiratory Protection, etc. This training is available on request from the GSO by calling 240–0647 or 239-2514; or, by contacting the unit's Brigade Tactical Safety Manager.

2-7. GARRISON SAFETY.

a. Accident Avoidance Training. All personnel that operate Army vehicles must attend Accident Avoidance Training IAW FR Reg 385-1 and, AR 600-55. This training must be renewed every four years and annotated on the Soldier's DA Form 348 (Equipment Operator's Qualification Record [except Aircraft]).

b. Remedial Drivers Training. Any driver that receives multiple driving offences as identified on the blotters or are command referred must attend a 4-hour Remedial Driver's Training course. All personnel who receive a Driving Under the Influence (DUI) charge either on or off-post must attend an 8-hour Remedial Driver's Training Course. Courses will be conducted by each Brigade IAW the Program of Instruction (POI) provided by the GSO IAW CG Policy Letter #6.

c. Defensive Drivers Course. The 4-hour Defensive Driver's Course provides students with the tools necessary to become safe drivers and recommended for all Soldiers. Reference FR Reg 385-1. Contact the GSO at 240-0647 or 239-2514 for registration.

d. Motorcycle Basic Rider Course (BRC), Experienced Riders Course (BRC II), Military Sport Bike Riders Course (MSRC), All Terrain Vehicle (ATV) Course, and Dirt Bike Rider Course. All Soldiers will attend the appropriate safety course prior to operating motorcycles, mopeds, or ATVs on or off post. Civilian employees must complete the required training before operating motorcycles, mopeds, or ATVs on post or for official business off post. Soldiers are required to complete sustainment training consisting of BRC II, MSRC or a State-approved motorcycle safe riding course every five years after successful completion of the BRC II or MSRC. Soldiers are required to complete Motorcycle Refresher Training within 180 days of redeployment. This training is conducted IAW FR Reg 385-1; AR 385-10, para 11-9; and, CG Policy Letter #6.

e. Commander's Safety Course. Officers are required to complete the Commander's Safety Course online either prior to assuming Company command or attending the Pre-Command Course. Noncommissioned Officers (NCO) are required to complete the Commander's Safety Course within 60 days of assuming responsibility at the Company First Sergeant (1SG) level or higher. Reference FR Reg 385-1. Registration can be completed at https://safety.army.mil/.

f. Additional Duty Safety Course (ADSC).

(1) The Safety Officer/NCO Course provides training in accident prevention in order to reduce accidental manpower and monetary losses at the unit or organizational

level. Unit Safety Officers and NCOs are required to attend the course within 90 days of appointment IAW FR Reg 385-1. All personnel assigned as an Additional Duty Safety Officer (ADSO) must complete the on-line course within 30 days of appointment followed by the 3-day Safety Officer/NCO course.

(2) The ADSOs must be a commissioned officer at battalion and higher, a staff sergeant (SSG) or higher at the company level, and have one year or more remaining in the unit. All Platoon Sergeants will complete the ADSC on-line course within 60 days of assuming position.

(3) There will be one ADSO in every company, one in every battalion; and, one in every brigade.

g. Supervisor's Safety Course. All Civilian and military supervisors may attend the Supervisor's Safety Course in order to have a better understanding of the Fort Riley Safety Program, be better equipped to perform their duties concerning accident prevention, and help reduce accidents at Fort Riley. This course is conducted IAW FR Reg 385-1, AR 385-10, and FM 5-19. All personnel who supervise Civilians will attend this course within 60 days of assuming that position. If supervisors have never attended this course, they will have 60 days from the date of this regulation in order to complete the course.

h. Hazard Communication (HAZCOM) Train the Trainer.

(1) The Hazard Communication (HAZCOM) Train-the-Trainer provides trainers with guidance on program requirements and formal training requirements to provide safety precautions and information on chemical hazards IAW 29 Code of Federal Regulation (CFR) 1910.1200, FR Reg 385-14, and FR Reg 385-1.

(2) Must be Sergeant of above, or Civilian assigned HAZCOM responsibilities, and possess the ability to conduct training.

(3) Every shop or section as described in FR 385-1 must have one (1) HAZCOM trained individual. Every battalion and brigade will have one (1) HAZCOM trained individual.

i. Occupational Safety and Health Administration (OSHA) 10-Hour General Industry Safety Course. All personnel assigned as Additional Duty Safety Personnel are required to attend this course, IAW FR Reg 385-1, in order to be trained on 29 CFR, Part 1910 (Occupational Safety and Health Standards); and, AR 385-10. Contact the GSO at 240-0647 or 239-2514.

j. Unit Radiation Safety Officer (URSO) Training. Unit's Radiation Safety Officer (URSO) training is a requirement IAW DA Pam 385-24 (The Army Radiation Safety Program), FR Reg 385-1, and all applicable Nuclear Regulatory Commission regulations and licenses and provides individuals with an understanding of the

principles of radiation safety, radioactive material management, and the potential hazards of radiation contamination. This training is mandatory for all personnel appointed as an URSO or alternate URSO. The URSOs are required in direct support of Improved Chemical Agent Monitors (ICAM) and Chemical Agent Detectors (CAD) maintenance shops, tritium fire control repair shops, calibration facilities, dosimetry custodians or consolidated supply commodity warehouses.

k. Severe Weather Briefing. The Severe Weather Briefing is designed to educate Soldiers and Civilians on methods to plan for severe weather IAW FR Reg 385-1. Contact the GSO at 240-0647 or 239-2514 to schedule and other information. This brief is recommended but not mandatory.

CHAPTER 3
TRAINING MANAGEMENT (PLANNING)

3-1. GENRAL. Unit Training Management (UTM) is the process commanders, leaders and staffs use to plan-prepare-execute-assess unit training and leader development. Battalions are responsible for training management. The UTM also helps to identify the resources needed to conduct effective, performance-based training and leader development. This chapter provides a broad overview of the UTM process.

3-2. PURPOSE. The purpose of UTM is to build and maintain ready units to conduct unified land operations. 1st Infantry Division units will utilize the Army Training Network (ATN) (found at: https://www.atn.army.mil) as the source for all training management related tools, products, and doctrine.

3-3. ARMY SYNCHRONIZATION AND RESOURCE CONFERNECE (ASRC).

a. The ASRC is a quarterly conference run by HQDA and hosted by HQ FORSCOM. The purpose of the conference is to refine and synchronize manning, training and resourcing plans for operating force units of interest. The G3, G5 and supporting Division staff will represent the Division at all ASRC conferences. The G3 in coordination with (ICW) G5 staff will produce the analysis on the training and resourcing requirements, and prepare products for presentation at the ASRC. The process will ensure the timely, synchronized and integrated delivery of training, equipping and manning resources to Divisional units.

b. The ASRC end state is to assess all units of interest and synchronize operational missions and Combat Training Center rotations that will produce trained and ready forces that meet combatant commander requirements.

c. Meetings and conferences that support quarterly ASRC conferences include:

(1) Division Semi Annual Long Range Training Meeting

(2) Monthly Combat Readiness Commander's Update

(3) Monthly Defense Readiness Reporting System - Army (DRRS-A) briefings, also referred to as USR.

(4) Monthly G3/S3 Synch Meetings

d. The Division proponent for all ASRC related information is the Division G5.

3-4. ANNUAL MISSION TRAINING BRIEF (MTB).

a. The purpose of this section is to provide guidance to 1ID HQ and subordinate commanders for the production and execution of the MTB to III Corps and FORSCOM.

b. Commander's dialogue and the MTB are the primary venues for the 1ID CG to communicate directly with the III Corps CG and the FORSCOM CG on the execution of published III Corps and FORSCOM commander's training guidance. The Commander's dialogue serves as a confirmation brief and is typically conducted via secure video teleconference (SVTC). Discussion topics include the initial METL assessment, projected unit training calendar, and tentative training concept. This dialog is followed by a formal Commander's MTB. The MTB should address the roles and responsibilities two levels down, as defined in the FORSCOM Execution Order (EXORD), subject: Modular Force Command Relationships.

c. The format for the briefing will be solidified based on Commander Guidance. As a planning factor it will contain:

(1) Mission Essential Task List (METL)

(2) Adjustments to the Division METL for assigned missions (A-METL)

(3) Long Range Training Calendar

(4) Division Culminating Training Event (CTE) Overview

(5) Leader Development Plan (Military and Civilian)

(6) Ready and Resilient Campaign Plan

(7) Training Resource Constraints/Impacts

(8) Support to Combatant Commanders

(9) Total Army Force Policy

(10) Army Partnership Program

(11) An Issue/Discussion/Recommendation slide for every issue identified

(12) Any additional topics published in future III Corps and FORSCOM CG training guidance

d. Additional Instructions:

(1) The Division Commander and Command Sergeant Major (CSM) will attend in person. Staff action officers will also be present during the teleconference. Subordinate units' Commanders may participate by SVTC if approved by the Commander.

(2) III Corps will host the SVTC. 1st Infantry Division must provide a briefing facility capable of securing video teleconference (VTC) communications.

(3) The MTB briefing slides may be classified and will be transmitted to III Corps on a secure internet protocol router (SIPR).

(4) To prepare the III Corps CG and enable III Corps staff to adequately develop supporting information and response to open issues, 1st Infantry Division will participate in a Semi-Annual Training Brief (SATB) to the III Corps Commander.

e. Approximately four weeks prior to the SATB and MTB with III Corps, brigades will submit their slides to the Division G3 for review.

f. Approximately 30 days prior to the MTB with III Corps, BDE CDR s, CSMs, and S3's will present their MTB to the Division Commander and Division CSM.

g. The above planning factors are subject to change based on Commander's guidance.

3-5. SEMI-ANNUAL DIVISION LONG RANGE TRAINING MEETING (SA-LRTM.

a. The G3 Training hosts a semi-annual long range training meeting (LRTM) after each spring and fall ASRC meetings. Each LRTM will execute approximately three weeks after the spring and fall ASRCs in order to (IOT) synchronize UTPs looking out 18 to 24 months. The tentative UTP must account for III Corps and FORSCOM key collective METL task requirements; Combatant Command (CCMD) theater specific training requirements; development of 1ID Leadership; and, strengthening of community and family relationships.

b. The proponent for all SA-LRTM related information is the Division G3 Training at 785-239-3973.

3-6. MONTHLY COMBAT READINESS COMMANDERS UPDATE BRIEF.

a. The Monthly Combat Readiness Commander's Update Assessment (MR CUA) is the forum for the CG to address training strategy milestones, long term readiness issues, and update assessments to the Combat Readiness LOO as required. The MR CUA is executed on the second week of each month, on Monday starting at 0930 hours

in the Joint Operations Center (JOC). All brigade command teams are required to attend, and present their issues and concerns IAW the prescribed format.

b. The Division proponent for all MR CUA related information is the Division G3 Current Operations (CUOPS).

3-7. QUARTERLY TRAINING BRIEFS (QTB).

a. The QTB is conducted by SCs to review and approve the training plans of subordinate units' training horizon. In order to better synchronize requirements across the installation, unit commanders will provide routine training briefs to ensure compliance with this guidance and accomplishment of milestones toward their training objectives. Brigades will execute their QTB to Division in the first month of the quarter proceeding the quarter they brief. For example; X BCT briefs their 2nd Quarter QTB in the month of October.

b. The QTB produces a 'contract' between the SC and each subordinate commander. As a result of this contract, the SC agrees to provide resources; including time; and to protect the subordinate unit from un-programmed taskings and other training distracters. The subordinate commander agrees to execute the approved training plan and to conduct training to standard. This shared responsibility helps maintain training priorities, achieve unity of effort; and, synchronize actions to achieve quality training and efficient resourcing.

c. The approval authority for cancellation of major battalion-level events is the CG. Units must brief cancelled training during subsequent briefings as "training planned but not conducted." Major training events are those training events briefed as part of the annual mission training brief or the QTB.

d. The QTB must cover the following agenda items, in addition to the updated QTB agenda items published in the 1ID ATG:

(1) Unit Mission, Commander's Intent, METL Assessment Update – (DTMS)

(2) Last Quarter Training Highlights (BDE/BN) – (DTMS)

(3) Next Quarter Training Highlights (BDE/BN) – (DTMS)

(4) Key Resource Concerns

(5) Assumption of risk – plan to mitigate

(6) Annual and Next Quarter Training Strategy (Command Post of the Future [CPOF]])

(7) Annual and Next Quarter Spend Plan (DTMS)

(8) The QTB slides will show the simulation gates to live fire IAW the 1ID Gated Training Strategy, (refer to chapter 6).

e. The initial draft copy of the QTB slide deck must be provided to G-3 Training no later than (NLT) 7 **working** days prior to the scheduled briefing IOT provide the Division staff a read ahead of issues, concerns and to facilitate a pre-brief with the CG.

f. The Division proponent for all QTB related information is the Division G3 Training Section.

3-8. MONTHLY G-3 AND S-3 SYNCHRONIZATION MEETING.

a. The G-3 chairs a monthly G-3/S-3 conference on Wednesdays Battle Rhythm Week 4 at 1030. The purpose of the meeting is to synchronize training resources and address issues and concerns with Brigade S3's, TRA and separate battalion (BN) S3's. The G-3/ S-3 meeting is designed to work in concert with the Land and Resource (L&R) meeting to produce training resource issues and recommended solutions for training up to 6 months out. The resource issues and recommended solutions are fed into both the MR CUA and QTBs to synchronize commanders, staffs and calendars prior to the semi-annual ASRC meetings.

b. The agenda for the meeting will be at the discretion of the G3. A general format is as follows and is posted in the CPOF:

(1) Opening Remarks.....G3/DCG-M

(2) Long Range Calendar Review (12 months out).....G5

(3) Exception to Policy G3T

(4) Training Brief Schedule G3T

(5) Unit Briefs

(a) Brief Short Range Concept (DTMS looking out 6 months)

(b) Brief Long Range Concept (DTMS looking out 12 months)

(6) Resource Utilization.....G3T/DPTMS

(7) Ammunition Forecast and Utilization G3T

(8) Schools, MTT.....G3T SGM

(9) Recommended Resourcing Priorities G3

(10) Due Outs Review G3T/Units

(11) Alibis.....Staff and Units

(12) Closing Comments G3

c. The Division proponent for all G3/S3 Synch Meeting related information is the Division G3 Training section at 785-239-3973.

3-9. MONTHLY LAND AND RESOURCE SCHEDULING MEETING.

a. The Division G-3 Training (G3T) chairs the monthly L&R meeting on the third Wednesday of the month from 1330 to 1430 hours. The purpose of the meeting is to schedule training resources at M+2 (2 months out) and review unit training resource requirements for M+3 (3 month out). The brigade (BDE) S3s, TRA and separate BN S3s are required to attend, or a designated representative that can make decisions if training resources conflict with unit requests. The G3T Section is required to publish the M+3 training priorities one week ahead of the L&R meeting for units to review prior to the meeting.

b. The agenda for the meeting will be at the discretion of the G3. A recommended format is as follows:

(1) Opening Remarks.....G3T

(2) Address Conflicts & Changes in M+0 - M+2 .....G3T

(3) Schedule M+3 Training Resources.....FRKS Range Ops

(4) Review M+4 Training & Resource Requirements.....All FRKS S3s

(5) Closing Comments G3T

c. The Division proponent for all Land and Resource (L&R) Scheduling Meeting related information is the Division G3 Training.

3-10. WEEKLY UNIT TRAINING MEETING.

a. Company training meetings are the key to keeping the Unit Training Plan (UTP) on course. Training must be the sole topic of the meeting. They are *non-negotiable,* and provide the commander and leaders visibility of the current state of unit training readiness. Accordingly, they appear on the weekly training schedule. Training meetings are a mechanism commanders use to manage training events week-by-week and ensure the unit stays on course to attain training goals and collective task proficiency.

Reference the Leaders Guide to Unit Training Management found on the ATN for specifics on the Unit Training Meeting.

b. Company/Battery/Troop training meetings are the most important meeting of the week. Conducted every week on Thursdays from 1300-1400 hour, they guide near-term execution of the short-range plan. Training meetings must be annotated on training schedules and SCs are expected to attend their subordinate units' training meetings to provide guidance and mentorship. Reference the Leaders Guide to Company Training Meetings found on the ATN for specifics. The Division proponent for all Unit Training Meeting related information is the Division G3T.

3-11. DIGITAL TRAINING MANAGEMENT SYSTEM (DTMS).

a. All 1ID and Fort Riley units will use the DTMS as their primary training management tool. The DTMS is a web-based training management tool that allows commanders to track METL development, collective training tasks that support the METL; and, tracks individual and team training within a unit following current doctrine, tactics, techniques and procedures outlined in ADRP 7-0. It also is designed to assist in resourcing, tracking and scheduling training as well as the development of training schedules and training calendars.

b. Units will update the following areas, in addition to requirements stated in the Division DTMS Standard Operating Procedures (SOP) and the Organizational Inspection Program (OIP) Inspection Checklist.

(1) Training calendars will be produced from DTMS.

(2) The METLs will be updated and tracked through DTMS.

(3) Live Virtual Constructive – Integrated Architecture (LVCI-A) training events, Command Post Exercises, and Gunnery events.

(4) All Training (Army Warrior Training [AWT], Leadership Deployment, Individual, Local and Mandatory) will be tracked in the Soldier's Job Book.

(5) Units will track all Weapons Qualifications and Army Physical Fitness Tests (APFT) in DTMS.

(6) All vehicle services/command maintenance will be depicted in DTMS

(7) Units will upload their UTP for each quarter in DTMS.

(8) Units will upload all AAR from recently conducted training in DTMS.

c. Refer to appendix B for unit DTMS operator and training requirements.

3-12. DIVISION DTMS LONG-RANGE CALENDAR (LRC).

a. The DTMS calendars are updated bi-weekly on the 2nd and 4th Fridays of every month and extends at least 18 months into the future.

b. The following events, at a minimum, are shown on the DTMS LRC:

(1) Installation/brigade-level exercises.

(2) Off-post deployments.

(3) Battalion field training exercises (FTX)/external evaluations.

(4) Tank, Bradley, Artillery, and Aviation gunnery, as well as live fires.

(5) Major training events; e.g., company/battery Situational Training Exercises (STX), Expert Infantry Badge (EIB), Expert Field Medical Badge (EFMB), Brigade/Battalion Battle Simulation (BBS).

(6) Army National Guard (ARNG)/U.S. Army Reserve (USAR) support.

(7) Training holidays.

(8) Initial Command Inspections (ICI) and Subsequent Command Inspections (SCI).

(9) Division, brigade and battalion changes of command.

c. Input for the LRC is obtained from higher HQ calendars, unit DTMS calendars, Unit Mission Training Briefs, Army Force Generation (ARFORGEN) Training Briefs, QTBs, and individual input. ***The accuracy and validity of the Division DTMS calendar is dependent primarily on subordinate input.***

d. The Division DTMS calendar is the baseline for this synchronization of all other calendars on Fort Riley including the Master Activities Calendar (MAC). The Secretary of the General Staff (SGS) has responsibility to synchronize the Command Group calendars with the Division DTMS calendar and convenes meetings periodically to do so. Therefore, in addition to the training events listed above, units should also provide any key event which potentially could involve the command group to G-3 Training for inclusion on the Division DTMS calendar. Units should provide other key events, such as Hail and Farewells and Organizational Days, to preclude division or post level scheduling of conflicting events, thus protecting these respective events from higher level interference.

e. The Division proponent for all LRC related information is the Division G3T.

3-13. COMMANDERS TRAINING HIGHLIGHTS. (Bi-Weekly) - All brigades and separate battalions will submit their 2-week projected training highlights through DTMS to the G-3 CUOPS on a weekly basis for consolidation. Training highlights for training weeks T+1 and T+2 are due on Wednesdays or one day prior to the last day of the work week by 1500. The primary means of submission is via DTMS, and alternate means by email. Highlights should focus on platoon and higher-level collective training; such as, live-fire training, off-post exercises, external evaluations (EXEVAL), FTXs, and National Training Exercise (NTC)/Joint Readiness Training Center (JRTC) preparatory training. Selected individual training is also appropriate, such as EIB, EFMB, or Bradley/Tank Crew Gunnery Skills Test (GST).

3-14. COMMANDERS WEEKEND AND HOLIDAY TRAINING GUIDANCE. Training on weekends and holidays requires approval from the BDE CDR. An Exception to Policy must be signed by the BDE CDR and submitted through G3 to the CG. The point of contact for all exceptions to this policy is the G3T at 785-239-3973.

CHAPTER 4
INDIVIDUAL TRAINING – PREPARE PART 1 OF 2

4-1. GENERAL. Individual training is a continuous process of learning and improving military skills for both officer and enlisted Soldiers. It is accomplished by discrete training programs (such as schools, ranges, EIB, etc.), progressive assignments, and tough integrated training activities (that is, FTX, concurrent training, etc.) which support multi-echelon training. III Corps units are required to create individual Soldier job books to track proficiency of essential individual tasks including Army Warrior Tasks. The DTMS is used to support this requirement.

4-2. FORT RILEY TROOP SCHOOLS. Commanders and supervisors at all levels are responsible for ensuring maximum use of the installation courses to maintain a high state of individual proficiency and enhance combat readiness; while ensuring that all students selected to attend the courses are qualified by the general/special prerequisites. Access the current Troop Schools Catalog option from the Fort Riley homepage. The G3T SGM is the primary point of contact (POC) for all Fort Riley specific troop school issues at 785-240-5788.

4-3. PROFESSIONAL MILITARY EDUCATION (PME).

a. An important component to individual training programs in the 1ID is schooling. The intent is to provide educational opportunities that directly contribute to leader development and war fighting readiness. Attendance at DA-mandatory schools has priority over all other training. Temporary duty (TDY) and return off-post schools, 1ID Troop School courses, and higher education classes contribute to leader development, provide skills in support of the unit's primary mission, maintain technical proficiency, and increase our Soldiers potential for promotion. For sustainment training, ATRRS is the system used to display the course catalog, register students, and track attendance.

b. School Requests, Cancellations, Deferments, and No Shows:

(1) Requests:

(a) School requests are made on an FR Form 28 (Schools Application) for all school requests; regardless if the school is local or off-post.

(b) In addition to the previously described, all group schools request will be submitted in the G3 Schools group request.

(c) All school requests will be submitted 45 days prior to course start date unless otherwise specified.

(d) All requests are screened by the company, battalion and brigade level Schools POC for correctness.

(e) A meeting will be held by the G3 Schools office and the requesting unit, for all MTT and Video Tele Training (VTT) schools request.

(2) Cancellations: The timelines listed below is when the completed packages will be at Division for processing. If a cancelation is requested, the brigade is responsible for providing a replacement.

(a) All cancellations must be submitted to the Division G3 Schools, NLT 21 days prior to the report date.

(b) Cancelations submitted less than 21 days will need a Letter of Justification by the first O-6, in the Soldier's chain of command.

(c) Units should submit a DA Form 4187 (Personnel Action) signed by the first O-3 in their chain of command, along with a DA Form 4187 signed by the first O-5 and O-6 in the chain of command.

(d) All cancellations, with or without substitutions for all courses, will have justifications. All justifications will be IAW AR 350-1 (Army Training and Leader Development), and ICW appropriate school and academy SOPs. All justifications will have supporting documents attached (example: memorandum, Enlisted Records Brief (ERB), DA Form 705 (Army Physical Fitness Test Scorecard), DA Form 5500 (Body Fat Content Worksheet [Male])/5501(Body Fat Content Worksheet [Female]), and DA Form 268 (Report to Suspend Favorable Personnel Actions [FLAG]).

(e) For Warrior Leaders Course (WLC); submit a DA Form 4187 for cancellations and deferments, with or without substitutions. It is signed by the first O-5 in the Soldiers' chain of command, with all supporting documents.

(3) Deferments: The timelines listed below is when the completed packages will be at Division for processing. If a deferment is requested, the brigade is responsible for providing a replacement.

(a) All deferments will be at Division NLT 21 days prior to the school start date. Deferment approvals are submitted through the Division CSM's office.

(b) Deferments submitted less than 21 days will need a letter of justification by the first O-6, in the Soldiers' chain of command.

(c) The CG signs all operational deferments.

(d) Units should submit a DA Form 4187 signed by the first O-3 in their chain of command, along with a DA Form 4187-R signed by the first O-5 and O-6 in the chain of command.

(e) All deferments, with or without substitutions for all courses, will have justifications. All justifications will be IAW AR 350-1, and ICW appropriate school and academy SOPs. All justifications will have supporting documents attached (for example: memorandum, ERB, DA Form 705, DA Form 5500/5501, and DA Form 268).

(4) No-Show Reporting and Dropped Enrollments:

(a) Warrior Leader Course (WLC) no-show memorandums, with documents of justification to include counseling, will be submitted to Division G3 Schools NLT than 1700 hours on the Friday of ship.

(b) Advanced Leaders Course (ALC)/ Senior Leaders Course (SLC)/Drill Sergeant/Recruiting/Advanced Individual Training (AIT) Platoon Sergeant no-shows: Units will notify the Division G3 Schools NLT 1700 hours of the reporting date of the class.

(c) A written justification, to include counseling, for any Soldier being dropped from any PME course will be submitted to the Division CSM and G3 Schools NLT 72 hours of the date the Soldier is dropped from the course. Written justifications will be submitted to the FORSCOM CSM through the III Corps CSM.

(d) All Soldiers being dropped from any of the PME courses, for APFT or height/weight failures, require an office call with the Division CSM. Personnel will consist of the Soldier and their Chain of Responsibility, from platoon sergeant to the brigade CSM.

4-4. INSTITUTIONAL TRAINING SUPPORT PLAN (ITSP) AND MOBILE TRAINING TEAMS (MTT).

a. The ITSP will be submitted to Division G3T NLT 90 days prior to the unit deploying or at the ARFORGEN Institutional Training Work Group (ITWG) conference; whichever comes first. The ITSP is ultimately submitted to FORSCOM to request school seats (both in-residence or through MTT) upon a unit's return from deployment IAW the ARFORGEN regeneration timeline. At D-220, units will submit an updated ITSP to the Division G3 with any changes. All MTTs requested by the unit will be the host unit's responsibility. This includes funding TDY cost for instructors and resource support, if needed. Units should fill all seats and resources in the MTTs and may ask Division for support, if needed.

b. Mobile Training Teams train a maximum number of personnel for the lowest cost. 1st Infantry Division will submit an off-line Training Resources Arbitration Panel (TRAP) to III Corps and FORSCOM for all unit requested MTTs that were not listed on the ITSP. This procedure makes maximum usage of training resources and allows accurate prediction of future training needs. Units will make maximum use of MTTs to allow Soldiers to train at Fort Riley vice training away from their home station.

c. Changes to TDY; and.-return schools and MTT enrollments. Selections for TDY and return schools and MTT courses should be entered into the ATRRS 45 to 60 days prior to the class start date, if the course is in ATRRS. Units subordinate to 1ID will not contact proponent schools directly to arrange for a MTT. All MTTs coming to Fort Riley will be requested through 1ID. Slots not used in the MTT by the requesting unit will be made available to other ID Soldiers. Seats not used by 1ID are made available Army-wide 45 days from a course start date; on a first-come, first-served basis. Commanders will carefully review training needs and select those Soldiers who will actually perform the associated duties. Last-minute changes to attendance rosters affect predictability for Soldiers and can result in the wrong personnel being trained. Changes made within 30 days from a course start date will be honored if requested by the first O-6 in the chain of command. Primary considerations will be made for emergency leaves, unexpected deployments, and the removal of favorable actions for the Soldier. The BDE CDR or CSM; or, above may request changes, additions, or deletions with justification for MTTs.

4-5. ARMY WARRIOR TRAINING (AWT).

a. Army Warrior Training is designed to maintain a Soldier's proficiency in the performance of the Warrior Tasks and Battle Drills (WTBD) that support the unit's Mission Essential Task List (METL). The WTBD are based on relevant tasks which are conducted today in the contemporary operating environment, incorporating tasks developed through lessons learned when appropriate. All Soldiers must be prepared to fight and complete the mission while applying the fundamentals of WTBD by maintaining proficiency of individual tasks; including shoot, move, communicate, urban operations, first aid, Chemical Biological Radiological Nuclear (CBRN), and battle drills. The AWT is a progressive training utilizing WTBD throughout the year to enhance training proficiency.

b. The AWT was established as an annual training event for all active component Soldiers in the grades of E1 thru E7, W1 thru W2, and O1 thru O2. Each brigade must conduct an EIB certification and EFMB certification each year.

c. The AWT and a current list of WTBD with associated individual tasks and collective tasks to support unit training can be referenced in Soldier Training Publication (STP)-21-1- Soldiers Manual of Common Tasks (SMCT), STP 21-24-SMCT and the ATN.

4-6. STRUCTURED SELF DEVELOPMENT (SSD).

a. Per all Army activities (Army general message address) (ALARACT) 216/2012 (Structured Self Development [SSD] Prerequisite for NCOES), the following changes were made to the prerequisites for attendance to Noncommissioned Officer Education System (NCOES):

(1) Structured Self Development 1 (SSD-1) is a prerequisite to attend Warrior Leaders Course (WLC).

(2) Structured Self Development 3 (SSD-3) is a prerequisite to attend Senior Leaders Course (SLC).

(3) Structured Self Development 4 (SSD-4) is a prerequisite to attend Sergeant Major Course (SMC).

(4) Structured Self Development 5 (SSD-5) is a prerequisite for a Nominative Assignment.

b. Per Army Directive 2013-15 (Noncommissioned Officer Promotions) and MILPER Message 13-275 (Structured Self-Development [SSD] Prerequisite For Noncommissioned Officer Education System [NCOES]), the following changes were made to the eligibility for promotion to the next grade.

(1) Specialists (SPC)/Corporals (CPL) must complete SSD-1 before they can be recommended (boarded) to SGT. Soldiers previously integrated onto the SGT recommended list will be removed if SSD-1 is not complete.

(2) Sergeants must complete WLC before they can be recommended (boarded) to SSG.

(3) Staff Sergeants must complete SSD-3 before they are eligible for consideration for SFC. Consequently, ALC must be completed before SSD-3 can be initiated.

(4) Sergeant First Class (SFC) must complete SSD-4 before they are eligible for consideration for Master Sergeant (MSG). Consequently, SLC must be completed before SSD-4 can be initiated.

(5) Attendance to the U.S. Army Sergeant Major Course (USASMC) requires SSD-4 completion effective with Class 64 (start date in Aug 13). Soldiers who fail to qualify themselves for attendance (denied enrollment) are ineligible for future consideration.

c. Army Directive 2015-31 (Requirements of Noncommissioned Officer Promotions) stipulated a requirement to synchronize NCOES and promotions. These

new requirements are a deliberate, continuous, sequential and progressive professional development strategy to produce competent leaders.

(1) Effective 1 January 2016, the Directive links completion of NCOES courses to promotion pin-on. Promotion pin-on to SGT requires graduation of WLC and promotion pin-on to SSG requires graduation of ALC. Soldiers on the recommended list who are not graduates of the respective course will not be considered fully qualified for promotion pin-on regardless of their accumulated promotion points. These Soldiers will remain on the recommended list in a promotable status; but, they will not be selected for promotion pin-on until they become fully qualified by completing the required course and a promotion requirement exists.

(2) Soldiers selected for first class selection board, promotion pin-on to SFC requires completion of the SLC. Soldiers on the promotion selection list who are not graduates on the SLC will not be considered fully qualified for promotion pin-on regardless of their sequence number. These Soldiers will remain on the recommended list in a promotable status; but, they will not be selected for promotion pin-on until they become fully qualified by completing the required course and a promotion requirement exists.

(3) All SFCs must be graduates of SSD-4 to be considered for promotion to MSG.

4-7. INDIVIDUAL READINESS TRAINING (IRT).

a. Fort Riley frequently has a majority of units currently deployed or preparing to deploy in support of Operation Freedom's Sentinel and Operation Inherent Resolve. Central Command (CENTCOM) has specific training requirements for Soldiers deploying as individual replacements to their theater. Fort Riley has a consolidated and standardized program to accomplish this training for all individual replacements on Fort Riley, in order to prepare them for future deployment. The intent is that all Fort Riley Soldiers are expeditiously trained to standard and certified in 15 to 20 days to deploy as follow on Soldiers to units already deployed.

b. Fort Riley conducts IRT training in three phases (Crawl, Walk, and Run) each month:

(1) Phase I (Crawl). Classroom training during this phase is for all of the Soldiers to receive their annual classes and theater specific Coalition Forces Land Component Command (CFLCC) requirements. This phase begins when the Soldier signs in on Day 1. Cadre support consists of an IRT Noncommissioned Officer-in-Charge (NCOIC) (SFC), a classroom NCOIC (SSG), a hands-on NCOIC (SSG), a Range Training NCOIC (SSG), a Leader Training NCOIC, and the subordinate personnel. The classes are given in a 3-day break down:

(a) Day 1:

(1) Anti-Terrorist Level One Training (Annual)
(2) Personnel Recovery (CFLCC)
(3) Subversion and Espionage Directed against the Army (Annual)
(4) Operations Security (Annual)
(5) Media Awareness (Annual)
(6) In-Country Emergence Management System (CFLCC)
(7) Ever Soldier a Sensor (CFLCC)
(8) Equal Opportunity (Annual)
(9) Country Orientation (CFLCC)

(b) Day 2:

(1) Survival, Evasion, Resistance and Escape (SERE) Level B Training (CFLCC)
(2) Improvised Explosive Device (IED) Defeat (CFLCC)
(3) Introduction to Biometrics (CFLCC)
(4) Hot Weather Training (Annual)
(5) Army Values (Annual)
(6) Combat Stress (Annual)
(7) Suicide Prevention (Annual)
(8) Detainee Operations (CFLCC)
(9) Mild Traumatic Brain Injury and Post Traumatic Stress Syndrome (CFLCC)

(c) Day 3:

(1) Rules of Engagement (CFLCC)
(2) General Order #1 (CFLCC)
(3) Trafficking of Personnel (CFLCC)
(4) Fraternization (Annual)
(5) Utilize and Interpreter (CFLCC)
(6) Supervise Convoy Operations (CFLCC)
(7) Counter Insurgence (CFLCC)

(2) Phase II (Walk). This phase is hands-on training during a 15 to 20 day IRT process. This phase begins when the Soldier signs in to the 3-day class for Combat Life Savers certification. Throughout this phase the Soldiers will utilize Fort Riley's Simulator Facilities which will include:

(a) One day of Land Navigation

(b) One day in the High Mobility Multipurpose Wheeled Vehicle (HMMWV)

(c) Egress Assistance Trainer (high-explosive anti-tank [HEAT])

(d) Two days in the Close Combat Tactical Trainer (CCTT) in order to work on Communications on the Battle

(e) Two days in the Electronic Support Training in order to help facilitate individual weapon training techniques and to familiarize Soldiers with the MK19 40mm Machine Gun, M2 Browning .50 Cal Machine Gun, and the M240B Machine Gun.

(3) Phase III (RUN). This Phase of training is a culmination of all the past training events. This final Phase will consist of the Soldiers Qualifying with their assigned weapon and three days of STX Lanes.

c. Completion of IRT Phase I, II, and III certifies that a Soldier may deploy for up to a three month period. Once the three months has elapsed the Soldier will be required to receive the Phase I CFLCC requirements, Phase II HEAT and CCTT; and, Phase III Weapons Qualification and STX Lanes.

d. Division G-3 will provide each Soldier a copy of Phase I, Phase II and Phase III paperwork and weapons card when the Soldier has completed their training. All units must maintain a copy of the Soldier's Phase I, Phase II and Phase III sheets that have been completed, along with a copy of the weapons qualification card, in the Soldier's individual training record (ITR) at the company level.

e. The brigade rear detachment (Rear-D) will maintain a copy of the individual Soldier's Phase I, Phase II and Phase III documents; a copy of the individual Soldier's weapons card; a unit spreadsheet of all individual and the collective tasks they completed on CD; and, a copy of the unit validation letter from the commander. These records will be inspected by the brigade commander's designated representative prior to the unit deploying. Units are required to maintain these records for a period of one year after the unit has deployed. The unit will forward a copy of the validation letter to the Combatant Commander's representative.

4-8. COUNTER IMPROVISED EXPLOSIVE DEVICE (CIED) TRAINING.

a. The proliferation of IEDs as an asymmetrical threat in current and future conflicts presents a significant threat. In order to arm our Soldiers with the skills and awareness required to counter this threat, units must incorporate realistic scenarios that replicate current enemy tactics into collective training. As with any threat, recognition and appropriate reaction will only come through repetitive exposure and training.

b. To assist SCs in meeting CIED training requirements, FORSCOM established the FORSCOM CIED Program (hereafter Counter IED Integration Cells [CI2C]) at Army installations. The CI2C provides a home-station training capability for initial and sustainment CIED training; as well as, over-the-shoulder coaching in field and garrison environments. The CI2C coordinates non-resident CIED training and stays abreast of emerging IED threats by working closely with Joint Improvised Explosive Device Defect

Organization (JIEDDO), Training and Doctrine Command (TRADOC) and other CIED agencies.

c. As an extension of the FORSCOM CI2C program, 1ID established a CIED Training Advisor and Subject Matter Expert (TASME) program in order to ensure Fort Riley units not only train to protect against IEDs on a routine basis; but, also train on the most current friendly "best practices;" and, enemy tactics, techniques, and procedures (TTP). Division G-3 will designate a division level CIED TASME; and, battalion and brigade S3s will designate a CIED TASME. Brigade CIED TASMEs will be in the rank of E-7 or above. Battalion CIED TASMEs will be E-6 or above. Companies may appoint a CIED TASME in the grade of E-6 or above.

d. The Division level CIED TASME networks with the Maneuver Center of Excellence (MCoE), the Maneuver Support Center of Excellence (MSCoE), the JIEDDO, and others to stay abreast of current and emerging enemy IED threat/tactics and U.S. defeat TTPs. The division CIED TASME disseminates this information down to subordinates. Units leverage CIED TASME expertise fully in planning all CIED training.

e. See appendix H for CIED training requirements and resources available.

4-9. SERGEANTS' TIME TRAINING (STT).

a. Sergeants' Time Training provides first-line leaders prime opportunity to train and develop their first line leaders at the team-, squad-, platoon- and company-level collective tasks; including Army Battlefield Command System (ABCS) that support or relate to the unit METL.

b. Commanders at all levels must emphasize STT and ensure it is standard-based, hands on, performance-oriented and battle-focused. Commanders must allocate time on the training schedule to ensure leaders have the appropriate time to plan, resource, rehearse, and execute five hours of consecutive STT with no external distracters. Commanders must establish a contract with their Noncommissioned Officers (NCO) at the battalion and company training meetings to properly plan and resource STT. Once the crosswalk from the unit level to battalion; the commander will approve the selected tasks, allocate time to prepare, and monitor the training. Command Sergeant Majors and 1SGs must supervise training, coach, teach, and mentor junior NCOs. Where appropriate; all officers should participate in the planning and execution of the training and aggressively seek to eliminate distracters. Training to standard, not to time, is paramount. Afford the NCOs time to correct deficiencies. Additional information regarding STT can be found in TC 7-22.7 (Noncommissioned Officer Guide).

c. Responsibility. The POC for Installation STT is the Division G-3T.

4-10. SUPPORT MILITARY OCCUPATIONAL SPECIALTY (MOS) TRAINING.

a. Support MOS Soldiers may be effectively trained by consolidating Soldiers from across battalion, brigades; as well as, other organizations. Senior Noncommissioned Officers in a particular support MOS will be utilized to conduct the training for Soldiers holding that MOS.

b. Commanders and Senior NCOs will determine the frequency of the training. As it meets the training requirements, support MOS training is usually conducted once or twice a month. The battalion CSMs and unit 1SGs are responsible for implementation of the support MOS training program.

4-11. ARMY COMBATIVES PROGRAM (ACP) TRAINING.

a. The objective of the ACP is to enhance combat readiness by instilling the confidence and fighting skills that are only gained through engagement with an opponent in a combat situation. Combatives training is a fundamental building block for preparing Soldiers for current and future operations; and, must be an integral part of every Soldier's life. This regulation establishes policies for combatives training and Training Circular (TC) 3-25.150 (Combatives) serves as the instructional guide for combatives training.

(1) Commanders will establish combatives program consistent with this regulation, TC 3-25.150 (Combatives), and unit missions. Combatives programs will include certification courses, individual training, competitions, and scenario based training.

(2) Soldiers must be willing and able to fight when called upon. Every Soldier should experience the physical and emotional demands of hand-to-hand fighting prior to engaging in combat.

(3) The Fort Riley Combatives Training Facility (FRCTF) Cadre will conduct periodic inspections of unit combatives programs within the Division, and relay updates on pedagogy, risk management, SOPs, and injury mitigation.

(4) Unit commanders will insure that all combatives training is conducted by certified instructors of the appropriate level and adhere to the risk management process and instructional framework of TC 3-25.150.

(5) Competition is an important component of a successful combatives program. Competition programs will be established and conducted IAW FRCTF the Competition SOP and the Commanding General's guidance. There is no certification level required for a Soldier to compete. The Combatives Competition follows a "Graduated Rules" set where the level of techniques allowed increases at the higher levels of the competition. This insures untrained Soldiers do not compete against a

highly trained Soldier at a level where there is risk of serious injury; such as, punches to the head like in boxing.

(6) Units will maintain the appropriate level of certified instructors:

(a) One Army Combatives Basic Course Graduate per squad.

(b) One Army Combatives Tactical Graduate per Platoon.

(c) One Combatives Master Trainer Course Graduate (CMTCG) per company.

(d) One CMTCG per battalion.

(e) One CMTCG per brigade.

(7) TC 3–25.150 provides guidance for preventing injuries during combatives training.

(8) Combative training will be conducted regularly in support of combat readiness, posted on unit training schedules, and executed at company and platoon levels.

(9) Combatives is a link between physical training and tactics. Combatives training should encompass training specifically dedicated to technique training; as well, as being integrated into both physical and tactical training.

b. Units will comply with requirements outlined in appendix B for required certification levels and certified personnel.

c. Brigade CMTCG will report injury trends semi-annually to the FRCTF.

d. Units will coordinate with Troop Schools to coordinate enrollment into ATRRS certification courses offered by the FRCTF.

e. Units will submit combative training graduate names to U.S. Army Combatives School (USACS) in a written memorandum signed by the O-5 commander for inclusion to their certification database. Certificates will also be stored on DTMS. Brigade master trainers will report injury trends to the FRCTF NCOIC semiannually. The FRCTF NCOIC will report the Division's Combatives injury trends to USACS semi-annually.

f. The POC for scheduling combatives and program information G3T. Contact the Facility at 240-1956 to schedule training.

4-12. DRIVERS TRAINING.

a. Units must provide the same emphasis and training methodology to drivers' training as spent on weapon training. Teach driving using the crawl, walk, run approach. All operators will either complete the on-line Accident Avoidance course at: https://safety.army.mil/training/ARMYACCIDENTAVOIDANCECOURSE/tabid/982/Default.aspx or the Battalion Master Drivers will conduct Accident Avoidance training during drivers training.

Drivers training programs will emphasize, at a minimum, knowledge of equipment; including Preventive Maintenance Checks and Services (PMCS), forms and records, safe operation under varying conditions (threat, terrain, weather and visibility), and roll-over drills during drivers' training. Fort Riley, Kansas, has two HMMWV Egress Assistance Trainer (HEAT) devices they can be scheduled through TSC. All drivers will receive instructions and be certified to drive with Night Vision Devices (NVD). If a unit does not possess enough NVDs for both their drivers and the vehicle commander is the individual who will wear and guide a tactical vehicle.

b. Lack of specific platforms to drive; such as, the up-armored HMWWV; does not preclude good drivers training. Instructors should strive to teach a mentality regarding principles and characteristics of driving that can be applied to any platform; including

(1) the importance of evaluating how the center of gravity will affect handling;

(2) the importance of understanding how the road conditions will affect performance;

(3) the insidious threat of overconfidence coupled with bad situational awareness;

(4) the absolute necessity of staying ahead of the vehicle and properly assessing the overall hazard (enemy verses road);

(5) and, the importance of implementing the right control measures for the hazard (in a timely fashion).

(6) In addition to this mentality, drivers training should be thought of in terms of the "Crew." For the crew to be certified, they need to be proficient at all of the duties at each position in the vehicle.

c. Quality drivers training programs compliment maintenance programs. Composite Risk Management will be emphasized during the course to ensure safe vehicle operation.

d. All units will conduct a Driver's Training Course at a minimum of once each quarter to maintain qualified drivers. The Drivers Training Program will be designed,

supervised and conducted by the battalion master driver (battalion level requirement). A master driver from each company (or SSG) will assist the battalion master driver as needed. The training approach emphasizes a task, conditions and standards format, with hands-on training and prompt evaluative testing. Brigades will conduct Remedial Drivers Training courses IAW the POI provided by the GSO IAW CG Policy Letter #6.

e. All unit master drivers must have completed a Master Drivers course at Troops schools (located at 8388 Armistead Street) or have completed training at another installation; such as, the Fort Lee Master Drivers Training (M9) course, which is a 90-hour course that comes with the additional skill identifier (ASI) M9. It is highly recommended that NCOs (88M SSG or SFC) or civilian equivalents who are appointed as Master Driver Trainers with the responsibility for establishing or maintaining a Battalion Drivers Training Program and/or Battalion Drivers Training Academy attend the Fort Lee M9 course (Course number 8C-F45/553-ASIM9 and School code is 551L.)

f. The following guidelines must be implemented in the Drivers Training program at the unit level:

(1) Personnel that require 40 hours (per vehicle type) of training:

(a) Must attend battalion approved 5-day (per vehicle type) Driver's Training course.

(b) Must complete Local Laws Test (given during the 5-day class).

(c) Must have eye test (given by the Transportation Motor Pool [TMP] [located at 375 Carr Avenue] or a qualified agency).

(d) Must receive specific training for each vehicle to be licensed (i.e. PMCS, familiarization, operation) to be annotated on DA Form 348 (Equipment Operator's Qualification Record)/ Standard Army Maintenance System-Enhanced (SAMS-E) system.

(e) Must pass a road test on each piece of equipment given by a unit

(2) Master Driver following an approved strip map and annotated on DA Form 348: Must comply with all requirements of standards of training.

(3) Personnel with experience (previous DA Form 348 and an OF 346 [U.S. Government Motor Vehicle Operator's Identification Card]):

(a) Must attend battalion Drivers Training refresher course.

(b) Must have completed a valid Accident Avoidance Course, (given online at www.crc.army.mil).

(c) Must have current eye test. This test is given at the TMP located at 375 Carr Avenue or appropriate agency.

(4) Personnel must receive refresher training and a check ride on each piece of equipment for which they are to be licensed. This information must be annotated on the individual's DA Form 348 and SAMS-E. Check ride must be conducted by a certified unit Master Driver/qualified NCO using an approved strip map.

(5) Brigades must implement a Night Vision Drivers Training Program which will include the following topics:

(a) Introductions to NVDs (specify type or model).

(b) Awareness of the device's diminished effectiveness in rain, fog, snow or smoke; and, the debilitating effects of any bright light; such as, vehicle headlights or flares.

(c) Depth perception, visual acuity, and field of vision.

(d) Illumination requirements.

(e) Speed limitations.

(f) Night vision scanning techniques.

(g) Emergency procedures while driving with NVDs.

(h) Driver or assistant driver responsibilities; crew coordination.

(i) Self–imposed stresses; that is, smoking, alcohol, or driver or crew fatigue.

(j) Care and security of the NVD. FM 21–305 (Manual For the Wheeled Vehicle Driver), TC 21–306 9 (Tracked Combat Vehicle Drivers Training), and TC 21–305–2 (Training Program For Night Vision Device Drivers Training) may be used to supplement NVD

(k) Qualification and refresher training.

(6) Brigades Night Vision training tasks will be performed in the sequence shown and under the supervision of a qualified NVD instructor:

(a) Phase I task. Drive vehicle without the device over a known range during daylight conditions; become comfortable with the actual road and terrain.

(b) Phase II task. Using headlights drive vehicle without the NVD over the same range at night.

(c) Phase III tasks.

(1) Perform pre-operational NVD system checks.
(2) Check for proper wear and fitting.
(3) Focus the device.
(4) Perform vehicle PMCS while wearing the NVD.
(5) Refocus the NVD immediately prior to Phase IV.

(d) Phase IV tasks. With all external and internal lights off, drive vehicle over the same range while wearing the NVD. Pay particular attention to the distance between the vehicle and familiar objects in front.

(1) Identify road signs.
(2) Detect route markers, if any.
(3) Identify and negotiate ditches or other rough road conditions.
(4) Judge distances to road junctions.
(5) Identify the edge of the road.
(6) Distinguish shadows from other features (that is, water puddles).

(e) Phase V tasks.

(1) Perform post-operation vehicle PMCS while wearing the NVD.
(2) Perform post-operation NVD system checks.

4-13. WATER SURVIVAL TRAINING.

a. Units will conduct drown-proof training for Soldiers. A drown-proofed Soldier is defined as a Soldier who has demonstrated the standards of a class three – basic swimmer IAW TC 21-21 (Water Survival Training). The unit training and safety records will classify each Soldier IAW TC 21-21 as a non-swimmer, class three, class two, or class one swimmer; and, indicate the date they passed the respective test. If units only test to class three standards, training records should not indicate higher than class three swimmers unless a higher level can be verified by other acceptable documentation.

b. The ability to get oneself out of the water is a force protection issue. Every Soldier should know how to swim. Battalions should consolidate non-swimmers periodically and allot sufficient PT time to work towards this goal. Every company will have two trained lifeguards present at training to support this effort.

4-14. EXPERT INFANTRYMAN BADGE (EIB).

a. The EIB is the mark of excellence for infantrymen. Each brigade will host its own EIB competition, every year to serve as a dedicated basic skills training venue and instill esprit de corps with our formations. The EIB test measures a Soldier's physical fitness and ability to perform to standards of excellence in a broad spectrum of critical

Infantry skills. The EIB is awarded to any Infantry Soldier who demonstrates excellence in the performance of the test. Thus, the purpose of the EIB is:

(1) To recognize outstanding Infantry Soldiers who demonstrate a high degree of professional skill, expertise, and excellence.

(2) To identify Infantry Soldiers who can expertly maintain, operate, and employ their weapons and equipment.

(3) To enhance individual training programs in Infantry units by providing a tough but attainable goal.

b. Due to the high Operation Tempo (OPTEMPO), testing is usually conducted once each year.

c. All Infantry (11-series) officers, NCOs, and Soldiers not previously awarded the EIB will be encouraged to participate in scheduled EIB training to the fullest extent possible and be given the opportunity to test.

d. Reference: United States Army Infantry Center (USAIC) Pam 350-6 (Training the Expert Infantryman Badge [EIB] Testing)

4-15. EXPERT FIELD MEDICAL BADGE (EFMB).

a. The EFMB is a special skill badge awarded in recognition of exceptional competence and outstanding performance by field medical personnel. The EFMB recognizes medical personnel who can expertly perform Soldier and medical tasks in a simulated combat environment.

b. Fort Riley will conduct EFMB bi-annually, normally in the spring and fall. The Division Surgeon has responsibility for oversight and scheduling division level updates; however, a brigade combat team (BCT) will be tasked to sponsor the event. The sponsor is responsible for the planning, coordination, and the execution of EFMB. The EFMB will be conducted IAW Army Medical Department Center and School (AMEDDC&S) Pam 350-10 (EFMB Test).

4-16. BEST WARRIOR COMPETITION (BWC). The BWC is described as the "Super Bowl" of Army competitions; the BWC is conducted annually. The Sergeant Major of the Army (SMA) oversees the annual competition which names DA's Soldier and NCO of the year.

a. 1st Infantry Division warriors will compete at III Corps Board, dates to be determined (TBD).

b. Warriors selected to compete for the prestigious titles will have mastered a series of benchmarks throughout the year to qualify for the Army-wide, Best Warrior

Competition. Warriors for Soldier of the Year include the ranks of private through specialist, and warriors for NCO of the Year include ranks corporal through sergeant first class. All Army active duty, ARNG and USAR Soldiers are eligible to compete.

c. Competition:

(1) During the three-day competition, these elite warriors will test their Army aptitude, conquering urban warfare simulations, board interviews, physical fitness tests, written exams, and WTBD relevant to today's operating environment.

(2) In addition, Warriors will go before a selection board comprised of six senior sergeant majors from across the Army. These boards, chaired by the SMA, evaluate warrior's appearance, military bearing and knowledge of critical Army topics.

4-17. SULLIVAN AND GAINEY CUP COMPETITIONS.

a. 1ID will support the Army's annual Cup events by selecting the Division's best crews and scout teams; to train, prepare, and compete against the Army's finest; regardless of deployment requirements at the time. The Sullivan Cup is conducted every other even year, and the Gainey Cup every other odd year. Both competitions are a FORSCOM level event and both are normally held in the month of May. The Division will host a Division competition each year IOT allow enough time for 1ID to develop, mentor, and prepare representative crews to successfully compete during the FORSCOM Cup.

b. The Division will host both tank/scout qualification annually to support Victory Week events, where the Division will award "Top Tank" and "Top Scout" crew awards.

c. The Division will task a brigade to host an annual Division level Table VI shoot off and scout team completion to determine the Division's best tank crew and scout team. Ammunition for the event is resourced from the hosting brigade's Standards in Training Commission (STRAC) allocation.

4-18. SECURITY MANAGER COURSE.

a. The mission of the Security Manager Course is to provide Civilian security managers, battalion S2s brigade S-2s with an overview of the Department of Defense (DOD), and the Division information security, personnel security, industrial security, foreign disclosure, intelligence oversight, and special security officer (SSO) programs. Students will learn about the Joint Personnel Automated System (JPAS), physical security, and communication security (COMSEC).

b. This course consists of approximately 24 hours of instruction over three days. The course is taught, as a minimum, semi-annually and on an as needed basis. The course also provides attendees an opportunity to interface with divisional and other security managers. The Directorate of Plans, Training, Mobilization and Security

(DPTMS) Security Division along with the G2 security managers, are responsible for setup and coordination.

c. This course is mandatory for all newly assigned security managers and personnel who work in the battalion/brigade security S2 office that work with classified material and personnel security. Units request slots through G3 Schools.

4-19. MEDIA.

a. Units should integrate media-on-the-battlefield training, including embedded media, in conjunction with unit public affairs staff during collective training events. This training should involve both the Public Affairs Office (PAO) staff and individual public affairs representatives (IPAR) at the lowest levels. Unit leadership, from the platoon leader to BDE CDR, should receive training in media interview principles and techniques annually.

b. The IRT Training will include initial media orientation training to include an overview of the media's importance to the US Army, the 1st Infantry Division and Fort Riley, and will present the general guidelines for engaging the media.

c. Unit Training (CO/BN/BDE). Brigade Public Affairs Officers will provide two additional hours of training annually to each company in the brigade. The training will include; in addition to the TSIRTS instruction; interview techniques and media escort/embed procedures.

d. Unit Public Affairs Representatives (PARs): All O-5 Commands will have a minimum of one Unit Public Affairs Representative (UPAR), with a goal of one UPAR for each company level command. O-5 commands can coordinate with their BDE PAO for UPAR training. Units without a BDE PAO should coordinate with the Division PAO.

e. Division Leader Training. The Division PAO provides Senior Leaders advanced media refresher training annually to all O-6 Commanders, BDE CSMs, Assist Division Commanders (ADC), and the CG. Refresher training will consist of an orientation to local and regional media, Public Affairs functions, and on-camera interviews with after action reviews.

f. Media Engagements. The best media training occurs when units invite local and regional media to unit events. Brigades should schedule a minimum of two media events each month.

4-20. ENVIRONMENTAL TRAINING. Environmental training requirements are established by Federal and State laws, AR 200-1 (Environmental Protection and Enhancement), and the Fort Riley Environmental Management Plan. These requirements ensure key individuals have sufficient knowledge and, when appropriate, certification per Federal and State laws and regulations or Army regulations, to ensure

environmental compliance. Environmental training requirements are included in appendix B.

4-21. COMPREHENSIVE SOLDIER AND FAMILY FITNESS (CSF2) AND MASTER RESILIENCY TRAINING (MRT).

a. Master Resilience Trainers (MRT) are service members who have attended the UPENN and CSF2 approved Train the Trainer course. Qualified MRTs will receive the 8R ASI upon successful completion of the course.

b. The MRT scope of practice consists of the 12 resilience skills, pre-deployment training, post-deployment reintegration training and 3 to 6 month post-deployment training. All materials can be found on the CSF2 website.

c. The MRTs are required to teach one MRT skill per month. The 12 MRT Skills consist of the following.

(1) Hunt the Good Stuff (HTGS)

(2) Activating Event, Thoughts and Consequence (ATC)

(3) Avoid Thinking Traps (ATT)

(4) Detect Icebergs (DI)

(5) Problem Solving (PS)

(6) Put It In Perspective (PIIP)

(7) Mental Games (MG)

(8) Real-Time Resilience (RTR)

(9) Identify Character Strengths in Self and Others (ISSO)

(10) Character Strengths Challenge and Leadership (SIC)

(11) Assertive Communication (ACOMM)

(12) Effective Praise and Active Constructive Responding (EP/ACR)

d. The MRTs conduct Deployment Phase Training for units that fall within their brigade prior to and after deployment. Deployment Phase Training will consist of the following.

(1) Pre-Deployment

(2) Post-Deployment

(3) 3 to 6 Month Post-Deployment

e. There are two types of training MRTs can conduct; formal and informal training. Formal resilience training is defined as scheduled training events that are generally classroom based and include the use of CSF2 training materials. These events must be led by an MRT with the objective of teaching a specific skill that results in unit members understanding and mastering the fundamental concepts of the skill. Informal resilience training is defined as the application of resilience training into daily unit activities and training; and, operational events in a way that is tailored to unit needs; such as, weapon ranges and physical fitness.

f. Each brigade and battalion will have two MRTs. Each company will have one MRT.

g. The MRTs are responsible for training Resilience Training Assistants (RTA) to assist with monthly training. Although RTAs can teach the curriculum with an MRT present, training can only be counted as informal. Units without a qualified MRT will contact their BDE MRT for assistance with training until a new MRT can be trained.

h. The MRT duties consist of:

(1) Conduct monthly MRT training.

(2) Ensure all training is entered into DTMS and USR monthly.

(3) Submit training reports to the next higher command.

(4) Brigade and battalion MRTs ensure that training is being conducted in subordinate units

(5) Train RTAs to assist with training.

4-22. SEXUAL HARASSMENT AND RESPONSE PROGRAM (SHARP).

a. Sexual Harassment Assault Response Prevention training is not a onetime event; it is a continuous education process that drives towards inculcating environments that are intolerant of sexual assault (SA)/sexual harassment (SH). The SHARP program reinforces the Army's commitment to eliminate incidents of sexual harassment and assault through a comprehensive policy that centers on awareness and prevention, training and education, victim advocacy, response, reporting, and accountability. Army policy promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes.

b. Sexual Harassment Assault Response Prevention training will be phased starting with SH and SA; with a goal of achieving cultural change. This training plan will include (BDE and BN Officer Professional Development [OPD]), leader led engagements, and videos with discussion points, limiting the amount of slides used and engaging the target audience in open discussion about the problem. This training will be presented to all Soldiers, DOD Civilians, and contractors on the installation.

c. 1st Quarter Training should include but is not limited to:

(1) Conducting a Cultural Climate Survey. (BN)

(2) Defining Cultural Change as related to SH. (BN)

(3) Defining Sexual Harassment. (CO)

(4) Summarizing effects of SH on unit cohesion. (CO)

(5) Reviewing how public perceptions are formed through SH within the Army. (CO).

(6) Discussing how sexual harassing behaviors lead to SA.

(7) Reviewing reporting preferences; both formal and informal approaches. (CO).

(8) Reference https://www.us.army.mil/suite/files/40380954 and choose Video "SHARP Sexual Harassment All of Us." Play the video and engage in discussion at completion. (CO).

(9) Review and discuss statistics and trends of SH that has occurred within your formations and how it could have been prevented. (BN)

(10) Execute the training package for Standards and Discipline at: http://cape.army.mil/AAOP/AAOP%20Overview/overview.php

(11) Link to further reference material for Sharp training at: http://www.preventsexualassault.army.mil/ProgMgr_Tng.cfm

d. 2nd Quarter Training should include but it not limited to-

(1) Conducting training that summarizes the effects of SA on unit readiness and cohesion. (CO/BN)

(2) Reviewing and discussing public perception and the difference between rape and SA. (CO)

(3) Discussing restricted and unrestricted reporting. "Who do you report to?"

(4) Discussing, "What are leader responsibilities for victims of sexual assault?" (CO)

(5) Viewing the first half of the "Invisible War" video and use stopping points to discuss issues facing the Army (CO).

e. 3rd Quarter Training should include but it not limited to -

(1) Conducting a SA Stand Down for Sexual Assault Awareness Month (April) (OPORD to be published)

(2) Reviewing the outcome of the Command Climate Survey that determines the training focus for the 4th Quarter

f. 4th Quarter Training should include but it not limited to -

(1) Developing vignettes based on the recurring incidents. (BN)

(2) Conducting Army Values Training. (CO)

(3) Conducting Ethics Training. (CO)

4-23. EQUAL OPPORTUNITY (EO). In order to sustain a positive EO environment, units (company-level) will conduct quarterly EO training IAW AR 600-20 (Army Command Policy).

a. This training will be recorded and reported during QTBs.

b. Training will consist of interactive, small group discussion with focus on the objectives of the EO program; such as, EO policies, EO complaint procedures, disparaging terms, etc.

c. Commanders should reference TC 26-6 (Commander's Equal Opportunity Handbook) for further guidance on developing required training.

4-24. SIGNAL-DIGITAL MASTER GUNNER (S-DMG) COURSE. The S-DMG produces Signal Soldiers who are masters of the tactical Local Area Network (LAN), integrators of the servers in the Battle Command Common Services (BCCS) and the computers in the ABCS that provide critical and near real time situational awareness to Combatant Commanders. It is currently a five week course at Fort Gordon for NCOs, SGT or above, in MOS 25B/25U.

a. Other grades and signal specialties are eligible for attendance with a waiver signed by the BN or BE CDR.

b. Students who attend this course are required to pass a pre-entrance exam with a minimum score of 70% and should have some experience with battle command systems and networks.

c. Units will maintain a minimum of two certified S-DMG at the brigade level and one at the battalion level.

d. Additional information is at: https://lwn.army.mil and https://s6.army.mil.

4-25. MISSION COMMAND DIGITAL MASTER COURSE (MCDMG). The MCDMG course provides train-the-trainer instruction to personnel operating within a unit command post (CP) in order to obtain and sustain skills for the Command Post of the Future Workstation.

q. Additional skills obtained will be extensive troubleshooting; conduct command post operations with standard operating procedures; Configure CPOF; Implement Three Dimensional Mission Planning; Implement Two Dimensional Tools utilizing the 2D Co-Motion screen; Establish CPOF Shared Product Collaboration; Implement CPOF Combined Information Data Network Exchange; Develop the Common Operational Picture; and, Construct a Commander Dashboard/Battle Captains Dashboard.

b. The MCDMG graduates are the commander's subject matter experts (SME) regarding operation, maintenance, training on the CPOF in a unit's integrated system-of-systems command post.

c. Any MOS can attend; however they must be E5 thru E8, O2 thruO4, or WO; and, they require experience in CPOF.

d. Units will maintain a minimum of two certified MCDMG at the brigade-level and one at the battalion-level.

e. More information is at https://atn.army.mil/dsp_template.aspx?dpID=226 and ATRRS information is at 9ESI/ASI5C/920-ASI5C (CT).

4-26. MISSION COMMAND SYSTEMS INTEGRATION COURSE. The Mission Command Systems Integration Course (MCSIC) is designed to provide operating force commanders with a Soldier capable of training and mentoring the unit Digital Master Gunners (DMG) and Mission Command (MC) system operators on the integration of their respective systems within the Tactical Operations Center (TOC).

a. The MCSIC is three weeks in length and will equip Soldiers with the knowledge, skills and abilities to coordinate the connectivity and configuration of digital MC systems in a TOC and to display information needed on the Common Operational Picture.

b. The Mission Command System Integrator will learn the capabilities, limitations, and configuration of each Army Mission Command System within a BCT TOC and be provided with formal training and extensive hands on practical application on the below listed digital critical tasks.

c. Additional skills obtained will be:

(1) The duties and responsibilities of the S6

(2) Responsibilities of the Battle Command Systems Integrator

(3) CPOF Capabilities and Functions

(4) Force XXI Battle Command Brigade and Below (FBCB2) Capabilities and Functions

(5) Global Command and Control System-Army (GCCS-A)

(6) Battle Command Sustainment Support System (BCS3) Capabilities and Functions

(7) Advance Field Artillery Tactical Data System (AFATDS) Capabilities and Functions

(8) Knowledge Management; Air Missile Defense Work Station (AMDWS) Capabilities and Functions

(9) Tactical Air Integration System (TAIS) Capabilities and Functions

(10) Battle Command System/Publish and Subscribe Services (PASS) Capabilities and Functions

(11) Assist with SOPs within a CP to enable individual DMGs and the Battle Staff Officer (BSO)/NCO to orchestrate the contributions to display the Common Operating Picture (COP).

d. Any MOS can attend, however they must be E6 thru E8, O2 thruO4, or WO; and they require experience or certification on the following systems: AMDWS, TAIS, AFATDS, Distributed Command Ground System-Army (DCGS-A), FBCB2, BCS3, CPOF, Combined Information Data Network Exchange (CIDNE) and Tactical Ground Reporting System (TIGR).

e. Units will maintain a minimum of two certified MCSIC at the brigade-level and one at the battalion-level.

f. More information is at: https://atn.army.mil/dsp_template.aspx?dpID=227 and ATRRS information is at: 9E-SI/ASI5E/920-ASI5E (CT).

4-27. COMSEC ACCOUNT MANAGERS (CAM).

a. Develop standards for safeguarding and controlling COMSEC material in electronic and physical form and prescribes the Army security standards for implementation of the COMSEC Material Control System (CMCS). Due to circumstances beyond the control of commands, all units will create contingency plans to replace any primary or alternate CAM with trained and qualified individuals from within their own command.

b. Scope: All units will identify and train their primary, alternate and at a minimum two additional CAM designees (one primary backup and one alternate backup CAM). IAW AR 380-40 (Safeguarding and Controlling Communications Security Material) and Technical Bulletin (TB) 380-4 (Electronics Security Design Criteria For Noncommunication Electromagneti) commanders will:

(1) Appoint a CAM and at least one alternate CAM for each COMSEC account under their jurisdiction. In accounts that contain Top Secret (TS) COMSEC material, a CAM and at least three alternate CAMs, (one of which must be an alternate), will be appointed to maintain two-person integrity.

(2) Ensure adequate resources are committed to the command's COMSEC program to ensure effective management and administration of COMSEC requirements.

(3) Ensure that personnel appointed as CAMs successfully completed the TRADOC-approved CAM Courses and TRADOC-approved Local COMSEC Management Software (LCMS) prior to appointment.

(4) For automated COMSEC accounts, ensure that the CAM and primary alternate CAM successfully complete the TRADOC-approved LCMS Course prior to appointment.

(5) Appoint a primary, alternate systems and at a minimum two additional administrators for Certificate Authority Workstation (CAW) and ensure that administrators are trained and certified IAW AR 25–2 (Information Assurance) and meet the Information Assurance Technical (IAT) Level 1 requirement.

c. Any MOS can attend the Army's CAW, Signal Support Specialist (SSS) and LCMS courses and be assigned as primary, alternate, or backup CAMs within a command. Noncommissioned Officers in the rank of SSG and above can be primary CAMs. Noncommissioned Officers in the rank of SGT or higher can be designated as alternate CAMs.

d. Brigades will maintain a minimum of four certified CAMs and LCMS personnel.

CHAPTER 5
LEADER DEVELOPMENT (PREPARE - PART 2 OF 2)

5-1. GENERAL. Leader development is a process that aligns training, education, and *experience to prepare leaders who exercise mission command to prevail in unified land* operations. The 1ID Leader Development Program (LDP) is a deliberate, continuous, and progressive process—anchored in the Army values—that grows Soldiers and Army Civilians into ***competent*** and ***committed*** professional leaders of ***character***.

"It is imperative that we get leader development right; we must develop and retain our very best leaders who are convinced the Army Profession is the most worthwhile endeavor in which they will engage."

~ FORSCOM Leader Development Guidance ~

5-2. PURPOSE.

a. The purpose of the 1ID LDP is to provide our Army with resilient and adaptive leaders of high character able to succeed in the complex operational environment of the 21st Century. Leaders will execute mission command in the conduct of unified land operations. Their ability to make sound ethical and moral decisions, develop creative solutions to ill-defined problems, clarify the complex and communicate among diverse partners will enable victory. The Army uses the leadership requirements model as a guide for all unit leader development training programs, focusing on individual attributes and competencies. Reference ADRP 6-22, figure 1-1, for further details on the Army leadership requirements model.

b. When units plan individual level training, the Army uses the leader development model when dividing training resources and time between the Operational, Institutional and Individual training domains. Reference ADRP 7-0, figure 1-1, for further details on the Army leader development model.

5-3. LEADER DEVELOPMENT PROGRAM.

a. Leader Development is driven by Commanders. Commanders will implement LDPs which emphasize character, are nested with higher headquarters themes; and, prepare units for training and operations. It is imperative that programs at each echelon complement the other, nest themes; and, are well resourced with time for proper preparation and execution. Commanders will focus their LDPs two-levels down for leaders and one-level down for staff. For instance, the Division LDP will include BN CDRs, CSMs, OPS SGMs, and Division/brigade primary staff officers/NCOICs.

b. The 1ID LDP concept will be published each year as part of the ATG. The program will nest with the Army Stand Strong Program, Center for Army Professional Ethic (CAPE) Focus areas, FORSCOM Leader Development Guidance and III Corps Guidance. Commanders will develop quarterly LDPs which complement the Division Concept while tailoring efforts to their specific mission and timeline.

5-4. COMPONENTS OF LEADER DEVELOPMENT.

a. Unit Collective Training.

(1) Guided Discovery Learning. Every training event is an opportunity to create conditions and scenarios which develop leaders. Leaders and Observer/Trainers (O/T) use the concept of Guided Discovery Learning to place the individual leader being observed in charge of their learning, with the O/T and chain of command in a supporting role. The use of Guided Discovery Learning during training exercises better prepares leaders to be a self-guided learner in any contemporary operating environment. Developing Leadership during Unit Training Exercises is an excellent resource for Guided Discovery Learning.

(2) Training Support System (TSS). Commanders utilize the full capabilities of the Army TSS to create different and challenging conditions which build unit and leader confidence to adapt to any environment and maximize opportunities to simultaneously use live, virtual, constructive, and gaming enablers in support of collective training events IAW 1ID Gated Training Strategy. Commanders will integrate live training with appropriate constructive, virtual, and gaming capabilities to both increase the complexity and relevance of home station training and achieve levels of multi-echelon integration not achievable through live training alone. Blended events will involve the use of at least two environments simultaneously. Full utilization of the TSS allows Commanders to increase training rigor and repetition; as well as, identify virtual, constructive and gaming simulations when not fully resourced for collective training. Commanders will utilize CATS to assist in developing training events and identifying leader tasks to be trained. Commanders will plan integration of leader tasks into training, incorporate elements of the TSS to facilitate leader actions and develop observation plans for leaders.

(3) After Action Reviews (AARs). Commanders will plan and execute AARs at the conclusion of every training event. AARs maximize learning potential and develop leaders to apply the Guided Discovery Learning process. AARs will be planned and resourced to focus on the primary training objectives and key leader development tasks. AARs which stray from training objectives dilute the effectiveness of training; result in fewer lessons learned and potentially result in a requirement for more training resources to reach METL proficiency.

b. Leader Training and Certification.

(1) Leader Training. Leader training will focus on character development. The Army as a profession embodies the imperative that values, character, and integrity form the foundation for success. Commanders will model professional behavior, routinely infuse Army Profession curriculum into scheduled training events and instill in subordinates the imperative for sustaining the Nation's trust.

(2) Leader Certification. Leader certification reinforces responsibilities and accountability; and, fosters trust and confidence within the leader-led relationship. Commanders will develop unit certification programs focused two levels down that ensure leaders are effectively prepared to fulfill their responsibilities. If organizations do not have a certification program as part of their leader development plans, they should contact the units to their right or left to elicit their ideas. Certification programs should be challenging, require a form of testing to measure performance; and, should evolve as individuals and organizations adjust to the operating environments. Leader Certification programs may need to have two components. A general duty position program which certifies leaders to perform routine tasks as part of their duty description. An event specific certification program which certifies leaders to perform specific tasks; such as, developing and executing a live fire exercise; or, serving as an O/T; which might require certification in specific collective tasks, leader tasks and facilitating learning.

5-5. INSTITUTIONAL LEADER DEVELOPMENT PROGRAMS.

a. Education. Professional Military Education is an important component of individual training programs. The PME provides educational opportunities that contribute to leader development and readiness. Attendance at DA-mandatory schools has priority over all other training. Commanders will send Officers, WOs and NCOs to PME courses IAW recommended timelines and career progression considerations. The PME contributes to leader development, provides skills which enable Unified Land Operations in support of the unit's primary mission, maintains technical proficiency; and, increase our Soldiers' potential for promotion and retention.

b. Officer Education System. The Captains' Career Course and Intermediate Level Education Program are the two primary Officer Military Education courses 1ID Commanders must consider when managing officer career timelines.

(1) The Captains' Career Course trains officers to serve as company commanders and staff officers at the BN and BDE level. Commanders will ensure officers attend the Captains' Career Course as close to their pin on date to Captain (CPT) as possible. Exceptions for significant broadening opportunities will be reviewed on an individual basis.

(2) The Intermediate Level Education (ILE) Program trains officers to serve as field grade commanders and staff officers at the BDE and higher level. Completion of ILE is a critical step in an officer's career. Based on the manner of performance, branch and functional area requirements; and, language requirements at foreign schools; the ILE Selection Board will select best-qualified officers to attend either a 10-month resident course, a 14-week satellite campus course or a distance learning (DL). Commanders will ensure officers attending the 14-week course will not have their TDY delayed.

c. Warrant Officer Education System.

(1) Warrant Officer Advanced Course (WOAC). The WOAC focuses on advanced technical training and common leader development subjects designed to prepare officers for assignment in CW3 level positions. The WOAC consists of non-resident and resident training. Warrant officers attend resident advanced course training at their respective proponent (branch) school; they must have first completed the Action Officer Development Course. Chief Warrant (CW) Officer 2 promotables and CW3s are the priority for WOAC slots. Commanders will ensure WOs attend the WOAC as close as possible to promotion to CW3.

(2) Warrant Officer Staff Course (WOSC). The WOSC provides CW3s and new CW4s with the intermediate level education and influential leadership skills necessary to integrate their technical expertise in support of leaders as staff officers, trainers, managers, systems integrators; and, leaders at the tactical and operational levels of the Army JIIM organizations executing ULO through Decisive Action. CW3s and CW4s are the primary audience for this course. Commanders will ensure WOs attend WOSC, as soon as possible after promotion to CW3.

(3) Warrant Officer Senior Staff Course (WOSSC). The WOSSC provides senior CW4s and new CW5s with the senior-level education, knowledge, and influential leadership skills necessary to apply their technical expertise in support of leaders on strategic-level JIIM organizations executing ULO through Decisive Action. Commanders will ensure WOs attend WOSSC IAW recommended career progression timelines.

d. Non-Commissioned Officer Education System.

(1) Mission. The NCOES provides the education, training and experience necessary to enhance leader development by conducting tough and demanding Warrior, Advanced and Senior Leader Courses; which develop adaptive, self-confident leaders who provide inspired leadership to solve complex problems; while operating Decisive Action Training Environment.

(2) Brigades should continue to develop leaders for NCOES, by conducting LDPs targeting the Warfighting functions, and building on the core competencies of leadership as directed by the CG's and DCSM's LDP and directed in ADP 6-22 (Army Leadership).

(3) Battalions should focus on the development of NCO's common skill task that are relevant in the Shoot, Move and Communicate aspects of training. This should be accomplished by placing emphasis on STT, SSD and the implementation of a leader validation course. The BN CDR is responsible for the program; however, the BN CSM should serve as the senior advisor and trainer for the program; as well as being supported by the company 1SGs. All SFCs and SSGs should serve as the primary instructors for the course. The mode of instruction will be similar to the leader

development model of ALC and SLC further developing the NCO's ability to instruct and grow junior leaders. The program should focus on common tasks; i.e., land navigation and battle drills; and, also focus on primary MOS tasks and skills.

5-6. DIVISION LEADER DEVELOPMENT PROGRAMS.

a. Leader development is the cornerstone of our profession and the investment we make in our future. It is how we build the groundwork for producing agile and adaptive leaders who are capable of leading Soldiers and accomplishing the mission; while confronted with complex environments, adaptive enemies and ambiguous situations. The CG's professional development program is built to facilitate nesting by major subordinate units on a quarterly basis and divorced of the ARFORGEN timeline. The CG's LDP is built upon the tenets of the Army Professional Ethic and the Army Values. It is based on a quarterly cycle wherein the focus of the Professional Ethic and Army Values guide additional aspects of the LDP as well as major subordinate units programs.

b. The following LDPs are all components of the 1ID LDP.

(1) Multi-source assessment and feedback (MSAF)-360: Utilizing the Center for Army Leadership's program we dedicate a quarter per brigade to complete the in-depth MSAF-360 at the BN level; so that BN CDR's can see into their companies and platoons. This is free of charge and also dives into the desire of Danger 6 (the Commanding General) to strengthen ties between Fort Riley and Fort Leavenworth.

(2) Command Team Overview (CTO). The CTO is a program developed by the G3 and executed by the Garrison to familiarize new and old BN CDRs and their spouses with the resources available here on Riley over a two-day period.

(3) Lecture Series. The Lecture Series is developed on a quarterly basis and aligned with the themes of the Army Profession; yet flexible enough to address current events and issues going on globally and in the Army. The 1ID invites distinguished speakers to talk to senior leaders.

(4) Danger University. The Danger University is the Division's method by which the staff and subordinate units become more sharply aware of the issues and concerns in areas of conflict through lectures, assigned readings, movies and interaction with Kansas State University (KSU) and the Command and General Staff College (CGSC).

(5) The CG's Reading Program. Drawn from the Chiefs Reading List these quarterly readings provide Danger 6 and his BN CDRs another topic to discuss in his monthly leader lunches and can be incorporated into his quarterly PT sessions with BDE/BN CDRs. Books were hand selected and nest with the Professional Ethic and Army Values focus for the quarter.

(6) Commanding General's PT. Teamwork is the basic building block of the CG's pillars. The CG's PT executes on a quarterly basis with BN and BDE CDRs; and, focuses on professional ethics and the CG's reading program.

(7) Company Commander and First Sergeant Pre-Command Course (CCFSPCC).

(a) 1ID Units, IAW HQDA EXORD 093-12 (Standardized Company Commander/First Sergeant Course), are required to send captains and first sergeants preparing to take company command and first sergeant positions to the Company Commander First Sergeant Pre-Command Course (CCFSPCC). As a tenant of the Division's LDP, the CCFSPCC assists the CG in developing leaders who are trained and proficient in the basics of administration, fiscal management, command supply discipline, and maintenance. Additionally, this course familiarizes new CDRs and 1SGs with current doctrine, BRO standards, Division history; and, installation policies and programs that are available to assist them.

(b) The CCFSPCC provides pre-command teams the unique opportunity to review select TRADOC developed on-line training modules; as well as, participate in a five-day interactive, discussion-based, and vignette-driven resident course at Fort Riley, Kansas.

(c) During the DL portion of the CCFSPCC, students are required to enroll in ATRRS; complete selected on-line course modules; and, review select doctrine, current CAMPLAN, current ATG, College of Lessons Learned (CALL) Handbook 10-19 (The Command Supply Discipline Program Handbook) and the "BRO Standards Book."

(d) During the resident course, students will demonstrate overall knowledge of DL course material by taking examinations on material covered during the DL portion of the CCFSPCC; however, the overall focus of the resident course is providing students with an interactive learning environment. Students will: conduct multiple brown bag luncheons and PT sessions with Senior Division Leaders; participate in interactive course modules aligned along the Division's LOOs (Combat Readiness, Ready and Resilient, Sustainability, and Community); and, become knowledgeable of agencies and resources that will assist them as they assume command or responsibility.

(e) All newly-assigned pre-command captains, master sergeants and selected sergeants first class are required to attend the CCFSPCC prior to assuming command or responsibility; which executes twice quarterly. Eligible Soldiers should enroll in the first available CCFSPCC at the completion of in-processing activities.

(8) Rear Detachment Operations Course.

(a) The Rear Detachment Operations Course provides guidance in the areas of pre-deployment, personnel, security, operations, and supply actions. Understanding the responsibilities of the Deployed Commander, Rear Detachment Commander (RDC),

Rear Detachment (RD) NCOIC, Family Readiness Group (FRG) Leader and the Family Readiness Support Assistant (FRSA) are vital to the success of RD operations.

(b) Prior to assuming RDC or the RD NCOIC position, personnel in the rank of staff sergeant to lieutenant colonel will complete the Rear Detachment Operations Course.

(c) The course executes once a quarter or when needed by units. Leaders should complete this course at least 45 days prior to their unit's mission rehearsal exercise (MRE).

(9) Talent Management.

(a) The BRO Talent Management program is the systematic planning for optimal employment of the right number and type of Soldiers to meet 1ID's and the Army's needs at all levels and at all times. While integrating accessions, retention, development, and employment strategies; talent management begins with entry-level Soldiers, aligning their talents against the Army's demands throughout their entire careers; to include positions at the very top of the Army. High performing Soldiers will be placed into challenging leadership positions internal to the division; while broadening them across operational environments and experiences in support of 1ID missions. The best Soldiers will be targeted to be nominated and put into places that will exercise the purposeful expansion of their capabilities and understanding through opportunities internal and external to 1ID and the Army.

(b) Internal to the Division: The emphasis for internal broadening for officers is on the captains; but, applies to all grades. Post command captains will remain at the BCT by exception only and will move into broadening positions throughout the Division when available. Key developmental (KD) qualified captains will be at a shortage throughout the Army for the near future. A 12-18 month KD timeline must be adhered to for captains to provide more junior captains the opportunity to become KD qualified.

(c) External to the Division: The emphasis for external broadening for officers will be on majors (MAJ) but applies to all grades. Captains will be placed into broadening positions where they can develop new skills like Installation Management Command (IMCOM), Recruiting, Human Resources Command (HRC), Cadet Command and U.S. Army Enlisted Records and Evaluation Center (USAREC) to provide more command experience. We will also nominate officers for positions in the Army where they can develop and use existing skills and experience; like Small Group Leader (SGL), Combat Training Center (CTC) Observer/Controller (O/C), Active Component/Reserve Component (AC/RC), etc. The BRO leaders will identify Project Warrior officers early. The best officers (top 10-20%) will be targeted for nominative assignments where they will develop and assist in telling the 1ID story. Focus will be placed on developing high performing Officers into strategic thinkers and placing them into Joint positions as early as possible, ideally in their post KD MAJ assignments.

(10) Cadet Troop Leader Training (CTLT).

(a) The Cadet Troop Leader Training (CTLT) program provides Cadets the opportunity to experience leadership in the Army Table of Organization and Equipment (TO&E) units over a three week period. Cadets serve in lieutenant level platoon leadership positions in active duty units. Division will assign cadets a unit mentor, provide on-post lodging, and meals via the dining facility. The 1ID CTLT Program focuses on four areas: training with Soldiers, familiarization with Fort Riley facilities and programs, branch familiarization; and, leader development.

(b) Training with Soldiers. The 1ID CTLT Program allows cadets to lead Soldiers in every-day training activities. Cadets lead platoon-level physical readiness training programs, assist with planning and executing training events; and, participate in STT.

(c) Familiarization with Fort Riley's facilities and programs. Fort Riley offers a myriad of training and support facilities to Soldiers and leaders that are unique to this post. Cadets in the 1ID CTLT program get the opportunity to visit these facilities including the 1ID and Fort Riley, KS Regional Training Campus, and the Fort Riley Resiliency Campus. Cadet Troop Leader Training Cadets experience what these facilities have to offer Soldiers and leaders in training and mission readiness.

(d) Branch familiarization. The Division CTLT program will match a cadet to a sponsor unit based on their expected future branch of Army service when possible. The CTLT is the premiere program for cadets to experience different branches in their daily execution of business and training. Cadets participating in the 1ID CTLT program may request to spend time working with units of different branches during their assignment. Host units facilitate placing cadets with units of their branch preference at the end of each week, allowing each cadet to experience up to three branches during their assignment.

(e) Leader development. The 1ID strives to extend its LDP to Cadets during their participation in the 1ID CTLT program. Host units facilitate development through top-down mentorship, education, and counseling. Cadets are assigned a sponsor who will provide constant feedback and mentorship throughout their assignment. The sponsor will remain assigned to the cadet throughout the duration of the cadet's assignment. Sponsors ensure that the cadets achieve success and meet all the requirements of the 1ID CTLT program.

(f) Division Project Officer. Danger 6 addresses the cadets during their visit in order to welcome the cadets and give them a brief overview of 1ID and Fort Riley. The Division Project Officer is the primary scheduling agent who works with the SGS and the Generals' Aides to gain an audience with Danger 6. The CTLT Project Officer also schedules introduction to the various mission training and readiness facilities and programs on Fort Riley; to include but not limited to: The 1ID and Fort Riley Regional Training Campus, the Fort Riley Resiliency Campus, Morale, Welfare and Recreation

(MWR) facilities, Housing, and KSU partnership programs. This is an opportunity to showcase 1ID and Fort Riley to the future leaders of the Army that are preparing to choose their branches and posts.

(g) Unit assignment. The Division will assign cadets to units based on branch and post preference prior to their arrival at Fort Riley. In order to allow cadets to experience different branches prior to making their selections, cadets are afforded the opportunity to experience multiple branches during their CTLT assignment. Host units will conduct weekly assessments of their cadet's experience and desire to experience a different branch. In addition, cadets should not be assigned to "red-cycle" units in order to maximize their training experience.

(h) Position assignment and evaluation. Host units will afford cadets the opportunity to lead Soldiers at the platoon level. The cadets will be assigned a second lieutenant (2LT)/first lieutenant (1LT) sponsor, who will advise and assist them as they lead unit physical readiness training programs, maintain Army equipment, conduct daily business, and execute training events. Each week, the sponsor will review the cadet's performance and experience in the program. Each cadet will be rated by a company commander and senior rated by a BN CDR. The DA Form 67-9-1A, Developmental Support Form, will be used to evaluate the Cadets' performance if they are moved into a new company of a different branch in order to maintain continuity of evaluation between different commanders. The cadet's sponsor will assist them with filling out the DA Form 67-10-1A (Officer Evaluation Report Support Form) prior to the cadet's final counseling with the host BN CDR. At the completion of the cadet's assignment, they will be counseled by their senior rater, and be given their completed DA Form 67-9 (Officer Evaluation Report). All cadets MUST have a DA Form 67-9 signed by their host BN CDR prior to the completion of their CTLT Assignment.

(i) Program completion and After Action Review (AAR). At the end of each CTLT cycle a formal AAR will be conducted at the division level. This AAR will be chaired by a member of the Victory 5, and facilitated by the Division Project Officer. This AAR will function as the primary means for 1ID to make improvements to the program in order to maximize the cadets' exposure to platoon-level leadership while participating in the 1ID CTLT.

5-7. LEADER DEVELOPMENT PROGRAM RESOURCES.

a. The ATN (https://atn.army.mil) is a single web-based portal for Army training resources. It contains links to other leader development resources and tools.

b. Center for the Army Professional Ethic (CAPE). The CAPE serves as the proponent for the Army Profession, the Army Ethic and Character Development of Army Professionals to reinforce Trust within the profession and with the American people. The CAPE website (http://cape.army.mil/) offers leaders training support packages, vignettes, case studies and other training material to assist in development of leaders of character.

c. Center for Army Leadership (CAL). The CAL conducts leadership and leader development research, studies, analysis, assessment and evaluation; provides the Army leadership and leader development doctrine, products and services; develops and maintains the Army Leader Development Strategy and annexes; and, manages the Army LDP.

d. FORSCOM Leader Development Toolbox. The Leader Development Toolbox (http://www.forscom.army.mil/LeaderDevelopment/Home) is a multi-layered "Gateway" to military and civilian resources. It links leaders and units to the vast network of web-based leader development resources to include MSAF, ATN and the CAL. It includes tools for individual development, leader certification, and character development.

e. DangerNet. DangerNet serves as the 1ID collaborative tool for discussing relevant topics. Refer to: https://www.milsuite.mil/book/community/spaces/1iddn.

f. Army Civilian Training and Leader Development. The Army Civilian Training and Leader Development site serves as a central repository of information on Civilian Leader Development and Education. Refer to: http://www.Civiliantraining.army.mil/Pages/Homepage.aspx.

g. Master Resiliency Trainers (MRT). All details for MRT can be found in the current Division ATG. The Army Medical Department site is the primary resource for all Comprehensive Soldier and Family Fitness (CSF2) and MRT resources and information. Refer to: https://www.rto.wrair.army.mil/.

CHAPTER 6
COLLECTIVE TRAINING

6-1. GENERAL. Training is the life blood of the Army. Collective Training builds and sustains the mission readiness necessary to execute rapid deployment, fight, and win under austere conditions against a hybrid threat in a complex operating environment. Collective Training will focus on the ability to maneuver combat formations in any condition day or night, engage and destroy enemy threats, while synchronizing fires and sustainment operations. Movement to Contact is the primary key collective task that units will focus on, with Engagement Area Development as a key supporting task. Commanders will utilize the CATS, accessed through the ATN and DTMS for their specific proponent to ensure that all required collective training gates are executed annually. All collective training is externally evaluated two levels up from the unit executing training. In addition, units will continue to utilize the 1ID Gated Training Strategy to acquire more repetitions and increase the proficiency of our formations prior to executing a live fire training event. Fort Riley's ability to accomplish its wartime mission is a function of its overall Soldier proficiency to acquire and kill targets on the battlefield with individual and crew-served weapons.

6-2. 1ID GATED TRAINING STRATEGY.

a. The Division Gated Training Strategy provides units a simplistic supplement to assist units in developing individual through collective training; to include required live and virtual training gates. Reference figure 6-1 below for a typical maneuver unit's training progression; which depicts required training gates and virtual systems on FRKS to enhance live training.

b. Training Progression and 1ID Gated Training Guidance. Each gate requires successful completion of key individual, leader, crew, and collective tasks listed before being able to progress to the next gate. Units are required to follow respective STRAC, gunnery manuals, and related warfighter function doctrine and training manuals for complete details on training gates and requirements for progression from individual through BN and BDE level collective training progressions. Current 1ID gated training directives are as follows:

(1) First and foremost, units are required to follow all STRAC, CATS and FM 3-20.21 (Heavy Brigade Combat Team [HBCT] Gunnery), TC 3-20.31 (Training and Qualification, Crew) live and virtual gated training guidance.

(2) If Fort Riley has a simulations system designed to enhance training or build proficiency, then all 1ID FRKS units are required to use the system prior to live training. For example, prior to an individual and crew serve weapons qualification, units are required to use the EST2000 system prior to live fire.

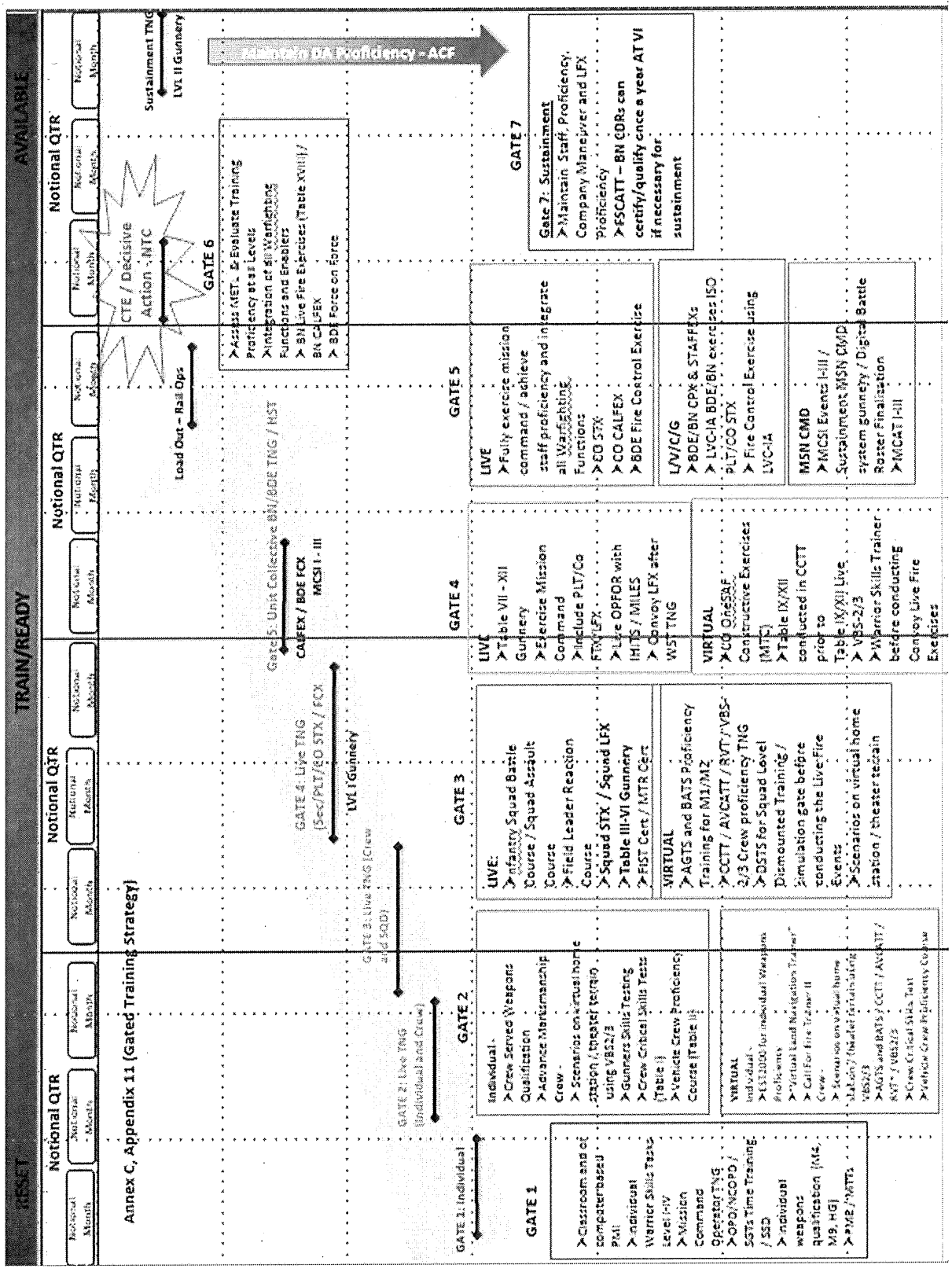


Figure 6-1. 1ID Gated Training Strategy (Maneuver Focused).

(3) Units conducting squad live fire and/or advanced marksmanship in urban terrain are required to use the Dismounted Squad Training System prior to live fire.

(4) Units conducting platoon gunnery are required to use the CCTT to fire Table XII, digitally, prior to live fire.

(5) Prior to deploying to NTC, maneuver BDEs are required to execute and certify company level CALFEX and BN Maneuver on Fort Riley within 120 days prior to deployment to the CTC.

(6) All units are required to progressively train staffs from Mission Command Systems Integration Events I-III through an evaluated BN level home station CTE.

6-3. DIGITAL GUNNERY (MILES AND LVC-IA).

a. Multiple Integrated Laser Engagement System (MILES). Units will use MILES training devices during all Gunnery Table II - Crew Proficiency Course (CPC) and all Force-on-Force exercises. The MILES is a device-based training system that builds confidence in the crew's ability to employ their respective vehicle/individual platform. The MILES includes the following items:

(1) Individual MILES

(2) Small Arms MILES transmitters and blank firing attachments (BFA)

(3) Crew Serve Weapons transmitters and BFAs

(4) Tank/Bradley platform MILES

(5) Wheeled vehicle MILES

(6) Armored vehicle MILES

(7) Laser Target Interface Device (LTIDS) - used for downrange feedback

(8) Small Arms Alignment Fixture (SAAF)/Mirror Alignment Jig Kit (MAJIK) - used for zeroing and bore sighting small arms weapon systems

b. Units will utilize MILES for Mission Readiness Exercise (MRX), CO, BN, and BDE STX; and, gunnery densities.

c. Multiple Integrated Laser Engagement System Gunnery. The MILES Gunnery will be conducted semi-annually. This will be completed in a classroom environment and the local training area or range complex where Gunnery Table II is completed. The minimum proficiencies are:

(1) Installation and removal

(2) Bore sighting/zeroing

(3) Troubleshooting MILES systems

(4) Clean and servicing MILES equipment

(5) Engaging Long and Short range targets

(6) Engaging Stationary and Moving targets.

(7) Units are required to develop/train their own "Unit MILES Contact Teams".

d. Units can request additional training from the Training Support Center (TSC). All CO and BN level units should maintain two "MILES Contact Teams" consisting of three personnel, SGT or above. Brigade level units should have one individual who has "MILES Contact Team" training.

e. Live Virtual Constructive – Integrated Architecture (LVC-IA).

(1) The LVC-IA connects with mission command systems to enable execution of integrated mission command and maneuver training at home stations. The LVC-IA enables commanders to train collective groups of leaders (after completing pure live training iterations) in scenarios and conditions that are not easily replicated or too risky to replicate in home station training environments. Fort Riley's terrain provides a current operational environment.

(2) The ITE increases the commander's ability to leverage training resources from Live, Virtual, and Constructive (LVC) environments to meet force generation (FORGEN) requirements. The LVC-IA integrates live elements (MILES/Home Station Instrumentation Training System [HITS]), Virtual elements (CCTT and Aviation Combined Arms Tactical Trainer [AVCATT]), and Constructive elements (Joint Conflict and Tactical Simulation [JCATS] from the FRKS Mission Training Complex) into one Mission Command System feed from the LVC-IA suite in the Mission Training Complex (MTC) to a unit's TOC or company CP. This system allows a unit to fight over a much larger battle space and allows a TOC or CP to integrate enablers (Fires, Close Air Support [CAS], Attack Aviation [ATK AVN], and ISR) into operations minimizing cost of integrating these enablers in a purely live exercise.

(3) Planning Timelines associated with an LVC-IA Exercise will be published in the 1ID Gated Training Strategy in figure 6-6.

6-4. LIVE FIRE TRAINING.

a. General. All live fire training is conducted IAW FORSCOM Reg 350-1 (Active Duty Training for FORSCOM Units), chapter 3; respective FMs and ARTEPs; DA Pam 350-38 (Standards of Training Commission), DA Pam 385-63 (Range Safety) and FR Reg 385-12 (Range and Training Safety). Prior to executing a live fire exercise on Fort Riley units must leverage the use of Virtual, Constructive, and Gaming assets to increase lethality. In addition, units should plan to maximize the number of repetitions executed during these events.

(1) Certification. Range Officer in Charge (OIC) and Range Safety Officer certification can be found in FR Reg 385-12, chapter 6.

(2) Verification. As with any collective training event, live fire exercises (LFX) require detailed planning IAW ADP/ADRP 7-0. Commanders emphasize recons, back briefs, and rehearsals during the LFX verification process. There are two major verification gates for any LFX: concept/surface danger zone (SDZ) approval and command group approval.

(3) Concept approval is conducted between 5 and 6 months prior to the LFX and will be in compliance with FR Reg 385-12.

(4) Command group approval is the final verification gate. The levels of approval authority for LFXs are: BN CDRs for platoon and lower level, BCT CDRs for company level, the DCG-M for BN level. The exception to this is for LFX involving deviation. For this circumstance, the CG is the approval authority for all levels. A LFX deviation is defined as a Soldier being inside a SDZ. Approval authorities must conduct a terrain walk NLT 2 weeks prior to the LFX.

(5) Validation documents are approved training schedules signed by appropriate CDRs, approved risk assessments, and finalized LFX packets meeting the standards outlined in DA Pam 385-63, Chapter 17.

b. Execution.

(1) Range OIC and Range Safety Officer requirements. Units conducting LFX must comply with FR Reg 385-12. These personnel must be present at all times during the execution of the LFX. For BN and higher-level LFX, the Range OIC must be a field grade officer.

(2) Command presence. Chain of command involvement is inherent in LFX mission success, and chain of command presence is required for the execution of all LFX. At a minimum, the CO CDR or 1SG must be present for all iterations of squad and team LFX. For platoon LFX, the BN CDR or designated field grade officer or CSM must be present. The BCT CDR or designated field grade officer or CSM must be present for company LFX.

6-5. LIVE FIRE PLANNING STANDARDS.

a. Purpose. Live Fire planning standards on Fort Riley will be in compliance with all respective FMs/ARTEPS, CATS, FR Reg. 385-12 and DA PAM 385-63. Specific event timelines to prepare for LFX are found in FR Reg 385-12.

b. Standard LFX Training Packet. Refer to DA Pam 385-63, chapter 17, for LFX packet minimum standards.

6-6. STABILIZED, UNSTABILIZED, AND AVIATION GUNNERY.

a. General. Units will conduct gunnery IAW the Division Gunnery SOP (GUNSOP) and the Fort Riley Gated Training Strategy outlined in para 6-2. The Division Tank Master Gunner (MG) will oversee tank gunnery on Fort Riley and ensure tank gunnery is conducted IAW the firing tasks, conditions, and standards established in FM 3-20.21 and TC 3-20.31. The master gunner will also ensure compliance with range safety requirements IAW DA Pam 385-63 and FR Reg 385-12.

b. G-60 Brief Requirements - Brigades are required to brief their Gunnery Training Plan to DIV NLT 60 days prior to gunnery density.

6-7. RANGE OPERATIONS.

a. General. FR Reg 385-12 is the governing regulation for the planning, preparation, execution, and safety standards while training and conducting operations on Fort Riley ranges.

b. Non-standard ranges require proper coordination through Range Support. Forty-five days prior to execution, range support must be notified of non-standard range concept and material requirements needed to support training event. If needed, units must coordinate for exportable target packages through Range Support.

6-8. MODIFICATION AND DEVIATION OF EXISTING RANGES. Request for modification or deviation to a range or firing procedures that are not authorized within AR 385-63 (Range Safety) or DA Pam 385-63 (Range Safety) guidelines will be made to the Range Officer or Range Specialist for support in a deviation request. The Range Officer or Range Specialist will provide guidance for the deviation request, as outlined in FR Reg 385-12, Chapter 3-9.

6-9. COMBAT TRAINING CENTER (CTC) AND HOME STATION (HS) COLLECTIVE TRAINING EXERCISE (CTE) PROGRAM.

a. Collective Training Requirements. Table 6-1 identifies the collective training requirements above the crew-level. These training requirements will be executed at the home station each year and prior to a CTC rotation. Collective training and evaluations are conducted according to the CATS and DA Pamphlet 350-38.

Table 6-1
Home Station Collective Training Matrix

Task	Frequency	Unit Level	Remarks
FTX	1 per year	PLT, CO, BN & BDE	Externally evaluated 2-levels up.
Combined Arms Breach	1 per year - minimum	CO & BN	See CATS.
CALFEX	1 per year – minimum	Maneuver CO	See CATS.
Table XII	1 per year	PLT	Table VII
FCX	1 per year	PLT - BDE	See para 6-9c(4)(d)
FA Table XII	1 per year - minimum	PLT	See CATS/STRAC
FA Table XV	1 per year – minimum	BTRY	See CATS/STRAC
FA Table XVIII	1 per year- minimum	FA BN	See CATS/STRAC
Dismounted IN Training / LFX	2 per year 1 per year	Dismounted IN Squads/M2 IN PLT	DA Pam 350-38
Level I and II EDRE	1 per year – minimum	CO, BN & BDE	FR Reg 350-1

b. Combat Training Center (CTC).

(1) Combat Training Centers are the crown jewel of our Army. Leverage the opportunity to attend one of the CTC programs: including the NTC; the JRTC; the Mission Command Training Program (MCTP). In addition, we will leverage opportunities to attend and support the RC collective training programs at their exportable Combat Training Capability (XCTC); Combat Support Training Exercises (CSTX); and Warrior Exercises (WAREX) to integrate our training. We will provide a Maneuver Battalion to support each XCTC, and up to a BN at a CSTX; as required by the FORSCOM Command Training Guidance dated 11 April 2014.

(2) Mission Rehearsal Exercises (MRE). Deploying BCTs will plan and execute a home station Warfighter type exercise as a capstone event. Within 90 to 120 days prior to their deployment, BCTs will conduct their pre-deployment MRE at a maneuver CTC.

(3) Figure 6-2 reflects the timeline and major events associated with planning a CTC rotation. The timeline must be strictly followed in order to ensure the maximum use of the time available in the Current Operational Environment (COE).

c. Requirements. Specific requirements and a brief description of each program are as follows:

(1) Mission Command Training Program (MCTP). Designed to train corps- and division-level staffs and their subordinate unit commanders and staffs, the MCTP is the capstone collective training exercise prior to an MRX.

(2) The NTC represents 1ID's most valuable training resource and is the site for the majority of pre-deployment MREs for Armored Brigade Combat Teams (ABCTs).

(a) The CTC rotations are preceded by intensive individual and collective training preparation. The 1ID will continue its effort to resource maneuver units conducting a Task Force (TF) EXEVAL prior to every CTC rotation.

(b) The CTC preparatory training is afforded the second highest priority of training resources available. Actual deployments have first priority.

(c) Preparation for an NTC rotation will include simulation exercises using Digital Battle Staff Trainer (DBST) or similar models. In accordance with FORSCOM Reg 350-50-1 and FORSCOM Memorandum, Subject: FORSCOM Command Training Guidance – Training under ARFORGEN, dated 18 March 2008; these models should accommodate smoke and CBRN defense play.

(3) Joint Readiness Training Center. The JRTC provides realistic joint and combined arms training focused on developing Soldiers, leaders, and units in preparation for deployment and is the site for the majority of MREs for Infantry Brigade Combat Teams (IBCTs). Preparation for a JRTC rotation will include simulation exercises using DBST or similar models, IAW FORSCOM Reg 350-50-2 Training at the Joint Readiness Training Center).

(4) Standards of proficiency. Prior to a deployment for a CTC training rotation, units must achieve the following levels of training excellence:

(a) Leader training. Rotational units are required to participate in the CTC Leader Training Program (LTP) approximately 30 days prior to their scheduled rotation. Use of simulations or a Staff Exercise (STAFFEX) for an application of doctrine to terrain is recommended.

(b) Maintenance training. Preventive Maintenance Checks and Services, and repair parts supplied in a tactical environment are key elements to maintenance. Units must deploy to the CTC prepared to perform effective maintenance operations throughout the rotation.

(c) Crew-served weapons qualification. All personnel and crews must be qualified according to STRAC standards within 6 months prior to a CTC rotation. All tank crews qualified through Gunnery Table (GT) VIII; all tank platoons qualified on GT XII; all Bradley crews qualified through GT VIII; all Bradley platoons qualified on GT XII.

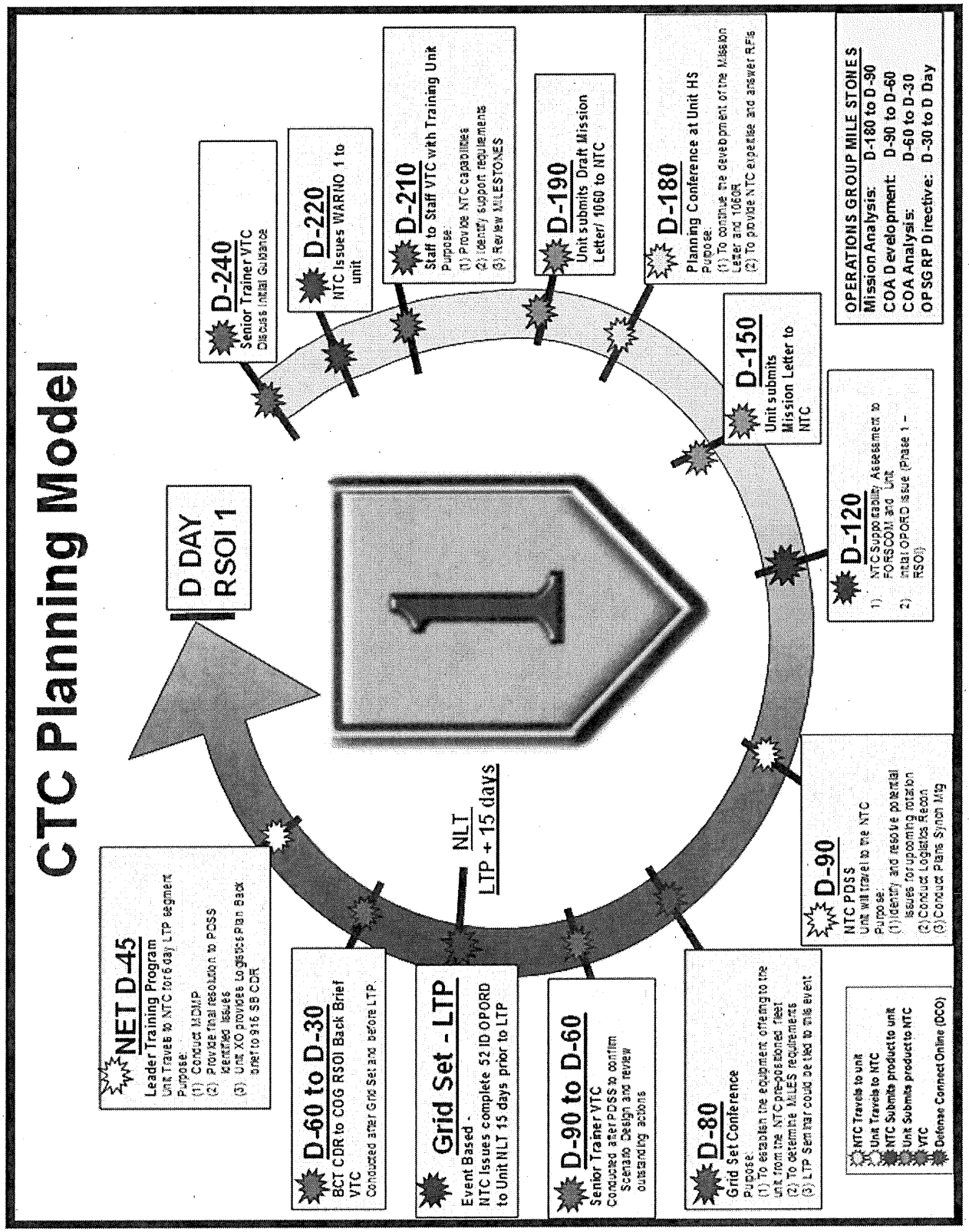


Figure 6-2. CTC Planning Model.

(d) Conduct a BDE FCX to platoon leader level.

(e) Attack helicopter crews will:

(1) Complete qualification and gunnery within 6 months prior to deployment.
(2) Complete refresher training on all weapon systems immediately before deployment.
(3) Conduct mountain and desert flight technique briefings.

(f) All MILES units will train on the installation, operation, troubleshooting, and maintenance of MILES within 90 days of deployment.

(g) Field sanitation. Conduct training and exercise battlefield and field sanitation at all levels prior to and during CTC rotations.

(h) Combat Service Support (CSS) training. Combat Service Support units and applicable elements of the BCT will conduct training to support task forces through exercises at all levels within 6 months of deployment.

(i) Collective training. Units preparing for a CTC rotation should conduct training according to a timeline which provides a framework tailored to available resources and time available as follows:

(1) CCTT training: approximately 4 weeks.
(2) CTC maneuver train-up: approximately 6 weeks.
(3) Level 1 gunnery: approximately 4 weeks.
(4) Pre-deployment training: approximately 4 weeks.

(j) Safety. Safety will be integrated into all aspects of training and preparation for the CTC. A risk assessment is required prior to each training event and will be updated as conditions change. Risk assessments will be completed down to platoon level.

(k) Army Airspace Command and Control (A2C2) Requirements. See FORSCOM Reg 350-50-1 (Training at the National Training Center) and FORSCOM Regulation 350-50-2 for specifics regarding air traffic control certification requirements.

(l) Fratricide. Review video tape #709861DA, TVT 20-988, that is available from the TSC.

(m) Maneuver, field artillery, and attack helicopter battalion staffs will conduct a DBST density within 6 months of deployment to CTC.

(n) Media-on-the-battlefield training is an integral part of all CTC rotations. Include media on the battlefield training in pre-deployment training. Contact the 1ID PAO for assistance and training packets/standards.

(o) Environmental awareness. Integrate environmental awareness into all aspects of training and preparation for CTC.

(p) Pyrotechnics and unexploded ordnance. Review the videotape #709919 entitled, "Danger UXO" and video tape #707508 entitled, "Pyrotechnics Beware;" that is available from the TSC. Additionally, the following individual Soldier tasks will be completed:

(1) 093-401-5000 (Identification of Unexploded Ordnance (UXO)
(2) 093-403-5010 (Recognize Ordnance by Type).
(3) 093-404-5020 (Take Immediate Action Based on Confirmation of an Explosive Hazard).
(4) 093-403-5030 (Report an Explosive Hazard).

(q) Additional requirements include:

(1) Units attending the CTC will strive to comply with the troop lists published in FORSCOM Reg 350-50-1 and FORSCOM Reg 350-50-2. Likewise, units will use the CTC prepositioned fleets to the maximum extent possible. Follow the rule, "come as you are."
(2) Units undergoing an MRE train on tasks that support missions consistent with missions and task organizations performed or likely to be performed by similar units in the appropriate theater of operations. Therefore, exceptions to the troop lists will be considered for approval case-by-case and must be fully justified in the unit's rotation troop list. The justification must include the rationale, historical precedence, and cost in terms of money, numbers of rail cars, Opposing Forces (OPFOR), personnel, and Observer Coach Trainer (OCT) augmentation.
(3) Units are responsible for coordinating with 1ID-G3 CTC Coordinator (Future Operations [FUOPS]) for OCT augmentation for their rotation. Units tasked to provide OCTs may request exceptions on a case-by-case basis using the formal reclamma process.
(4) The BCT CDRs will brief the Senior Trainer on their training plan NLT 120 days prior to the start of a rotation. The BCT commander and all BN CDRs will brief their big five tasks. In addition, the Senior Trainer may also require commanders to address:
(a) Task organization.
(b) Exceptions to the troop list.
(c) Guest OCT.
(d) Timeline and milestones; to include both live-fire and force-on-force phases.
(e) Training calendar; to include maneuver and gunnery plans, use of TADSS, individual, leader, and staff training.
(f) Maintenance.
(g) Funding and OPTEMPO.
(h) Rail car and line haul.
(i) Personnel.

(j) Family support.
(k) Soldier time off prior to and following the rotation.
(l) Constraints and other issues.

(r) Responsibility: Division G3, FUOPS, CTC Coordinator.

6-10. STAFF COLLECTIVE TRAINING.

a. Staff Sections, Staff Groups, and Full Staffs

(1) Staff Section Training. This is generally "crawl" level training used to prepare the Soldiers within the sections to accomplish their jobs when functioning as a team for the section's collective purpose. This training may be full or part task focused and is intended to instill an understanding of each Soldier's role in accomplishing the functions required of the section. Another purpose is to gain and sustain general knowledge of staff responsibilities associated with the decision making process. The trainer is usually the section leader or the senior section NCO. The events used are classes, STTs, and STAFFEXs. The training must be planned and focused on specific task proficiency. This training is a gate to staff group and full staff training.

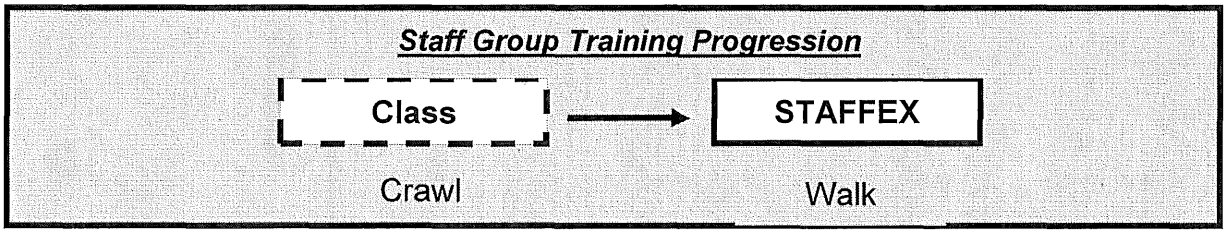


Figure 6-3. Staff Collective Training Progression Matrix.

(2) Staff Group Training. Staff group training is focused on selected critical interactive staff processes that will contribute most directly to full staff competency. A staff group is formed to conduct planning or control of a function that requires expertise from two or more staff sections to focus on a specific task selection; such as, "Conduct Operations Process." Based on personnel turnover and assessment of staff group proficiency, staffs may elect to conduct "crawl" level training by means of a class in order to familiarize with doctrine, TTP, and unit Tactical Standard Operating Procedures (TACSOP). The class serves as a gate to "walk" level STAFFEX training.

(3) Full Staff Training. Full staff training is focused on those critical staff processes that most directly influence full staff proficiency. Full staff training centers on the synchronization of actions of Staff Sections and Staff Groups in order to deliver required information to the commander on a timely basis and to ensure that his intent is implemented. After mastering the skills and TTP used within staff sections and groups, "walk" level full staff training is conducted during Command Post Exercises (CPX). Lower echelon CPXs are nested within higher level CPX when possible. "Run" level

training for the full staff and the command occurs during both the CPX and Joint Training Exercise (JTX). This encompasses training for the full staff as well as subordinate units.

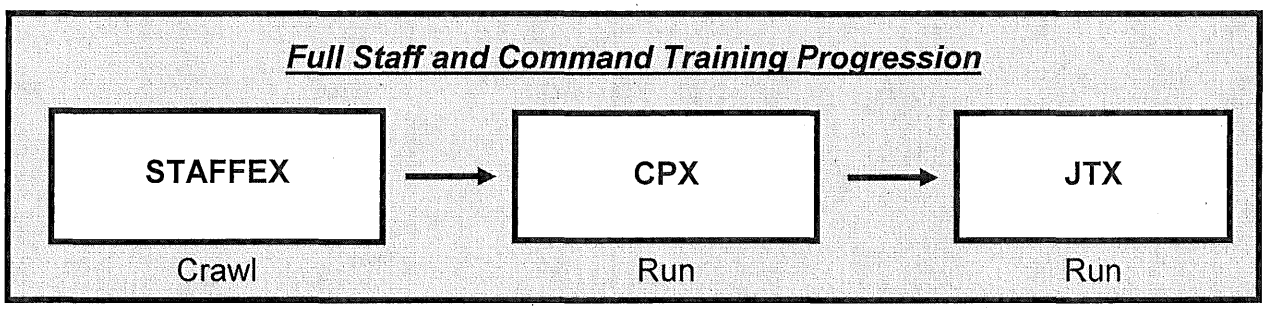


Figure 6-4. Full Staff and Command Training Progression Matrix.

b. For training sections and platoons, a training cycle of "crawl, walk" is recommended, primarily due to turbulence and skill decay. "Crawl" level training is conducted by means of a class of Sergeants' time. The training should focus on fundamentals; which are conducted by a number of means (i.e., sand table, rock drill, etc.). The platoon progresses to training the tasks with a STX at the "walk" level.

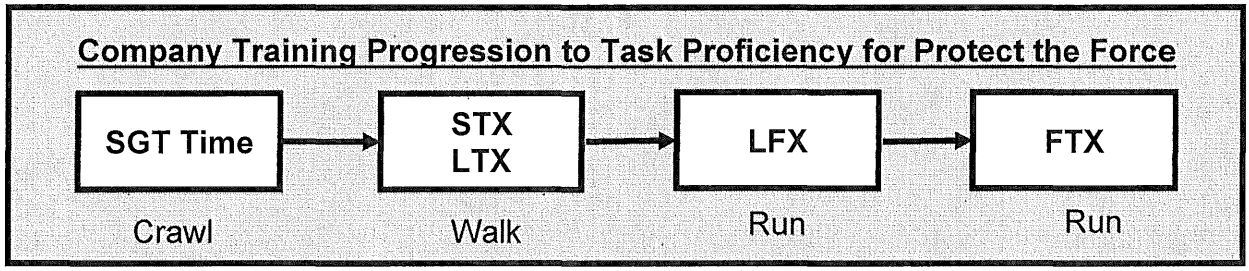


Figure 6-5. Company Training Progression to Task Proficiency Force Protection Matrix.

c. The company level training generally follows a "walk, run" cycle. The "walk" events are the CO STXs conducted as multi echelon training during the BDE or BN CPX and the LFX conducted under BDE or BN control. The "run" level training is conducted during the BDE or BN FTX with the supported units in the field.

d. Each echelon focuses on training core competencies at their level. Each echelon focuses on training core competencies at their level. Core competencies are defined as those capabilities and tasks that a unit is organized and equipped to perform, in any type of environment. Core competencies are organized into "Task Selections" as described in the CATS Development Methodology paragraph. The company strategy builds on training at the platoon and section or team levels, and focuses on company

core competencies; similarly, the battalion strategy builds on training at the company and staff group levels.

(1) Staff Exercise (STAFFEX). A STAFFEX is a training exercise in which the principal and special staffs organize for war (CPs and cells) and trains a wartime METL.

(2) Command Post Exercise (CPX). A CPX is an exercise in which the forces are simulated, involving the commander, his staff and communications within and between participating headquarters.

(3) Tactical Operations Center Exercise (TOCEX). A TOCEX is an exercise in which the command group and staff practice setting up and establishing the command posts.

(4) Map Exercise (MAPEX). A MAPEX is a low-cost, low-overhead training exercise that portrays military situations on maps and overlays that may be supplemented with terrain models and sand tables. It enables commanders to train their staffs in performing essential integrating and control functions under simulated wartime conditions.

(5) Situational Training Exercises (STX). A STX is a mission-related, limited exercise designed to train one collective task, or a group of related tasks or drills, through practice.

(6) Field Training Exercises (FTX). A FTX is a high-cost, high-overhead exercise conducted under simulated combat conditions in the field. It exercises mission command of all echelons in Warfighting Function (WFF) against actual or simulated opposing forces. These exercises are conducted in the field under simulated war conditions in which troops and armament of one side are actually present; while those of the other side may be imaginary or in outline.

(7) Fire Coordination Exercises (FCX). A FCX is a medium-cost, reduced-scale exercise that can be conducted at platoon, company/team, or battalion/task force level. It exercises mission command skills through the integration of all organic weapon systems; as well as, indirect and supporting fires. Weapon densities may be reduced for participating units, and sub-caliber devices substituted for service ammunition.

(8) Combined Arms Live Fire Exercises (CALFEX). A CALFEX is a combat exercise in which a combined arms team, in combat formations, conducts coordinated combat firing and maneuver practice in executing the assault, seizure, and defense of appropriate objectives. Close Air Support (CAS) may be included.

(9) Logistics Exercise (LOGEX). A LOGEX is an exercise which concentrates on training tasks associated with the sustainment warfighting function.

e. Figure 6-6 depicts standard milestones for planning CPX training events, including key resource planning timelines.

6-11. MISSION COMMAND SYSTEMS INTEGRATION (MCSI).

a. The purpose of the MCSI is to develop confidence in mission command systems, and perform key tasks; such as: establish a TOC, test power generation, ensure systems integration, train staff at battalion through Corps levels, practice battle drills and validate the TOC's SOP in preparation for future contingency operations.

(1) Event 1. This is the first phase of MCSI where a staff conducts a TOCEX to setup the CP and validate functionality and location of equipment, personnel, and vehicles.

(2) Event 2. The second phase of MCSI is a sequential phase of the TOCEX which focuses on the tactical network and systems to ensure connectivity and data flow. A Communication Exercise (COMMEX) completes this phase to ensure that mission command systems communicate through the tactical network on both satellite transmission and the terrestrial-SINCGARS system.

(3) Event 3. The final phase of MCSI is to ensure the battle staff can plan, execute, and maintain situational awareness of ongoing operations. This is best performed by a CPX with subordinate units communicating and providing tactical information over the Tactical Mission Command (TMC) systems. A constructive exercise with the full range of exercise support is the best validation method of ensuring that MCSI is functional and operational.

b. Tactical Mission Command (TMC).

(1) The TMC workstation is a suite of products and services that includes the Maneuver Control System (MCS) and CPOF. The TMC is a critical element of the MCS; which combines multiple complex capabilities into an integrated tool set allowing Warfighters to visualize the battle space and synchronize the elements of combat power while simultaneously collaborating and sharing data in near-real time. Operators include Commanders, primary staff, and battle staff personnel from across the WFF.

(2) Command Post of the Future (CPOF) – Version Quarter 1, FY12; and, MC 13.1 is the mission command system for Army maneuver elements in battalion through corps echelons. The CPOF provides the user capability to simultaneously collaborate and share data among operators at the same echelon and also between operators at other echelons in near real-time. The CPOF supports the commander's battle management and information operations by rapidly processing and displaying combat information from other supporting MCSs. The CPOF serves as an information-centric tool that provides near real-time knowledge sharing that enhances team effectiveness and decision-making. This allows Senior Commanders to quickly review shared data simultaneously with subordinate units, which improves overall battlefield awareness.

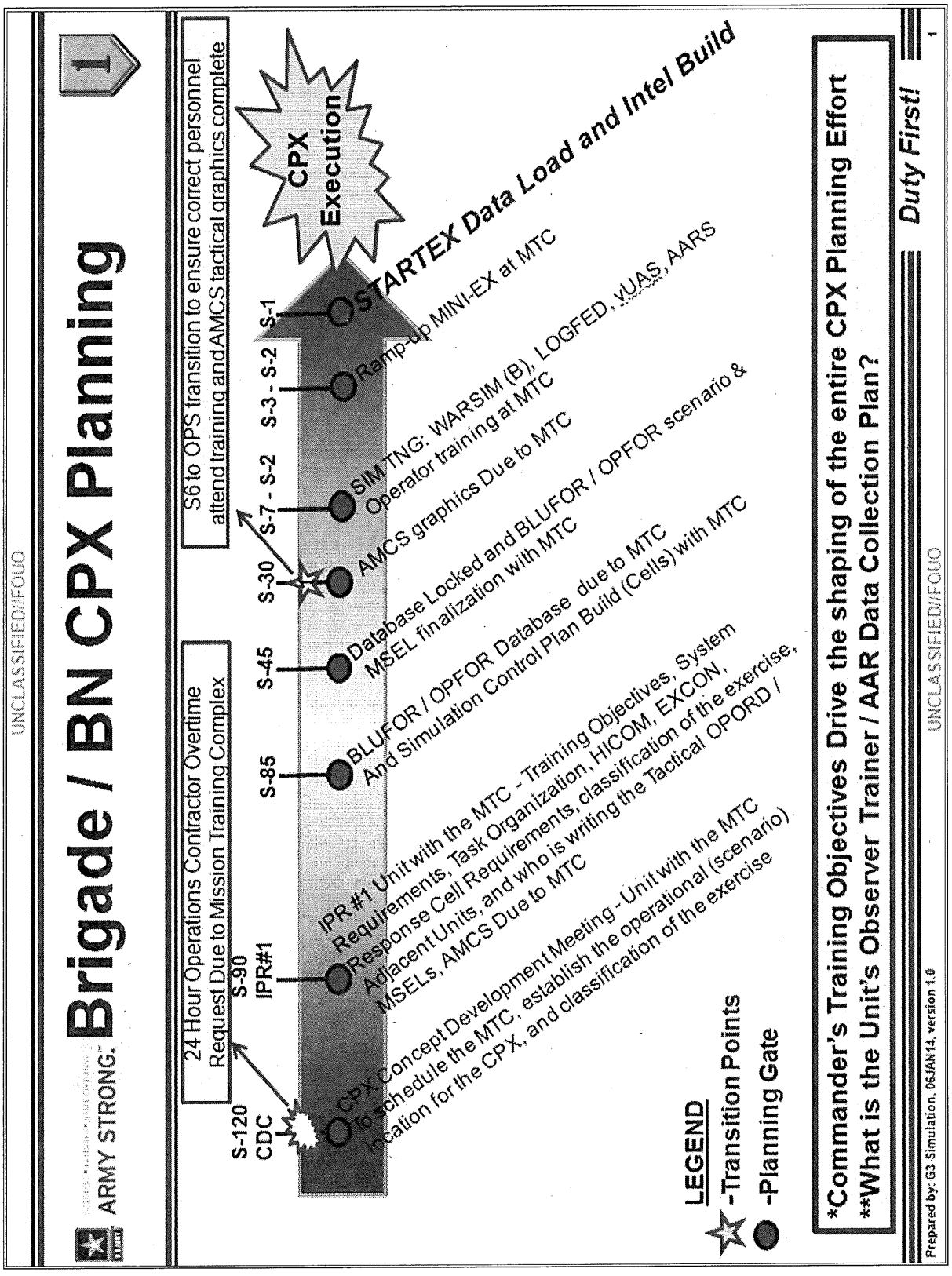


Figure 6-6. CPX Planning Milestones.

(3) Maneuver Control System (MCS) - Version 6.4.xx MCS consists of a network of computer workstations that integrate information from subordinate maneuver units with those from other Mission Command System Warfighting Functions to create a joint common data base referred to as the COP. Tactical information products; such as, situation maps and reports; allow the display and manipulation of this information. The MCS also provides a means to create, coordinate, and disseminate operational plans and orders.

(4) Fire Support Command and Control (FSC2) provides lethal and non-lethal fires through products including AFATDS, Joint Automated Deep Operations Coordination System (JADOCS), Pocket-Sized Forward Entry Device (PFED), Lightweight Forward Entry Device (LFED), CENTAUR (a lightweight tactical fire direction system) and Gun Display Unit-Replacement (GDU-R).

(5) Sustainment System Mission Command (S2MC) provides integrated logistics and control functionality onto a common mission command architecture and provides critical logistics command and control (C2) to JIIM users, using BCS3 and BCS3-Node Management (BCS3-NM) products.

(6) Strategic Mission Command (SMC) is the ABCS component providing Army, joint and coalition commanders with critical planning and situational awareness capabilities. Strategic Mission Command provides operational and strategic tools enabling the Army to bring the "right forces to the fight." Products include BCCS, GCCS-A, Common Software, Joint Convergence/Multilateral Interoperability Program (MIP), Battle Command and Staff Training (BCST) and Tactical Edge Data Solutions Joint Capability Technology Demonstration (TEDS JCTD).

CHAPTER 7
ORGANIZATIONAL INSPECTION PROGRAM, EDRE PROGRAM, TRAINING AND LEADER ASSESSMENTS, AND KNOWLEDGE MANAGEMENT

7-1. ORGANIZATIONAL INSPECTION PROGRAM – ASSISTANT CHIEF OF STAFF OPERATIONS.

a. Inspections are an integral component of the CG's organizational assessment program. The Organizational Inspection Program (OIP) is an important tool to assess the combat readiness of each 1ID unit, identify areas that require additional training, and highlight problems that require resolution; with one common goal: to sustain excellence in training, readiness, logistics and caring for the Soldiers and Family members of the 1st Infantry Division and Fort Riley units, to include TRA units..

b. The G-3 is the division OIP Coordinator. Within the Division, the G-3 is responsible for monitoring follow-up inspections on all BDE-level inspection results to ensure that the recommended corrections occur in a timely manner. At the completion of each division level inspection, a copy of the inspection report will go to the G-3.

c. The 1ID Fort Riley Inspector General (IG) and Office of the Inspector General (OIG) serves as an extension of the Senior Commander by providing an independent and impartial assessment of the readiness, morale, welfare, and discipline of the Command and reports on other matters that impact upon the economy and/or efficiency of the Command. The Inspector General will focus on inspecting topics or issues that suggest that a systemic problem might be present.

d. The 1ID and Fort Riley's OIP belongs to the Senior Commander. A strong inspection program will enable commanders at all levels to set, evaluate and maintain high standards within their units and ensure their units are in compliance with current regulatory guidance. This program also serves as an instructional tool for junior leaders.

e. Appendix M, provides detailed guidance on the 1ID OIP with defined duties and responsibilities for the 1ID primary staff and units.

7-2. EMERGENCY DEPLOYMENT READINESS EXERCISE (EDRE).

The EDRE reference: 1ID EDRE SOP; found at: https://necportal.riley.army.mil/1ID/DIVStaff/G3/futureops/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2F1ID%2FDIVStaff%2FG3%2Ffutureops%2FShared%20Documents%2FEDRE%20planning&FolderCTID=0x012000851CAA3A9E07D64C9D63E1E0266B3126&View={3E5B3006-1E95-4F04-B171-87F01550A400}.

a. General. The 1ID and subordinate units must be able to deploy anywhere in the Continental United States (CONUS) or Outside the Continental United States (OCONUS) to accomplish assigned missions. Units must absorb the expeditionary

mindset down to the lowest level and incorporate it in all operational planning and training execution. The 1ID EDRE program, with specified Division externally evaluated events, will assist leaders in assessing, and evaluating unit/Installation plans, procedures, and preparations for emergency deployment. The 1ID EDRE Program is designed to prepare and validate units are able to deploy complete, mission-ready forces for assigned missions, under emergency deployment conditions, within required reaction timelines as established by FORSCOM regulations, OPORDs, and Commander's guidance.

b. Division Training Guidance.

(1) While the alert and recall timeline will vary with the assigned mission, the 1ID standard for all companies/troops/batteries is to plan, organize, and train to be able to conduct muster, personnel accountability, pre-combat checks, final Soldier Readiness Process (SRP) validation, load-out, and staging of all vehicles for ground convoy IAW unit plans within 12 hours.

(2) All 1ID units will exercise, practice, and rehearse unit and installation deployment plans and procedures whenever possible to ensure the emergency deployment of 1ID units are supported. Commanders will capitalize on internal and external opportunities to train on and test their emergency deployment procedures.

(3) Brigades and battalions must establish their own EDRE program and nest Division EDRE standards into their day-to-day operations. Brigades will use their internal EDRE program to identify their best "EDRE Ready" battalion to compete in the Annual Level 3 Division EDRE competition.

c. Unit EDRE Training Endstate.

(1) Ensure 1ID units are able to deploy complete, mission-ready forces for OCONUS and CONUS missions, under emergency deployment conditions, within required reaction times.

(2) Ensure unit deployment plans and procedures adequately support emergency deployment.

(3) Ensure Installation plans and procedures adequately support the emergency deployment of 1ID units.

(4) Ensure unit and Installation personnel are aware of and trained to meet their emergency deployment responsibilities.

(5) Determine if reaction requirements and capability plans published in Operations Plans (OPLANS) and Contingency Operations Plans (CONPLANS) can be met.

(6) Identify deployment problems and report problems beyond the capability of the unit and/or Installation.

d. Unit Training Requirements.

(1) Division:

(a) Safety Officer – usually a DA Civilian on General Special Staff

(b) Mobility Officer – Per ATP 3-35, Appendix E

(2) Brigade:

(a) Safety Officer – CW2 or higher on orders / or Civilian

(b) Composite Risk Management Course

(c) OPSEC Officer

(d) Mobility Officer: Per ATP 3-35

(3) Battalion: Unit Movement Officer - Per ATP 3-35

(4) Individual:

(a) Mandatory training requirements per AR 350-1, table G-1

(b) Mandatory training requirements per AR 350-1, table G-3

7-3. TRAINING AND LEADER ASSESSMENT.

a. Training Evaluations. Commanders are responsible for conducting AARs, training evaluations and assessments.

(1) Evaluations of training, specifically on the proficiency of the collective and individual task trained, are one of the feedback mechanisms that leaders use to determine if a unit or individual can perform a specific task to the Army standard. Evaluation ratings are assigned by evaluators and should not be confused with leader assessment ratings. Evaluation ratings are ratings assigned directly to demonstrated task proficiency.

(2) Using task T&EO, evaluators observe performance of the tasks and grade the performance "GO" or "NO-GO." The completed task T&EOs, with written comments, AAR comments, coaching, and mentoring comments provide leaders and Soldiers with immediate and documented feedback on performance.

(3) Commanders use the evaluator's task evaluations, AAR comments and ratings as a source of quantitative and qualitative input when making their subjective training assessment ratings of T, P, or U for each key collective task.

b. Training Assessment. The authority to make a final assessment of a unit's ability to perform a task or mission lies solely with the commander. Commanders are required to make three types of assessments: Training, Leader, and Organizational. Reference "The Leader's Guide to Unit Training Management," chapter 5, for a complete explanation of both evaluations and assessments. Once the training and evaluation is complete, units are required to record task evaluations and METL training assessments within DTMS; which feeds DRRS-A reports, mission training briefs, and QTBs.

7-4. DIVISION KNOWLEDGE MANAGEMENT (KM).

a. General. Knowledge management is the deliberate process to facilitate the transfer of knowledge derived from experience and skill to commanders and their staffs. The KM program must support the staff as they determine what information the Commander requires, when he needs it, and how best to present it in a usable format to support the planning, decision-making, execution, and the assessment cycle. It must also ensure information from the battlefield operating systems is coordinated and synchronized.

b. Unit KM Requirements.

(1) Knowledge Management Officer (KMO). The KMO is responsible for assessing, creating, facilitating, and managing a horizontal and vertical knowledge transfer system designed to optimize the situational COP to facilitate situational understanding and enable effective and timely decision making. Knowledge management officers enforce KM processes and procedures and ensure they are understood within the unit to improve efficiency and common understanding.

(2) Unit/Section Knowledge Management Representative (KMR). Each subordinate unit and staff section must appoint a KMR to facilitate the KM process within that organization. Aptitude, not rank, should be the primary consideration when designating a KMR. The KMR:

(a) Assesses KM needs, designs and manages unit (section) portal pages to facilitate knowledge sharing and collaboration in order to harness and share emerging enemy and friendly TTPs.

(b) Conducts quality control of unit information and synchronize their KM efforts with the Division KMO.

(c) Gathers and forwards recommendations to continually evolve and refine information sharing.

(d) Conducts remedial assistance and troubleshooting for units in order to allow for uninterrupted use of the system at the lowest levels.

(3) Knowledge Management Working Group (KMWG). The section/unit KMOs/KMRs will meet with the Division KMO to resolve KM issues. This forum is called the Knowledge Management Working Group (KMWG) and will be conducted IAW the Battle Rhythm.

c. Reference. All 1ID leaders must reference the 1st Infantry Division Knowledge Management SOP, dated 1 August 2013, for further guidelines and details on establishing unit KM processes. The most up to date SOP can be found on the Commander's Dashboard.

APPENDIX A
REFERENCES

Section I
Required Publications

III Corp Reg 350-1
Training and Leader Development

29 CFR 1910
Safety

29 CFR 1910.95
Occupational Noise Exposure

29 CFR 1910.1200
Hazzard Communication Standard

49 CFR
Transportation

ADP 6-22, INLC C1
Army Leadership

ADP 7-0
Training Units and Developing Leaders

ADRP 1-03
The Army Universal Task List

ADRP 7-0
Training Units and Developing Leaders

ALARACT 218/2006
HQDA Implementation and Training Guidance For the Army Traffic Safety Training Program (ATSTP)

ALARACT 216/2012
Structured Self Development (SSD) Prerequisite for NCOES

AMEDC&S Pam 350-10
The Expert Field Medical Badge Test

Army Directive 2013-15
Noncommissioned Officer Promotions

Army Directive 2015-31
Requirements of Noncommissioned Officer Promotions

AR 1-201
Army Inspection Policy

AR 11-2
Mangers' Internal Control Program

AR 5-13
Total Army Munitions Requirements and Prioritization System

AR 20-1
Inspector General Activities and Procedures

AR 25-1
Army Information Technology

AR 25-2
Information Assurance

AR 37-104-4
Military Pay and Allowances Policy

AR 40-3
Medical, Dental, and Veterinary Care

AR 40-5
Preventive Medicine

AR 40-501
Standards of Medical Fitness

AR 59-9
Special Assignment Airlift Mission Requirements

AR 95-1
Flight Regulations

AR 165-1
Army Chaplain Corps Activities

AR 190-11
Physical Security of Arms, Ammunition, and Explosives

AR 190-51
Security of Unclassified Army Property (Sensitive and Nonsensitive)

AR 200-1
Environmental Protection and Enhancement

AR 350-1
Army Training and Leader Development

AR 350-38
Policies and Management For Training Aids, Devices, Simulators, and Simulations

AR 351-3
Professional Education and Training Programs of the Army Medical Department

AR 360-1
The Army Public Affairs Program

AR 380-5
Department of the Army Information Security Program

AR 380-40
Safeguarding and Controlling Communications Security Material

AR 381-10
U.S. Army Intelligence Activities

AR 381-12
Threat Awareness and Reporting Program

AR 385-10
The Army Safety Program

AR 385-63
Range Safety

AR 420-1
Army Facilities and Management

AR 525-13
Antiterrorism

AR 525-28
Personnel Recovery

AR 530-1
Operations Security

AR 600-8-8
Total Army Sponsorship Program

AR 600-20
Army Command Policy

AR 600-55
The Army Driver and Operator Standardization Program

AR 600-63
Army Health Promotion

AR 600-85
The Army Substance Abuse Program

AR 600-110
Identification, Surveillance, and Administration of Personnel Infected With Human Immunodeficiency Virus

AR 608-18
Army Family Advocacy Program

AR 608-20
Army Voting Assistance Program

AR 638-8
Army Casualty Program

ATP3-11.36
Multiservice Tactics, Techniques, and Procedures For Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control

ATP 3-11.41
Multiservice Tactics, Techniques, and Procedures For Chemical, Biological, Radiological, and Nuclear Consequence Management Operations

ATP 3-11.46
Weapons of Mass Destruction – Civil Support Team Operations

ATP 3-35
Army Deployment and Redeployment

ATP 4-25.12
Unit Field Sanitation Teams

CG Policy Letter #5
Employment Opportunity and Affirmative Employment

CG Policy Letter #6
Fort Riley Command Safety Policy Letter

DA Pam 350-38
Standards of Training Commission

DA Pam 385-10
Army Safety Program

DA Pam 385-24
The Army Radiation Safety Program

DA Pam 385-63
Range Safety

DA Pam 600-24
Health Promotion, Risk Reduction, and Suicide Prevention

DOD 4500.9
Defense Traffic Management

DODD 2311.01E
DOD Law of War Program

FM 3-11.3
Multiservice Tactics, Techniques, and Procedures For Chemical, Biological, Radiological, and Nuclear Contamination Avoidance

FM 3-11.4
Multiservice Tactics, Techniques, and Procedures For Nuclear, Biological, and Chemical (NBC) Protection

FM 3-20.21
Heavy Brigade Combat Team (HBCT) Gunnery

FM 3-22.9
Rifle Marksmanship, M16/M4-Series Weapons

FM 3-23-35
Combat Training With Pistols, M9 and M11

FM 3-61
Public Affairs Operations

FM 7-22
Army Physical Readiness Training

FORSCOM Command Training Guidance

FORSCOM Reg 55-1
Unit Movement Planning

FORSCOM Reg 350-1
Training in the United States Army Forces Command Units

FORSCOM Reg 350-50-1
Training at the National Training Center

FORSCOM Reg 350-50-2
Training at the Joint Readiness Training Center

FORSCOM Reg 385-1
The FORSCOM Safety Program

FORSCOM Reg 700-4-1
Ammunition Logistics

FR Pam 385-2
Prevention of Hot Weather and Cold Weather Injury

FR Reg 385-12
Range and Training Safety

FR Reg 385-14
Hazard Communication Program

FR Pam 420-1
Fire Marshall Responsibilities

FR Reg 25-1
Fort Riley Army Knowledge Management and Information Management

FR Reg 385-1
Fort Riley Safety Program

FR Pam 385-2
Prevention of Hot and Cold Weather Injury

FR Reg 530-1
Operations Security (OPSEC) Program

FR Reg 725-1
Requisition and Issue of Chemical, Biological, Radiological, Nuclear and Chemical Defense Equipment, Supplies, and Material

HQDA EXORD 093-12
Standardized Company Commander/First Sergeant Course (CCFFSC)

MEDCOM Battle Mind
http://fhp.osd.mil/pdhrainfo/battlemind.jsp

MIL-HDBK-138B
Guide to Container Inspection For Commercial and Military Intermodal Containers

MILPER Message 13-275
Structured Self-Development (SSD) Prerequisite For Noncommissioned Officer Education System (NCOES)

STP 3-CIED-SM-TG
Soldier's Manual and Trainer's Guide For Counter Improvised Explosive Device

STP 21-1 SMCT
Soldiers Manual of Common Tasks Skill Level 1

STP 21-24 SMCT
Soldiers Manual of Common Tasks Skill Level 2, 3, 4

TC 3-04.11
Commander's Aircrew Training Program and Individual, Crew, and Collective Training

TC 3-04.45
Combat Aviation Gunnery

TC 3-20.31
Training and Qualification, Crew

TC 3-22.20
Army Physical Readiness Training

TC 3-25.150 (under revision)
Combatives

TC 4-02.3
Field Hygiene and Sanitation

TC 7-22.7
Noncommissioned Officer Guide

TC 8-800
Medical Education and Demonstration of Individual Competence

TC 21-21
Water Survival Training

TC 21-305-2
Training Program For Night Vision Drivers Training

TC 21-306
Tracked Combat Vehicle Drivers Training

TC 26-6
Commander's Equal Opportunity Handbook

TRADOC Reg 350-29
Prevention of Heat and Cold Casualties

USAIC Pam 350-6
The Expert Infantryman Badge (EIB) Testing

Army Warrior Tasks and Battle Drills
https://atn.army.mil/dsp_template.aspx?dpID=105

SECTION II
Related Publications

1ID DTMS SOP v6
1st Infantry Division and Outlying Unit Digital Management System (DTMS) Standing Operating Procedures (SOP)

40 CFR 262-264
Protection of Environment

ADP 1
The Army

ADP 1-02
Operational Terms and Graphics

ADP 2-0
Intelligence

ADP 3-0
Unified Land Operations

ADP 3-05
Special Operations

ADP 3-07
Stability Operations

ADP 3-09
Fires

ADP 3-28
Defense Support of Civil Authorities

ADP 3-37
Protection

ADP 3-90
Offense and Defense

ADP 4-0
Sustainment

ADP 5-0
The Operations Process

ADRP 1
The Army Profession

ADRP 1-02
Terms and Military Symbols

ADRP 2-0
Intelligence

ADRP 3-0
Unified Land Operations

ADRP 3-05
Special Operations

ADRP 3-09
Fires

ADRP 3-28
Defense Support of Civil Authorities

ADRP 3-37
Protection

ADRP 3-90
Offense and Defense

ADRP 4-0
Sustainment

ADRP 5-0
The Operations Process

ADRP 6-0
Mission Command

ADRP 7-0
Training Units and Developing Leaders

AR 95-1
Flight Regulations

AR 95-2
Airspace, Airfields/Heliports, Flight Activities, Air Traffic Control and Navigational Aids

AR 200-1
Environmental Protection and Enhancement

AR 350-28
Army Exercices

AR 350-32
Army Foundry Intelligence Training Program

AR 380-67
Personnel Security Program

AR 600-9
The Army Body Composition Program

AR 600-100
Army Leadership

ATP 3-06.1
Aviation Urban Operations Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations

ATP 4.25-12
Unit Filed Sanitation Teams

ATTP 3-06.11
Combined Arms Operations in Urban Terrain

DA Pam 385-64
Ammunition and Explosives Safety Standards

DOD Directive 5500.7
Standards of Conduct Training

FM 1-0
Human Resources Support

FM 1-05
Religious Support

FM 3-11.3
Multi-Service Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Contamination Avoidance

FM 3-11.5
Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Decontamination

FM 3-11.11
Flame, Riot Control Agent, and Herbicide Operations

FM 3-22.27
MK 19 40mm Grenade Machine Gun, MOD 3

FM 3-22.34
TOW Weapon System

FM 3-22.65
Browning Machine Gun, Caliber .50HB, M2

FM 3-22.68
Crew-Served Machine Guns, 5.56-mm and 7.62-mm

FM 3-22.90
Mortars

FM 3-22.91
Mortar Direction Center Procedures

FM 6-22
Leader Development

FM 21-18
Foot Marches

A Leader's Guide to After Action Reviews

A Leader's Guide to Company Training Meetings

The Leader's Guide to Unit Training Management (UTM)

TB 380-4
Electronics Security Design Criteria For Noncommunication Electromagneti

TC 1-05
Religious Support Handbook for the Unit Ministry Team

TC 25-1
Training Land

TC 25-8
Training Ranges

TC 3-10
Commanders Tactical NBC Handbook

TM 38-250
Compliance With This Publication Is Mandatory

Section III
Referenced Forms

Except where otherwise indicated below, the following forms are available on the AKO, AHP, APD and Fort Riley NECPortal Publications Web sites.

DA Form 67-9
Officer Evaluation Report

DA Form 67-10-1
Company Grade Plate (O1-O3, WO1-CW2) Officer Evaluation Report

DA Form 67-10-1A
Officer Evaluation Report Support Form

DA Form 67-10-2
Field Grade Plate (O4-O5, CW3-CW5) Officer Evaluation Report

DA Form 268
Report to Suspend Favorable Personnel Actions (FLAG)

DA Form 348.
Equipment Operator's Qualification Record (except Aircraft)

DA Form 705
Army Physical Fitness Test Scorecard

DA Form 1687
Notice of Delegation of Authority-Receipt For Supplies

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 3340-R
Request for Reenlistment or Extension in the Regular Army

DA Form 4187
Personnel Action

DA Form 5434
Sponsorship Program Counseling and Information Sheet

DA Form 5500
Body Fat Content Worksheet (Male)

DA Form 5501
Body Fat Content Worksheet (Female)

DD Form 1972
Joint Tactical Air Strike Request

DD Form 2535
Request for Military Aerial Support

DODI 8500.2
IA Control Checklist

FR Form 28
Schools Application

FR Form 108
Fort Riley Composite Risk Management Worksheet

FR Form 342
Decision/Information Paper Routing Slip

FR Form 917
Fort Riley TSC MILES Loan Request

FR Form 918
Fort Riley TSC Training Aids Loan Request

FR Form 919
Fort Riley TSC Graphic Training Aids-SDC Loan Request

OF 346
U.S. Government Motor Vehicle Operator's Identification Card

APPENDIX B
FORSCOM, III CORPS, AND FORT RILEY MANDATORY TRAINING REQUIREMENTS MATRIX

Mandatory FORSCOM, III Corps, and Fort Riley individual training.

Table B-1
Individual Training

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Accident Avoidance Training (https://safetylms.army.mil/user/catalog.asp)	Anyone who operates a motor vehicle	Required every 4 years and as part of license renewal	AR 385-10	P, T
ADSC (on-line)	All additional duty Safety Officers & PLT SGTs	Within 30-days of appointment and is a prerequisite for the 3-day Safety Officer/NCO Course. Within 60-days of assuming position	AR 385-10, FORSCOM CSM Accident Prevention Program	T, P
AGTS/UCOFT Instructor/Operator	17 per BN	Annual	FR Reg 350-1	M
AGTS/UCOFT Senior Instructor	4 per BN	Once	FR Reg 350-1	M
Air/Rail Load Teams	1 Officer per CO, 1 NCO per CO, teams members as required	As required	FR Reg 350-1	P
Air-load Planners	2 Per BN	Prior to duties & Biennial Recertification	AR 59-9, FORSCOM Reg 350-1, FORSCOM Reg 55-1	P
Alcohol and Drug Abuse	ALL	Refresher/ time sensitive	AR 600-85	
Ammo 62	4 per BN 2 per Separate CO	Biennial Refresher	AR 190-11, 49 CFR, DOD 4500.9	M
Ammunition Handler Certification	All persons working with ammunition, including Armorer	As required	FORSCOM Reg 350-10, FORSCOM Reg 700-4-1	P
ATFP Level I	ALL	Annual	AR 350-1 G-7, AR 525-13, III Corps 350-1	T, R, I
ATFP Level II	1 per BN	As required	AR 350-1 G-7, AR 525-13, FR Reg 350-1	P
APFT	ALL	Semi-annual	AR 350-1 G-9, TC 3-22.20, FR Pam 350-2	P

Table B-1
Individual Training - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Armorer	2 per CO	As required	AR 190-11, FR Reg 350-1	P
ASAP	ALL	In processing, Annual, Redeployment	AR 600-85, FR Reg 350-1	T, R
Army Traffic Safety Training	Drivers	As required	AR 385-10	
AWT	Varies by rank	Annual	AR 350-1, https://atiam.train.army.mil/soldierPortal/	I
Benefits of an Honorable Discharge	Selected	Upon completion of 6 months of service; after second company grade or first field grade Article 15; after any court martial in which the Soldier is not discharged	III Corps Reg 350-1	R
Casualty Assistance Officer	SGT-SGM, WO1-CW5, 1LT & above	Upon appointment as CAO	AR 638-8	
CBRNE-Defense (MOPP IV Acclimatization)	ALL	Annual	AR 350-1	I
Code of Conduct, SERE, PR	ALL	As required	AR 525-28	M, R, I, P
Combat Lifesaver Course	Minimum 1 per 5 Soldiers; 1 per combat vehicle crew (M1 MBT, M2/M3 BFV, etc), & 3 per dismount squad	Certification and Annual Refresher Training	AR 350-1, FORSCOM Reg 350-1, FORSCOM Pre-deployment Training Guidance, FR Reg 350-1	T, P
CTIP Program	ALL	Annual; Pre-deployment	AR 350-1	
Command Climate Training (Army Fraternization Policy)	ALL	Annual	AR 350-1, AR 600-20	A, R
Command Climate Training (EO)	All Military & Civilian	Semi-annual	AR 350-1, AR 600-20	R
Command Climate Training (Homosexual Conduct Policy)	ALL	Annual	AR 350-1, AR 600-20	A
Command Climate Training (POSH)	All Military & Civilian	Semi-annual	AR 350-1, AR 600-20	A, R
Command Climate Training (Sexual Assault Prevention)	ALL	Annual	AR 350-1, AR 600-20	A, R

Table B-1
Individual Training - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Command Information Program	ALL	Commander's discretion	AR 360-1	A
Commander/First Sergeant Course	All CO CDR & 1SG selectees	Prior to assumption of command/responsibility	FR Reg 350-1	P
Commanders Safety Course (on-line)	Senior NCO Leaders, 1SGs, MSGs, and CSMs/SGMs, CO grade BDE- & BN-level designees	Within 60-day of assuming position, prior to assuming command, prior to attending the Fort Leavenworth pre-command course	FORSCOM CSM Accident Prevention Program, FORSCOM Reg 350-1	T
Composite Risk Management	ALL	Ongoing	AR 385-10	
Crime Prevention	ALL	Annual		A
Cultural awareness training	ALL	Pre-Deployment	AR 350-1	
CIED Training	ALL		AR 350-1; G-30; STP 3-CIED-SM-TG	O
Drivers Training, Master Driver	1 per BN	As required	AR 600-55 FR Reg 350-1	P
Electronics Security	ALL	Annual	AR 25-2	M, I
EDRE	Selected personnel	Annual	FORSCOM Reg 350-1	M
Environmental Awareness Issues	ALL	As required	AR 200-1	
Environmental Compliance Officer	1 per CO	As needed	AR 200-1	
Environmental Compliance Officer Assistant	As determined by the CDR	As needed	AR 200-1	
Environmental Compliance Officer Refresher	As needed	As needed	AR 200-1	
Environmental Management System	All new replacements	Once	AR 200-1	A
Equal Opportunity Program	All Military & Civilian	Semi-annual	AR 350-1, AR 600-20	R
Equal Opportunity Rep (EOR)	1 per CO, SSG or above	As required	AR 600-20	P
Ethics Training – Acquisition	Contracting & Procurement Officers	Annual	AR 165-1	R
Ethics Training - General	ALL	As required	AR 350-1, DOD 5500.7-R	R
Family Advocacy Program	ALL	2 hrs annually	AR 608-18	A
Field Sanitation Training	2 Per CO, NCO & enlisted	As required	AR 40-5 TC 4-02.3	M

Table B-1
Individual Training - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Fire Marshall	1 per echelon	As required	AR 420-1 FR Pam 420-1	P
Fraternization	ALL	Annual	AR 600-20	
HAZCOM	All personnel occupationally exposed	Prior to exposure	29 CFR 1910.1200 DA Pam 385-10 FR Reg 385-14	P, M, R
HAZCOM Train the Trainer	1 officer per CO, BN & BDE	As required	DA Pam 385-10, ISO Training Plan FY14	P
HAZMAT Certification	2 per line CO, 4 per HHC	As needed	AR 200-1	
Health Benefits Awareness	ALL	As required	AR 40-3 III Corps Reg 350-1	A
Hearing Conservation	ALL	Annual	AR 40-5 29 CFR 1910.95	A, I
Heat/Cold Injury Prevention	ALL	Seasonally	AR 40-5	
HIV Education	ALL	Annual	AR 40-501, AR 600-110	R
IMO/IASO	2 per CO, 2 per BN HQ, 2 per BDE HQ, & 2 per DIV Staff	As Required	AR 25-1 FR Reg 25-1	T, P
IED Master Trainer	1 at DIV, BDE, BN & CO		FR Reg 350-1	M, P
Information Assurance	ALL	Annual	AR 25-2	A
Information Management Support Council	All IMOs	Quarterly	AR 25-1	
Information Security	ALL	Annual	AR 380-5	A
Information System Security Training	Automation Personnel	Prior to duties and periodic refresher	AR 25-2	P, R
Intelligence Oversight	Intelligence Personnel	Annual	AR 381-10	P, A
Intermediate Drivers Training Course.	ALL newly arrived Soldiers 26-years and younger.	Upon arrival to a new Installation.	AR 385-10 ISO Training Plan FY09 HQ DA Message dated 15 Nov 2006.	
Law of War/Detainee Ops/Geneva Hague	ALL	Annual, Pre-Deployment	AR 350-1, DODD 2311.01E	R
Level I - Basic Combatives Course	1 Per SQD	Ongoing	TC 3-25.150 FR Reg 350-1	P
Level II - Tactical Combatives Course	1 Per CO	As required	TC 3-25.150 FR Reg 350-1	P

Table B-1
Individual Training - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Combatives Master Trainer Course	1 Per CO, BN, & BDE	As required	TC 3-25.150	P
Life Skills Training	ALL	1.5 hrs monthly	FR Reg 350-1	A, R
Local Hazards Course.	ALL newly arriving Soldiers.	Upon arrival to a new installation.	AR 385-10,	
LRSO Training	1-primary & 1-alternate at BDE & BSB	Prior to duties Annually	AR 385-10, DA Pam 385-24, FORSCOM Reg 385-1	P, M, R
Miles Gear Certification	1 Per PLT	Once	FR Reg 350-1	P
Military Justice	ALL	As required	AR 27-10, III Corps Reg 350-1	R, T
Moral and Ethics Development	ALL	Annual	AR 165-1	A
OPSEC	ALL	In-processing, Annual, Pre-deployment, Redeployment	AR 530-1, FR Reg 530-1	A, R, I
Personal Financial Readiness	ALL	As required	AR 37-104-4, III Corps Reg 350-1	R, T
Personnel Recovery	ALL	Annual	AR 350-1	
Physical Security/Crime Prevention	Selected	Quarterly	AR 190-11, AR 190-51	R
Prevention of Motor Vehicle Accidents	ALL	Continuous	AR 385-10	
Preventive measures against disease & injury	ALL	Pre-Deployment	AR 40-5	
Prevention of Heat & Cold Casualties	ALL	Semi-Annual	TRADOC Reg 350-29	S
Range Safety Officer-Phase I, conducted by Range Support	Personnel designated as Range Safety Officer or NCOIC	Prior to operating any range	DA Pam 385-63, FR Reg 385-12	P
Range Safety Officer-Phase II conducted by the unit	Personnel designated as Range Safety Officer or NCOIC	Prior to operating any range	DA Pam 385-63, FR Reg 385-12	P
Range Safety Officer-Phase III Conducted by Range Support	Personnel designated as Range Safety Officer or NCOIC	Prior to operating a 25 MM and above range	DA Pam 385-63, FR Reg 385-12	P
Range Safety Officer-Phase III conducted by Range Support	Personnel designated as Range Safety Officer or NCOIC	Prior to operating a small arms range	DA Pam 385-63, FR Reg 385-12	P
Resiliency Training	ALL	Pre-Deployment, Redeployment	Battle Mind Training (http://fhp.osd.mil/pdhrainfo/battlemind.jsp)	

Table B-1
Individual Training - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Safety Officer/NCO Course (3-day)	Commission Officer at BN & higher, E-6 CO level & below.	Once within 90 days of appointment ADSC is a prerequisite before attending the Safety Officer/NCO Course	AR 385-10	T, P
Security Education	Personnel with access to classified material, i.e. security clearance	Annual	AR 380-5	A
Security Manager	1 per BN	As required	AR 380-5	P
SHARP; Includes POSH & DADT repeal	ALL	Annual	AR 350-1, AR 600-20	A, R
Sponsorship Program Training	ALL	As Required	AR 600-8-8, FR Reg 350-1	P
Standards of Conduct	ALL	As Required	AR 600-120	
Suicide Awareness and Prevention	ALL	Annual, Pre-Deployment Redeployment,	AR 600-63, DA Pam 600-24, III Corps Reg 350-1	A
TCE/BCE	24 per BN	Tank – Annual, Bradley -Semi-Annual	FR Reg 350-1	M
TARP	ALL	Annual	AR 381-12	
Unit Movements Officer	2 per CO (1-Officer & 1-NCO)	Once	FORSCOM Reg 55-1	M
UPL	1 per Company	As required	AR 600-85	P
Unit Public Affairs Representative	1 per BN	Annual	FR Reg 350-1, FM 3-61	
Unit Radiation Safety Officer Training	1-primary & 1-alternate at unit, BN & BDE	Prior to duties Annually	AR 385-10, DA Pam 385-10, DA Pam 385-24, FORSCOM Reg 385-1	P, M, R
Voting Assistance Officer	2 per CO/Det	As required	AR 608-20	P
Water Safety - Drown Proofing & Awareness	ALL	Within 90 days of arrival & annually thereafter	AR 385-10, TC 21-21, FR Reg 350-1	M, A
Weapons Qualification	ALL	Varies by weapon; see training strategies in DA Pam 350-38 and FORSCOM Reg 350-1	DA Pam 350-38; AR 350-1; FORSCOM Reg 350-1, FM 3-22.9 FM 3-23-35	P

Table B-2 **FORSCOM DIRECTED Company Commander Responsibilities and Oversight**				
REQUIRED PERSONNEL: S = Soldiers, C = Civilians, Ctr = Contractors				
CSF2 training requirements (requires Certified Instructor)	AR 350-53	HQDA G-1	Annual	"(S) / C & Families
SLRRT Counseling	AR 623-3 FM 6-22	HQDA	During counseling events	(S) / C Provide guidance to first line leaders to facilitate a conversation between the leader & Soldier.
DEOCS	Army Directive 2013-29	SECARMY	30 days, 6 months, & 12 months	Active Army CO CDRs will conduct an initial command climate assessment within 30 days of assuming command, followed by 6 month assessment and 12 months after assuming command & annually thereafter.
Inventories (10%, CoC, L/Ts, 100% SI)	Command Property Book Officer	HQDA	Monthly	(S)
ACE/ASSIST	IAW AR 600-63	HQDA	Annual	All Personnel are required to attend training annually and document in the DTMS & ITR.
URI	AR 600-85; DA Pam 600-85; MEDCOM Reg 40-51	HQDA	Event	All military take the anonymous questionnaire to determine personnel well-being.
Command Supply Discipline (Campaign On Property Accountability)	AR 710-1	HQDA/ FORSCOM CTG	Quarterly	(S)/C
Post Exercise Operations	AR 350-1, AR 350-10, AR 350-28	FORSCOM/ Installation Directive	Event	(S)/C

Table B-3
Company Commander Directed Tack List

CAPE Brief	ADRP 1; ADP 1; ADP 6-22; AR 350-1; FM 7-21.13; AR 5-22;	ALDS/HQDA/ TRADOC	Annual	(S) Develop products to support character development sustainment in operational units.
Administration of Military Justice	AR 27-1: CDR's Legal Handbook	TJAG	Daily	CDR-Direct Legal Task (1 hr)
Ensure Compliance With Law of Armed Conflict	AR 27-1: CDR's Legal Handbook	TJAG	Pre-Deployment/ Deployed Environment	CDR-Direct Legal Tsk (3 hrs)
Conduct Investigations (admin., AR 15-6, accident, LOD, FLIPL)	AR 27-1: CDR's Legal Handbook	TJAG	As needed	CDR-Indirect Legal Tsk
Initiate Adverse Administrative and Personnel Actions (flags, admin separations, bars to reenlistment, etc.)	AR 27-1: CDR's Legal Handbook	TJAG	As needed	CDR-Indirect Legal Tsk
"Ensure Soldier compliance with Army policies on body piercing/tattoos, conscientious objector, extremist organization, political activities, prevention of sexual harassment/assault, etc.	AR 27-1: CDR's Legal Handbook	TJAG	As needed	CDR-Indirect Legal Tsk
Non Tactical Vehicle Update	None/DA Order currently in staffing	Last day of the month	5th of next month	In order to update FORSCOM on the status of NTV divestiture
Force Structure Report	AR 700-138	Last day of the month	5th of next month	In order to update the FORSCOM AMSS Force Structure
TWV Divestiture Monthly Status	1ID OPORD 15-025 (Fleet Readiness)	Last day of the month	5th of next month	In order to track the TWVs divested during the month

Table B-3
Company Commander Directed Tack List - continued

COPA report addressing: 1. Status of all equipment brought to record, redistributed and turned in, 2. Command Inspections, 3. FLIPL, 4. BN/BDE CDRs Property Accountability Statements, 5.Training and Mentoring, 6. Number of 92Y Personnel Status , 7. Delinquent Inventories and Hand Receipts 8. Weapon Serial numbers with more than one owner (duplicates), 9. Project Manager Directed Opened Lateral Transfers, 10. Unregistered UIC in PBUSE, 11. Blank TAC in PBUS-E, 12. HHT 13. Delinquent Disposition from SoS	HQDA G4 requirement to report COPA	Last day of the month	5th day of next month	Army requirement to report COPA
CARB	HQDA requirement to submit SDT	Quarterly	17 Oct, Jan, Apr, and Jul	ASA requirement
1.1-N-list for contracts	HQDA requirement to submit SDT	Annually 31 Aug	Annually 31 Aug	In order to submit projected standard requirement to HQDA
IUID Marking	FC GENTEX 121495/DEC	Last Day of Month	5th day of next month	Track status of equipment marking
UME monthly tracker	FC GENTEX 140496/MAY	Last Day of Month	8th day of next month	Track service, pass back maintain, CL IX
Battery Management	FC BMMP policy	Last Day of Month	10th day of next month	Track cost savings and implementation
COMET performance	Contract PWS	Last Day of Month	10th day of next month	Track classes, assistance and evaluations
Ground Safety Message	AR 750-1, para 8-18	As required by message	As required by message	Provides feedback on unit compliance

Table B-3
Company Commander Directed Tack List - continued

Safety: Commander's Safety Course	AR 385-10, para 10-6, requires CO grade officers to complete the course prior to assuming command.	HQDA	BDE CDR or first O-6 in the chain of command will certify that their officers have successfully completed the training prior to assignment as company commanders - one time requirement.	CO CDRs only. Web based training available through ATRRS.
Equal Opportunity: 1. Type and dates of human relations training conducted by the unit since last QTB/yearly training brief (YTB).	AR 600-20, para 6-15	HQDA G-1	Quarterly	Commanders will document training on the unit's training schedule and lead the training. In their training documentation, commanders must include type of training; instructor, date, time and length of training; roster of attendees and issues covered in the session.
Equal Opportunity: 2. Type and dates of human relations training scheduled for the unit before the next QTB/YTB 3. Leaders will conduct mandatory unit EO training.	AR 600-20, para 6-15	HQDA G-1	Quarterly	Commanders will document training on the unit's training schedule and lead the training. In their training documentation, commanders must include type of training; instructor, date, time and length of training; roster of attendees and issues covered in the session.

Table B-3 **Company Commander Directed Tack List - continued**				
SHARP: 1. Conduct pre-deployment and post deployment SHARP training.	AR 600–20	HQDA G-1	Pre / Post Deployment	Commanders lead
SHARP: 2. Conduct training for individuals in-processing within 30 days of assigned to a new unit.	AR 350-1, Appendix G, Table G-1	HQDA G-1	Upon Soldier in-processing	Commanders lead
Retention: 1. Understand procedures for Soldiers who do not meet Reenlistments criteria, and determine a Soldier's Reenlistment eligibility.	AR 601-280	ODCSPER	Ongoing	Commanders will receive updated briefs from Retention NCOs to assist in validating reenlistment eligibility
Retention: 2. Approve DA Form 3340-R and initiate or recommend approval on all other actions including, but not limited to, bars to reenlistment, waivers, and retention related exception to policy.	AR 601-281	ODCSPER	Ongoing	Staff action packet reviews based on number of submissions by Soldiers.
Retention: 3. Develop and implement an Army Retention Incentive Program.	AR 601-282	ODCSPER	Ongoing	Review proposed updates and statistics for working program
Retention: 4. Ensure the Company Reenlistment NCO is provided sufficient time to carry out retention duties.	AR 601-283	ODCSPER	Ongoing	Review and ensure Retention NCOs have sufficient logistics to accomplish the mission.
Retention: 5. Annual counseling sessions with Soldiers.	AR 601-284	ODCSPER	Annual	Quarterly counseling with approximately three Retention NCOs.

Table B-3 **Company Commander Directed Tack List - continued**				
Retention: 6. Understand Declination of Continued Service Statement.	AR 601-285	ODCSPER	Ongoing	Commanders will receive updated briefs from Retention NCOs to be able to properly counsel Soldiers who elect to decline continued service.
Retention: 7. Be proficient with the use of Bar to Reenlistment Procedures.	AR 601-286	ODCSPER	Ongoing	Commanders will remain proficient in what qualifies as a reasoning to impose a Bar to Reenlistment on their Soldiers
Retention: 8. Initiate Reenlistment Waivers and Exceptions to Policy for meritorious cases.	AR 601-287	ODCSPER	Ongoing	Review and endorse waivers and exceptions to policy for reenlistment.
Retention: 9. Meet assigned retention mission objectives.	AR 601-288	ODCSPER	Quarterly	Encourage staff to reenlist to meet HQDA guidelines for reenlistment quarterly missions
OPSEC: 1. Are entrances to facilities housing workstations which process sensitive or classified information controlled during working hours and guarded or locked (sensitive) or properly secured during non-work hours (classified)?	AR 380-5	HQDA G-2	Ongoing	Commanders lead
OPSEC: 2. Are wired/wireless PEDs prohibited from areas where classified information is discussed or electronically processed or have a signed waiver in place?	AR 25-2, para 4-29a & 6-5 a.	HQDA CIO/G6	Ongoing	Commanders lead

Table B-3 **Company Commander Directed Tack List - continued**				
OPSEC: 3. Are miscellaneous processing equipment appropriately labeled (i.e. copiers, facsimile machines, peripherals, typewriters, word processing systems, etc.)?	AR 25-2, para 4-17c(1-5), & 4-32 Miscellaneous processing equipment; AR 380-5, Para 4-1 & 4-34a	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 4. Do classified systems display the classification level on the desktop or login screen (for example, wallpaper, splash screen) when the device is locked or the user is logged on or off?	AR 25-2 para 4-16(f)	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 5. Have all systems been built/migrated using the AGM security configurations? (Note: Desktops/laptops must have the AGM Baseline Configurations installed)	AR 25-1 para 5-4a;	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 6. Are all unauthorized wireless devices (WLAN, RF keyboards, RF mice, Bluetooth devices, etc.) immediately removed/shut down and reported to the NEC/RCERT?	Army Wireless Security Standards BBP, para 5a(6)	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 7. Does the organization have a trusted download procedure? (TS/sensitive compartmented information to secret; secret to unclassified system)	Army	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 8. Does the organization implement virus protection, which provides real-time protection and automated updates?	AR 25-2, para 4-3, 4-5(n)	HQDA CIO/G6	Ongoing	Commanders lead

Table B-3 **Company Commander Directed Tack List - continued**				
OPSEC: 9. Is the organization using HBSS for host-based intrusion prevention and protection? (Applicable once CONUS Army Tactical HBSS Architecture is in place.)	US Army Cyber Command/2ND Army (ARCYBER) EXORD 2013-053, 9 NOV 2012	ARCYBER	Ongoing	Commanders lead
OPSEC: 10. Has the organization conducted an IA Self-Assessment within the past year?	Vice Chief of Staff Army Memo, 12 FEB 2012	HQDA CIO/G6	Annually	Commanders lead
OPSEC: 11. Does the organization have an incident response plan? (NOTE: A tenant organization must have either its own incident response plan or a copy of the response plan developed by the service provider.)	AR 25-2, para 4-21c; DODI 8500.2	HQDA CIO/G6	Ongoing	Commanders lead
OPSEC: 12. Do all users complete initial IA Awareness training before receiving network access and annual refresher training?	AR 25-2, para 4-3a(8)(a)	HQDA CIO/G6	Annually	Commanders lead
OPSEC: 13. Have the CDR, the PAO, the OPSEC Officer, and the Webmaster properly cleared information posted to the WWW or to the AKO in areas accessible to all account types?	AR 25-1; AR 530-1; DOD Web Site Admin Policy	HQDA CIO/G6	Ongoing	Commanders lead

Table B-4
Mandatory individual specialty training for Fort Riley

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
A+	All IAT Level I personnel	Upon appointment	AR 25-2	
ATV Course	All ATV operators	As required	AR 385-10, CG Policy Letter # 6	P
Asbestos/Lead General Awareness	Personnel involved in unit self-help projects, i.e., barracks renovation	Prior to starting project	AR 200-1, 29 CFR 1910.1025, 29 CFR 1926.62, 29 CFR 1926.1101	A
Asbestos Awareness	Personnel routinely exposed to asbestos; i.e. Class IV asbestos workers	Prior to additional duty appointment	AR 200-1, 29 CFR 1910.1001	R
Aviation Pre-Accident Plan Rehearsal	ALL Aviation Units	Annually	AR 385-10, DA Pam 385-10, DA Pam 385-90	M, R
Basic Motorcycle Riders Course.	All personnel who operate	Required once for every motorcycle owner/rider	CG Policy Letter #6	T
Basic Riders Course II/Sports Bike Course	All motorcycle riders	Completion of required course dependent on type of motorcycle. Refresher training required every 5-years	AR 385-10, CG Policy Letter #6	R
Blood borne Pathogens Training	Selected Personnel Including all Doctors, Nurses, Medics and Combat Lifesavers	Upon assignment, Annual	29 CFR 1910.1030	A, P
CFFT II Instructor/ Operator Training	Personnel whose unit requires utilization of CFFT II	Prior to utilization of system and annual refresher	FR TSC SOP	P
CISSP	All IAM Level II personnel	Upon appointment	AR 25-2	
CCMCK Operator Training	Personnel whose unit requires utilization of CCMCK	Prior to utilization of system	FR TSC SOP	P
CDT MRAP All Variants Operator Training	Personnel whose unit requires utilization of CDT MRAP	Prior to utilization of system	FR TSC SOP	P

Table B-4
Mandatory individual specialty training for Fort Riley - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
COMSEC	COMSEC Custodians	Annual	AR 381-41	M
DLPT	MI linguists	Annual	AR 220-1	P
Dirt Bike Rider Course	All dirt bike riders	As required	AR 385-10 CG Policy Letter #6	R
DITYVAP	ALL System Administrators	Upon appointment of a System Administrator	AR 25-2	
Environmental Team Training	Environmental Teams	Within 60 days of appointment and Annual refresher	40 CFR 262-264	R
FSCATT Operator Training	Personnel whose unit requires utilization of FSCATT	Prior to utilization of system and annual refresher	FR TSC SOP	P
Harris STAT	ALL System Administrators	Upon appointment of a System Administrator	AR 25-2	
HMMWV Egress Assistance Trainer HEAT Operator Training	Personnel whose unit requires utilization of HEAT	Prior to utilization of system and annual refresher	FR TSC SOP	P
IED Simulator Training	Personnel whose units require IED lane training.	Prior to utilization of training aids annual refresher	FR TSC SOP	P
Javelin Operator Sustainment Training	Personnel whose unit requires utilization of the Javelin	Refresher Training	FR TSC SOP	P
LMTS Operator Training	Personnel whose unit requires utilization of LMTS	Prior to utilization of system	FR TSC SOP	P
M1A2/M2/M3 Variant MILES XXI Training	Personnel whose unit requires utilization of M1A2/M2/M3 Variant MILES XXI equipment	Prior to utilization of the system and biennial refresher, must be Basic Miles Qualified	FR TSC SOP	P
MRAP Egress Assistance Trainer MRAP Egress Trainer Operator Training	Personnel whose unit requires utilization of MRAP Egress Trainer	Prior to utilization of system and annual refresher	FR TSC SOP	P
NBCRV TTT Operator Training	Personnel whose unit requires utilization of NBCRV TTT	Prior to utilization of system	FR TSC SOP	P
Network Management Security	ALL IAT II Personnel	Upon appointment, refresher every 24 months	DOD 8570.1-M, AR 25-2	

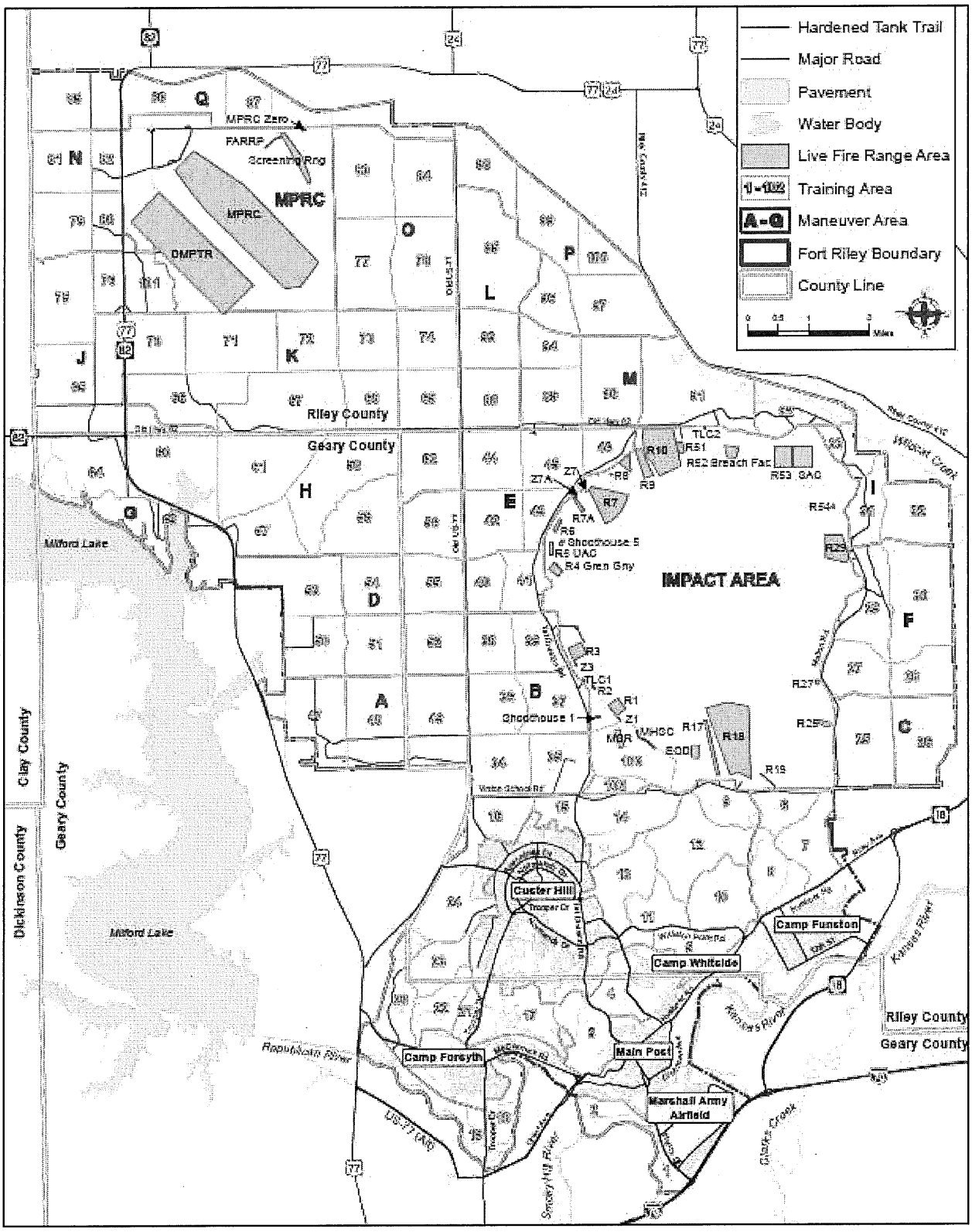
Table B-4
Mandatory individual specialty training for Fort Riley - continued

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Radiation Awareness Training (Includes Lasers, Fire Control Devices, Radars, CBRN)	Personnel who work at organization maintenance (turret mechanics and supply) & in direct support of fire control repair shops; &, their supervisors	Upon initial assignment and when changes to processes occur	FR Reg 385-24	A
Respiratory Safety Training	All employees and soldiers identified by duty position or job tasks that require respiratory protection are fit tested IAW AR 11-34 and 29 CFR 1910.134. This includes all personnel who are first responders, as well as those responding to CBRN attacks	As required	29 CFR 1910.134 AR 11-34 FR 11-34	
Security +	All IAM Level 1 and IAT Level II personnel	Upon appointment	AR 25-2	
Tritium Radiation Safety Training	Personnel who work at organization maintenance (turret mechanics and supply) and in direct support of tritium fire control repair shops, and their supervisors	Annually	DA PAM 385-24 ISO Training Plan FY09	
ULLS-G Certification	Personnel whose position requires utilization of ULLS-G	Prior to utilization of system and biennial refresher	FR ULLS SOP	P
EST Instructor/Operator Training	Personnel whose unit requires utilization of EST 2000	Prior to utilization of system and annual refresher	FR TSC SOP	P

Table B-5
Additional available, but not mandatory individual training on Fort Riley

TASK	PERSONS TRAINED	FREQUENCY	REFERENCE	CODE
Check Cashing	Selected	Commander's Discretion	AR 210-60	R
Country Briefings	Traveling Soldiers and Family Members	2-months prior to travel	AR 525-13	A
Family Care Plan Recertification	Personnel with Family Care Plans	Annual	AR 600-20	R
Lead General Awareness – 2 hrs	Personnel exposed to Lead	Prior to additional duty appointment	AR 200-1, 29 CFR 1025, 29 CFR 1926.62	R
Lithium Battery Awareness	Personnel exposed to lithium batteries	Once	AR 200-1	A
OPFOR	Selected	As required	AR 350-2	I
Privately Owned Vehicle Simulator	Selected Personnel	As identified by unit	DODI 6055.4 AR 385-10 ISO Training Plan FY09	
Remedial Drivers Training	Selected Personnel	As identified by units reviewing blotters	AR 38510 CG Policy Letter #6	P
Supervisor Traffic Safety Training Course.	Selected Personnel	As required		

APPENDIX C
FORT RILEY INSTALLATION AND RANGE MAPS; AND, SUPPORT SYSTEMS



Fort Riley Installation Map (50K)
Fort Riley Aviation Map (25K)
Installation Physical Training Run Routes
Fort Riley Cantonment Area
Fort Riley Training and Maneuver Areas Map
Combined Arms Collective Training Facility (CACTF)
Open Dig Areas
Infantry Squad Battle Course & Convoy Live Fire
Mock Airfield
Mortar Hip Shoot Course
Impact Area Target Overview
Multi-Range Complex Overview
Multi-Purpose Range Complex Cantonment Area

Fort Riley Live Fire Range Overview

Digital Multi-Purpose Range Complex Overview
Live Fire Mortar Scaled Range
Range #1: Live Fire & Zero Range 1
Range #2: Live Fire Range
Range #3: Mortar Firing Point 3
Range #4: Mortar Firing Point 4
Range #3: Live Fire Range & Zero Range
Range #4: Live Fire Range
Range #5: Live Fire Range
Range #6: Live Fire Range
Range #7: Live Fire Range
Range #10: Infantry Squad Battle Course and Convoy Live Fire
Range #14: Mortar Firing Point
Range #16: Explosive Ordnance Disposal
Range #17: Live Fire Range
Range #18: Live Fire Range
Range #25: Live Fire Range
Range #29: Live Fire Range
Range #52: Live Fire Range
Range #53: Live Fire Range
Range #54: Live Fire Range

Urban Clusters

Al-Amir: Urban Cluster 0
Surdash: Urban Cluster 1
Bashar: Urban Cluster 2
AlHawaej: Urban Cluster 3
Muqasem: Urban Cluster 4
Hujrah: Urban Cluster 5
Sarhad: Urban Cluster 6

Directorate of Plans, Training, Mobilization and Security (DPTMS)

Combined Arms Collective Training Facility (CACTF)
Douthit Range Complex Brochure
FR Reg 385-12

Mission Training Complex (MTC)

MTC Capabilities
Fort Riley MTC Calendar
MTC Weekly Training availability update

Troop Live Fire Courses

Troop Live fire Course 1: Live Fire
Troop Live Fire Course 2: Live Fire
Tactical Training Base
Urban Offense/Defense Building
Live Fire Range 5 and Shoot House 5
Live Fire Squad Assault Course
Fort Riley Obstacle Course
Live Fire Shoot House 1

SHARP/EO

Sexual Harassment Complaint Process
Sexual Assault Reporting Process
Equal Opportunity

Fort Riley Sponsorship

DA Form 5434

Public Affairs Office

Division Safety

Fort Riley Five Day Weather Forecast
AR 385-10
ATP 3-35
Tactical Deployment Safety
Drivers Training Toolbox

Garrison Safety

UXO Safety
Motorcycle Safety
Fort Riley Command Safety Policy Letter #6

Fort Riley (DPTMS) Military Schools

Fort Riley Schools Catalog
Fort Riley Schools Course Schedule
FR Form 28 – Schools Application

Training

Training Support Center Operating Procedures
TSC Catalog

Chaplain

AR 165-1
FM 1-05
TC 1-05
Strong Bonds MOI FY14

Inspector General

Commanding General Policy Letters
Fort Riley PAMs

Division Surgeon

AR 40-501
Behavioral Policy Letters
OPORD 15-092

APPENDIX D
TRAINING RESOURCES

D-1. TRAINING RESOURCE PRIORITY. Fort Riley uses the following priority system with respect to management of all training resources on the installation to include aviation, ranges, maneuver areas, training areas, and live, virtual, constructive and gaming enablers.

a. Priority 1: Units preparing for operational deployments by scheduled date of deployment.

b. Priority 2: Units preparing for a Combat Training Center (CTC) or Division directed Major Training Exercise.

c. Priority 3: FKRS TRA units and units entering Train/Ready Phase training.

d. Priority 4: Units returning from operational deployments (Regeneration Phase).

e. Priority 5: Reserve Component (RC)/National Guard (NG) units on monthly or annual training cycle, if submitted by 1 July or 90 days prior to the start of the Fiscal Year (FY) and if submitted at least 180 days from the training event.

f. Priority 6: Off-post units (Reserve Officer Training Corps [ROTC], Police, Special Weapons and Tactics [SWAT]).

D-2. TRAINING AREAS, MANEUVER AREAS AND RANGES. All training lands on Fort Riley are divided into training areas (TAs), maneuver areas (MAs) and ranges. Training areas are areas of land approximately 3 to 4 square kilometers in size which are used for various mounted and dismounted training. Maneuver areas consist of several training areas grouped together for mechanized maneuver training. Ranges are designed for various weapons and demolition usage, as approved by Range Support Branch, DPTMS. A current Fort Riley Military Installation map can be obtained by accessing the Fort Riley GIS portal at https://gis.riley.army.mil/gis. The FR Reg (Range and Training Safety) provides details on specific range utilization capabilities and limitations.

D-3. AMMUNITION. Further references: LRC Supply and Services SOP (found at: http://www.riley.army.mil/Units/Partners/LogisticsReadinessCenter.aspx); and, AR 5-13 (Total Army Munitions Requirements Process and Prioritization System).

a. Ammunition must be properly managed to ensure training events are adequately supported. DA Pam 350-38 (Standards of Training Commission), field manuals, and past experiences are tools that assist trainers in determining the amount of Class V needed to support training. Details for the planning, forecasting, drawing, and turn-in of Class V can be found in IMCOM Reg 5-13 and the LRC Supply and Services SOP. Traditionally, forecasting has been the most difficult aspect of

ammunition management for Fort Riley units. Units will forecast their ammunition requirements 12 months in advance of their requirement and lock it in 4-months prior to the month required for training.

b. Forecasting. To help units properly forecast ammunition, a monthly Ammunition Manager's meeting is conducted. The meeting is chaired by the DPTMS Training Ammunition Office and attended by all unit ammunition managers. This meeting is normally held the third Thursday of every month after the G3T Resource Management Sync Conference/Range Scheduling Conference. The purpose of the meeting is to discuss any relevant events that have occurred during the prior month, review forecasts for ammunition for the next 12 to 15 months and to ensure ammunition is locked in for the next 3 months. Units can decrease but not increase amounts within the 3 month locked window. The 3-month requirement is mandated by the Department of the Army as stated in AR 5-13. The end state of the meeting is a completed and accurate forecast for each unit.

c. Un-forecasted Ammunition Requests (UAR). In the event un-forecasted ammunition is needed to support training, unit ammunition managers will contact the Division ammunition manager using their chain of command. Requests for un-forecasted ammunition must reach the Division ammunition manager 45 days prior to the planned draw date. Units without an established LAD or are not within 6 months of deployment should be prepared to change their current training plan to fit available resources.

d. Requesting additional ammunition. Units requiring additional ammunition authorizations should contact other units within their brigade as well as other units in the Division. If another unit is willing to cross-level their ammunition authorization, the requesting unit must coordinate all actions through their chain of command to the Division ammunition manager. The Division ammunition manager will coordinate all authorization increase requests that are above the Division hierarchy. All requests for increases must be fully researched and entered into the requirements portion of TAMIS.

e. Partner Units/AC/AR/NG. Partner units are ultimately responsible for unit ammunition oversight. The 1ID MSE Ammunition Manager and/or DPTMS Ammunition manager will provide ammunition support as necessary and within the limitations listed above.

D-4. FORT RILEY SCHOOLS.

a. Fort Riley Schools Catalog is the official source of information concerning specific courses of instruction offered on Fort Riley. This catalog provides guidance to all leaders who select individuals to attend listed courses; including prerequisites and request procedures. The catalog can be accessed at http://www.riley.army.mil/UnitPage.aspx?unit=DPTMS.Train.MilSchools&nav=Svcs-Ed2. The catalog includes information regarding responsibilities, procedures, school

conferences, and special instructions; as well as a list specific course descriptions, class schedules, and space managers.

b. Activities offering recurring training in support of Fort Riley Soldiers and Civilians are responsible for annually coordinating catalog input with the DPTMS, Military Schools, NLT 1 May.

c. Military Schools will maintain current course offerings and develop schedules for those courses ICW G-3 and other staff sections as needed. Development of a new course requires approval through the G-3 to the Chief of Staff.

d. Units will use FR Form 28 for all school requests for individual Soldiers. The form may be submitted by email to usarmy.riley.1-id.mbx.military-schools-and-troop-school@mail.mil

e. The Division staffs are the proponents for courses taught on post as appropriate; e.g., G-4/LRC-Riley for transportation, supply, and maintenance related courses; DPW for self-help; G-3/DPTMS for MILES training; Division Surgeon for Combat Lifesaver; etc.

f. Course proponents will:

(1) Review TRADOC approved POIs and training materials to ensure they are consistent with current Fort Riley policy, procedures and standards.

(2) Provide written notification to Military Schools or activity that provides the instruction for the proponent NLT 1 May annually. Confirm that current POIs require no changes; or if changes are required provide the necessary changes.

(3) Stay in contact with TRADOC schools to ensure the most current POI is provided by the local proponent to Military Schools.

(4) Randomly visit military schools at least every 6 months to observe the training being conducted on their behalf.

(5) Provide any instruction specific materials for use by students; including software, hardware and expendable supplies used for instruction.

g. The Assistant Chief of Staff, Signal (G6)/Network Enterprise Center (NEC) as the proponent for computer courses will:

(1) Follow general DA guidelines in determining specific courses to be taught.

(2) Determine course length, software requirements and prerequisites.

(3) Ensure POIs and training materials are consistent with current Fort Riley policy, procedures and standards.

h. The DPTMS, Military Schools will:

(1) Ensure that POIs and training materials for Troop School courses are TRADOC approved, have local regulations and procedures added; and, are revised as needed.

(2) Establish and enforce minimum and maximum class sizes; and, will notify units of pending cancellations caused by low enrollments the week prior to the class start date.

(3) Maintain historical records of training conducted through Military Schools.

(4) Be responsible for providing mandatory data to higher headquarters as well as keeping the command group and units informed of the status of Military Schools training.

(5) Ensure G-8 is informed of all funding needs and/or changes.

(6) Conduct periodic evaluations of the results of training, to include both students and their supervisors.

(7) Use ATRRS to manage student records and course schedules to the largest extent possible.

i. In accordance with FORSCOM directives, G-3 will have a military POC to ensure correct prioritization of units for schools slots.

D-5. OFF-POST SCHOOLS AND MOBILE TRAINING TEAMS (MTTS).

a. Timeliness. Requests for off-post schools must be submitted in a timely manner to be received a minimum of 90 days prior to the reporting date of the class requested.

(1) School requests received less than the 90 days will be processed. However, receiving a timely approval from HRC and preparing the Soldier's travel orders may cause the Soldier undue hardship.

(2) Units should forecast school requirements based on their METL, training calendars, and the availability of class schedules on ATRRS. Requests for schools may be submitted up to 6 months in advance. NOTE: The farther out a school is requested the better the chance of an approval.

b. The ATRRS is the primary Army school management tool that provides yearly class schedules, course scope, prerequisites, and other information pertaining to reporting procedures, required equipment and clothing; and, Soldier support. All unit School NCOs can access the ATRRS Course Catalog at https://www.atrrs.army.mil/. School information may also be obtained by using the homepage of the proponent school house where the course is being conducted.

c. Requests. Units must submit requests for ATRRS schools through their chain of command using FR Form 28 to Military Schools, located in building 8388 Armistead Street.

(1) The Soldier must meet all course prerequisites; to include the Army standard body composition and physical fitness requirements.

(2) The Soldier must be selected and recommended by the company commander and approved by the BN and BCT S-3 (not applicable for separate units) for any off-post TDY and return school. A school request for TDY and return may be disapproved at any level, and returned with an explanation as to why no action is taken.

(3) The Chief of Training, Division G-3, (Chief, G3T) has the final authority to approve or disapprove school requests and funding to support those requests. The Chief, G3T, establishes school support priorities IAW the ARFORGEN cycles.

(4) The unit must have documented Modified Table of Organization and equipment (MTOE) authorizations/requirements before selecting and approving Soldiers to attend ASI/SQI producing courses. Soldiers who are school trained in ASI/SQI positions must be assigned to those MTOE positions upon completion of the school. A request for stabilization must be submitted within 30 days of course completion by the BN S-1/Admin NCO to HRC. Failure to do so may result in a loss of a school trained Soldier who has used Fort Riley's funds to be trained in their ASI/SQI.

(5) Training and funding of Soldiers in a TDY and return status is primarily to support the mission and readiness of Fort Riley.

(6) Soldiers pending or having an approved levy assignment will not be selected or approved for a TDY and return school.

(7) The Soldier's branch manager at HRC will select/approve Soldiers for TDY-Enroute courses. Soldiers requesting courses such as Drill Sergeant and Army Recruiter must do so through their unit S-1. A DA Form 4187 (Personnel Action) will be submitted through Soldiers Action, Personnel Services Branch (PSB), to HRC. Attendance at courses such as Drill Sergeant and Army Recruiter constitutes a permanent change of station (PCS) move.

d. Orders. The unit is responsible for preparing and submitting the Defense Travel System (DTS) orders to support their Soldiers' travels to and from schools.

e. Mobile Training Teams (MTT).

(1) All school and MTT requests must be processed through the G-3T. Requests for MTT will be forwarded to the Chief of Training, G-3, for review prior to submission to FORSCOM. Units who make direct coordination with a TRADOC school house or other headquarters to obtain an MTT or a school space, will not receive school funding or support for such actions.

(2) Requests for MTT within the same FY is a slow process that must go through FORSCOM, then TRADOC, and finally to HRC before it is returned; which may take a minimum of 90 days. Requests for MTT must be submitted to the G-3T at least 1 year in advance. MTT requests submitted less than 1 year out will be processed; however, actual conduct of the MTT cannot be guaranteed.

(3) Soldiers attending MTT at Fort Riley will report to the course with a DA Form 4187 attaching them to the course for the duration of the course. Soldiers will not be subject to unit recall during the time the course is in session.

D-6. TRAINING AND SUPPORT CENTER (TSC).

a. The TSC maintains various training aids, devices, simulators and simulations (TADSS). These training aids can enhance unit training by adding realism and/or providing instruction that is not otherwise available. Examples of training aids available at the TSC include three-dimensional training aids, graphic training aids (GTA), static display charts (SDC), MILES, laser marksmanship training system (LMTS), improvised explosive device (IED), short range training ammunition (SRTA) practice bolts M16/M4 and 50 Cal, engagement skills trainers (EST 2000), call for fire trainer, Javelin trainer, close combat marksmanship capability kit (CCMCK) conversion kits for M9-M4/M16-M249, artillery and machine gun simulators, Crew II. The TSC personnel provide advice and assistance to commanders and staffs of Active Army, National Guard and Reserve Components on all matters pertaining to the selection and use of TADSS and GTA's.

b. All training aids are ordered utilizing the Automated Catalog by connecting to the TSC Web page through the Fort Riley NECPortal (https://necportal.riley.army.mil), DPTMS, Training Support Center and selecting Catalog. In the event of automation failure, forms for TADSS (FR Form 918 [Fort Riley TSC Training Aids Loan Request]), GTA's (FR Form 919 [Fort Riley TSC Graphic Training Aids-SDC Loan Request]) and MILES (FR Form 917 [Fort Riley TSC MILES Loan Request]) are available at the Customer Service Station. The TADSS are issued and turned in with the Training Support Material Army wide Tracking System (TS-MATS). Priority for all training aids is provided IAW paragraph 7-3. Individuals picking up equipment must be on a current DA Form 1687 (Notice of Delegation of Authority-Receipt of Supplies) accompanied with a copy of the unit commander's assumption of command orders. Request for TADSS or MILES for use at other installations must first be requested at that installation. If the

request cannot be supported, the TSC at that installation must contact the Fort Riley TSC for support prior to release of training aids to the unit.

c. Multiple Integrated Laser Engagement System (MILES).

(1) Only MILES certified NCOs can sign for the MILES. Proof of certification by way of a valid MILES license is required. A MILES license is valid for 2 years. Units will have a minimum of one licensed NCO per platoon. The MILES request forms should be submitted 30 days in advance. If a Division tasking requires the MILES, the tasking should include instructions to necessary agencies to ensure rapid access to those resources 30 days from the tasking execution day.

(2) Certification on basic MILES requires successful completion of the MILES course offered by Troop Schools, or prior valid certification by another army installation.

(3) Certification on MILES XXI and the Main Gun Signature Simulator (MGSS) requires successful completion of the M1A2 System Enhancement Package (SEP) and/or M2A3 MILES course offered by the TSC.

d. The Division Master Gunner will sign for the COFT Advanced Gunnery Training Systems (C-AGTS) and Conduct of Fire Trainer – Situational Awareness (COFT-SA) and will sign it down to the BDEs. Each BDE must sign for and maintain their C-AGTSs and COFT-SAs. Additionally, there is one M1A1 Advanced Gunnery Training Systems (AGTS) and COFT-SA at the MPRC for use by Armor and Infantry units.

e. Classes offered by TSC.

(1) Improvised Explosive Device (IED) Training Aids is a 3-day course that covers drawing from the TSC; safety requirements when training; and, cleaning and turn-in procedures. Target candidates should be the Soldiers designated on a DA Form 1687 authorizing them to draw training aids from the TSC and those Soldiers who are physically setting up the training aids in a field environment.

(2) Close Combat Mission Capability Kit (CCMCK) Instructor/Operator (I/O) RSO training is a half day course that covers drawing from the TSC; and, installation of the bolt into the M9 pistol, M16/M4 rifle, and M249 SAW. This course also covers safe training with the CCMCK munitions; to include range safety officer duties. The course also covers cleaning and turn-in procedures to the TSC. The target candidates should be familiar with small arms weapons training and range safety.

(3) Laser Marksmanship Training System (LMTS) training is a 1-day course that provides operator training on the capabilities, components, set-up and operation of the LMTS. The course covers laser alignment procedures and installation of lasers into M16/M4's, M9's and M249 weapons. The course also covers the set-up of LMTS targets. The target candidates should be familiar with small arms weapons training and range safety.

(4) The HMMWV Egress Assistance Trainer (HEAT) I/O training is a 1 day I/O course that covers rollover and EGRESS actions and Operation of the HEAT. The course also covers set-up and maintenance of the HEAT. The target candidates are battalion and company level Master Drivers.

(5) The MRAP Egress Trainer I/O training is a 1-day I/O course that covers rollover and EGRESS actions and Operation of the MET. The course also covers set-up and maintenance of the MRAP Egress Trainer. Target candidates are battalion and company level Master Drivers, incorporated with HEAT I/O Training.

(6) Engagement Skills Trainer (EST) I/O training is a 4-day course that covers placing the EST 2000 into operation and conducting a training session. Target candidates are CPL and above. Students should be familiar with small arms weapons training and range safety.

(7) Call For Fire Trainer (CFFT) I/O training is a 5-day course that covers placing the CFFT into operation and conducting a training session. Target candidates are CPL and above. Students should be familiar with basic fire support and air support procedures.

(8) Fire Support Combined Arms Tactical Trainer (FSCATT) I/O training is a 3-day course that covers placing the FSCATT into operation and conducting a training session. Target candidates are CPL and above. Students should be familiar with basic fire support.

(9) Common Drivers Trainer MRAP (CDT MRAP) I/O training is a1-day course that covers placing the CDT MRAP into operation and conducting a training session. The target candidates are battalion and company Master Drivers.

D-7. TACTICAL CLOSE AIR SUPPORT.

a. To request tactical air support, units need to submit DD Form 197 (Joint Tactical Air Strike Support) through G-3T. The G-3T forwards the requests to the10th Air Operations Squadron (ASOS) for sourcing. Requests must be submitted 90 days prior to the mission date.

b. Units must schedule the land and air space required to conduct the mission. This is primarily done during the monthly Range/Resource Scheduling Conference.

D-8. AVIATION SUPPORT.

a. Units will forward all requests for aviation support for training through their Brigade Aviation Element (BAE) to the G3 AVN. The G3 AVN will coordinate for support first from the 1st Combat Aviation Brigade (CAB); then local National Guard and Reserve units. If necessary the G3 AVN will further make coordination with other active

duty CABs or request support from III Corps. Requirements for aviation support should be identified as far out as possible.

b. Aviation Mission Requests (AMR)/Authorizations.

(1) All requests for aviation support will be submitted through G3 AVN. Requests from troop units must come through the chain of command to the Division. Contact G3 Aviation for AMR standards.

(2) Requests should be submitted NLT 30 days from mission date.

(3) The Chief of Staff's approval is required for requests on training holidays and those involving off-post PAO, recruiting activity or those involving non-tenant units.

(4) Aviation Mission numbers are assigned once the CAB or other aviation units accept the AMR.

(5) Using aviation personnel and assets for non-tactical tasks potentially diverts them away from more relevant training tasks. As part of the mission justification, the minimum comments required in the remarks portion of the AMR include: (a) Purpose/Training Objectives; (b) Key Tasks; and (c) End State.

(6) Public Affairs Office (PAO).

(a) All PAO related requests for aviation support will be forwarded to the G3 AVN through the PAO office.

(b) The AMR will be accompanied by the base document from the requestor, DD Form 2535 (Request for Military Aerial Support), a review by SJA and a FR Form 342 (Decision/Information Paper Routing Slip).

(c) The PAO will ensure the FR Form 342 accompanying the request packet includes a recommendation to support, modify or deny the mission request. This request packet must be approved by the Chief of Staff prior to forwarding to the G3 AVN.

(7) G1/Retention Branch.

(a) All recruiting related requests for aviation support received from area recruiting battalions will be forwarded to the G3 AVN through G1.

(b) The AMR will be accompanied by a USAREC Form 601-2-1.1 (TAIR Support Request/Evaluation and Nurse Prospect Tour Checklist), and reviewed by SJA and the Chief of Staff for approval.

(8) Reserve Component Support Division (RCSD).

(a) All requests for support from the National Guard, Reserve Component, and ROTC will be forwarded directly to the G3 AVN.

(b) The AMR will be accompanied by the base document from the requestor.

(c) The RCSD will note on the FR Form 342 if the unit cannot support itself and cannot acquire support from other National Guard or Reserve units and will fully fund the request.

c. Approved missions will be given a mission number and published in the next weekly FRAGO (WFO) as an execute order. Requests submitted outside the 30 days dateline will be subject to aircraft and crew availability.

d. Aviation proficiency proponent program.

(1) Overview. The United States Army Aviation Center of Excellence is the proponent for Army Aviation training proficiency requirements.

(2) In accordance with Chapter 4, AR 95-1 (Flight Regulations), individual, crew, and collective aviation proficiency requirements will be trained in accordance with TC 3-04.11, (Commander's Aircrew Training Program For Individual, Crew, and Collective Training).

(3) Commanders will comply with the guidance and gunnery requirements found in TC 3-04.45 (Combat Aviation Gunnery).

(4) Aircraft operator's manuals and checklists are the primary references governing the operation of a specific aircraft. Appropriate ATM, FMs, TMs, and TCs will be used as required.

e. Live-fire training requirements

(1) Overview. All live-fire training is conducted according to appropriate FMs and DA Pam 350-38 (Standards in Training Commission). Ammunition forecasts will not exceed allocations outlined in DA Pam 350-38.

(2) Requirements. Weapon system proficiency is essential to accomplishing the Division's' mission. Constrained resources demand units use all available weapon simulation devices, such as the UCOFT, Bradley Advanced Training System (BATS), AGTS, Precision Gunnery System (PGS), moving target simulator (MTS), and Advanced Inborne Marksmanship Training Enhancement System for Tanks (AIMTEST) sub caliber devices to the fullest extent prior to actual weapons firing.

(3) Table D-1 identifies major systems gunnery requirements. While standards are prescribed, training strategies used to achieve the standards are at the Major

Subordinate Command (MSC) Commander's discretion except as prescribed in this regulation.

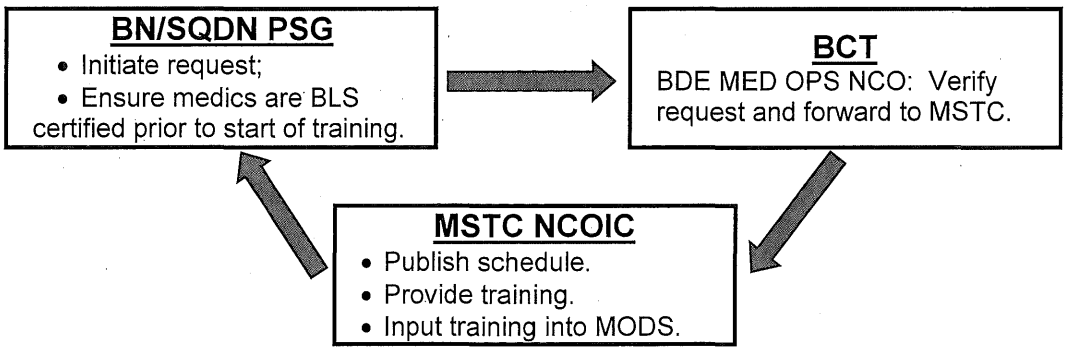
(4) Unit maneuvers and gunnery training includes integration of all combat, combat support, and combat service support activities to achieve combined arms proficiency. For example; aviation, lethal and non-lethal fires, Air Defense Artillery (ADA), CBRN, etc.

Table D-1
Combined Arms Proficiency Matrix

SYSTEM TRC	FREQ/MO	UNIT MINIMUM	STANDARD
AH 64 A/L	A\C	1 per 12 mo/1 per 12 mo	85% qualification of assigned aircrews
UH-60, CH-47	A/C	1 per 12 mo/1 per 12 mo	90% qualification of assigned M60D gunners

D-9. MEDICAL TRAINING.

a. Medical skills are perishable and must be maintained through continuous training and patient care opportunities. It is the responsibility of unit commanders to ensure that medical personnel are utilized appropriately and are given adequate training to maintain individual skill proficiency.



MSTC: Six Day 68W Sustainment POI

- Days 1-5: Combat Medic Tables 1-7 (TC8-800)
- Day 6: Combat Medic Table 8; Skills Validation Trauma Lanes
- Provides 48 hours of continuing education credit
- Fulfills requirement for Annual Combat Medic Skills – Validation Test
- Location: Building 77689
- Class size: 30
- Frequency: One class monthly
- Facilities available for unit medical training and skills validation

Figure D-2. Medical Skill Proficiency Training Matrix

b. Medical Education and Demonstration of Individual Competence (MEDIC). The MOS 68W sustainment training requires annual validation of combat medic skills as described in TC 8-800 (Medical Education and Demonstration of Individual Competence). Combat Medics must also maintain current standing with the US Department of Transportation National Registry of Emergency Medical Technicians (NREMT). Completion of the MEDIC POI fulfills the annual validation requirement and provides 48 out of the 72 hours of continuing education credit required for NREMT recertification. Completion of the MEDIC POI twice (once annually) during a recertification period provides all continuing education credits required for recertification.

(1) The MEDIC training must be conducted by a qualified 68W noncommissioned officer (NCO) or medical officer. A medical officer must authenticate or document the training before it can be entered for record in the Medical Operational Data System (MODS) database. Units are encouraged to execute training tables 1-7 internally, with a culminating table 8 conducted at the Medical Simulation Training Center (MSTC).

(2) The MSTC provides training facilities for unit based medical training in addition to Basic Life Support (BLS) and MEDIC instruction. The MSTC MEDIC course

is a 6-day program that validates Installation 68W Soldiers on combat medical tasks and individual skills IAW annual sustainment requirements. The MSTC returns combat medics to their units fully prepared to execute collective unit training.

(3) Unit requirements during training. Brigade Medical Operations (MED OPS) NCOs and unit platoon sergeants will coordinate with the MSTC NCOIC to request training and ensure all prerequisite training requirements are met. All students must be certified in Health Care Provider Basic Life Support (American Heart Association).

c. Combat Medic (MOS 68W) Troop Patient Care. In accordance with FORSCOM/MEDCOM memorandum of agreement, 1ID units with assigned MOS 68W Soldiers must participate in the overall patient care workload of the supporting medical treatment facility. Units with MOS 68W Soldiers will provide two medics for the medical provider assigned to care for that unit. This work is expected to be conducted in support of sick call and routine medical operations for the unit at the medical department activity (MEDDAC) facility in order to provide optimal return to duty service to commanders. Platoon sergeants will coordinate through the BN Physician's Assistant (PA) with appropriate clinic NCOIC to ensure all required training is completed prior to initiating patient care and to ensure maximum 68W utilization.

d. Medical Skills sustainment training at the Brigade Support Battalions (BSB). The 68-series MOS skill requirements remain the same for medical personnel in Brigade Support Medical Companies. "Low-density" 68-series Soldiers are BCT-level assets. Certain specialties have perishable skills which require exposure to and training within a clinical setting. These Soldiers must be certified on BLS and Health Insurance Portability and Accountability Act (HIPAA); (68Js: BLS only); and, must complete a competency based assessment prior to working in a MEDDAC facility. Medical companies must coordinate with the appropriate clinics and services IAW table D-3 in order to manage the training and skill sustainment of their low-density 68-series Soldiers.

Table D-3
Medical Coordination Matrix

Specialty Services, FRKS MEDDAC / DENTAC	
MOS	Clinic / Service
68A, Biomedical Repair Specialist	IACH Logistics Division
68E, Dental Specialist	DENTAC
68F, Physical Therapy Specialist	FHC / CHHC Physical Therapy
68G, Patient Administration Specialist	BDE Support
68J, Medical Logistics Specialist	IACH Logistics Division
68K, Medical Laboratory Specialist	FHC / CHHC Laboratory
68P, Radiology Specialist	FHC / CHHC Radiology
68Q, Pharmacy Specialist	FHC / CHHC / IACH Pharmacy
68S, Preventive Medicine Specialist	IACH Preventive Medicine
68X, Mental Health Specialist	Embedded BH Clinic

e. The 1ID Credentialed Medical Providers, Clinical Work Program: Medical Corps (MC), Medical Specialist Corps (SP), Nurse Corps (AN), Dental Corps (DC), and Medical Service Corps (clinical specialists only). In accordance with a FORSCOM/ MEDCOM memorandum of agreement, 1ID providers must work in an appropriate clinical setting for 0.6 full-time equivalent (FTE); defined as 40 hours per Institute for Health and Social Policy (IHSP); in order to maintain their patient care credentials. For 1ID providers this "0.6" is defined as 0.6 FTE of the normal direct patient care workload of a MEDDAC provider and can be met by providing direct patient care to Soldiers and Family members in a MEDDAC facility. This meets training requirements for the medical officer and the enlisted medic.

f. Medical Officer Continuing Medical Education (CME). FRKS, MEDDAC is the credentialing command for all medical professionals on FRKS. Each 1ID licensed provider (physician, PA, nurse, clinical psychologist, and dentist) is required by FRKS MEDDAC policies, credentialing bylaws and AR 351-3 to obtain Category 1 CME. Exact CME hours required can be found in the FRKS MEDDAC credentialing bylaws. Medical officers are encouraged to participate in MEDDAC CME programs. The CME lectures are normally held every third Thursday at Irwin Army Community Hospital (IACH) from 1200 to 1300 hours at the IACH Department Bay. The Chief, MEDDAC Education Department, phone 239-7343, is responsible for the CME program.

g. Pre-deployment Trauma Training Requirements. Units are required to complete training below for no less than 90 percent of all deploying medical personnel. Appropriate training courses must be accomplished no earlier than 180 days prior to deployment and remain valid for two years. Training will be entered into DTMS and MODS.

(1) Brigade Combat Team Trauma Training (BCT3). All 68W skill level 10-40 assigned to a deploying BCT and flight medics assigned to a deploying CAB will conduct BCT3 course number 300-68W. This course can be conducted via a Mobile Training Team (MTT). The course is broken into two iterations of five-day training sessions per BCT. The AMEDDC&S is the proponent for this course.

(2) Tactical Combat Medical Care (TCMC). Physicians, physician assistants and dentists assigned to BCTs, nurses (including certified registered nurses and nurse anesthetists), nurse practitioners and 68W4O medics assigned to a deploying MTOE unit will conduct TCMC course 6H-F35/300-F38. The TCMC is conducted at Fort Sam Houston, Texas, for a duration of five days (20-hours didactic and 20-hours practical exercise). The AMEDDC&S G7 is the proponent for this course.

(3) Concussion / Mild Traumatic Brain Injury (MTBI) Training: All Soldiers assigned to a deploying BCT will be trained by category. The categories are: Soldier / Leader, Medics (68W), Primary Care Providers (Physician, Nurse Practitioner, Physician Assistant), and Health Care Providers (Dentist, Physical Therapist, Nurse). Training is conducted at unit level by medical personnel. If the unit does not have any

medical personnel they will request assistance from their higher headquarters. All training will be entered into DTMS.

h. Combat Lifesaver (CLS) Training. All 1ID units are required to maintain combat lifesavers in the following ratios: one CLS per combat vehicle crew (M1 MBT, M2/M3 BFV, etc.), three CLS per dismount squad, or one CLS per five Soldiers not assigned to a combat vehicle crew or dismounted squad. Combat lifesavers are required to complete a 40-hour course IAW the Army Institute for Professional Development course material. Combat lifesavers will recertify annually. Units with assigned 68W NCOs will establish a unit CLS training and sustainment program. Units without assigned 68W NCOs will coordinate within their brigade to provide CLS training. Units, with an existing CLS training program that need assistance in meeting training goals, will coordinate within their brigade to provide CLS training. If training is not available, units will request CLS training through DPTMS, Military Schools.

i. Field Sanitation Training. In accordance with AR 40-5 (Preventive Medicine), all company level units are required to have two certified Field Sanitation Team members. Field Sanitation Team certification may be obtained by attending the 40-hour course through DPTMS, Military Schools. Units will coordinate through their S3 schools channels to schedule training. Brigades with organic preventive medicine personnel may conduct their own training provided the training meets Army standards IAW ATP 4-25.12 (Unit Field Sanitation Teams).

j. Duties and Responsibilities.

(1) The Chief Medical NCO, 1ID Surgeon will:

(a) serve as the Division 68W consultant and provides day-to-day oversight for 68 Career Management Field (CMF) sustainment training,

(b) interface with brigade MED OPS NCOs, G3T, FRKS MEDDAC and FRKS Dental Activity (DENTAC) as required for program coordination,

(c) be responsible for tracking and reporting the overall medical readiness of 1ID Soldiers,

(d) serve as the liaison between the AMEDDC&S and the Division,

(e) serve as the senior enlisted advisor to the Division Surgeon and senior enlisted medical advisor to the Division CSM,

(f) review and edit health service support plans and operations, and

(g) enforce Division standards for 68 CMF, CLS, and Field Sanitation Team training through the OIP.

(2) Brigade Medical Operations NCO will:

(a) serve as the brigade 68W consultant and provides day-to-day oversight for 68 CMF sustainment training. Interfaces with Battalion Medical Platoon Sergeants, the brigade S3, and the 1ID Chief Medical NCO as required to coordinate the BCT's medical training programs,

(b) prepare staff and command battle update briefings and provides the Brigade Surgeon with comprehensive mission analysis for medical operations, and

(c) enforce Division and brigade standards for 68 CMF, CLS, and Field Sanitation Team training through the OIP.

(3) Battalion/Squadron Medical Platoon Sergeant (unit level senior 68W NCO) will:

(a) bear primary responsibility for 68W sustainment training and other 68CMF training (if assigned),

(b) supervise training and provides direct guidance to subordinate trainers,

(c) interface with the brigade MED OPS NCO and the Battalion S3 as required to coordinate unit medical training,

(d) update MODS accordingly when assigned AMEDD personnel complete training requirements, and

(e) support the unit's CLS program by providing instruction.

D-10. RELIGIOUS SUPPORT TRAINING.

a. The 1st Infantry Divisions Chaplains are entrusted with several training tasks and responsibilities.

b. The Fort Riley 1st Infantry Division Chaplain:

(1) Provides unit ministry team (UMT) professional development training in accordance with AR 165-1.

(2) Monitors and evaluates UMT training through the quarterly training management review (QTMR) process.

c. The MSC chaplains are responsible for:

(1) The collective training of UMTs throughout their commands.

(2) Training preparation and staffing of the Command Master Religious Plan (CMRP) at all levels according to commander's guidance.

(3) Coordinating a QTB with the MSC commander on the religious support mission and CMRP.

(4) Conducting UMT professional training; consisting of:

(a) Family life ministry.

(b) Suicide awareness and prevention.

(c) Multi-cultural ministry.

(d) Homiletics.

(e) Spiritual development and formation.

(f) Stress management and counseling.

(g) Ethics.

(h) Religious education.

(i) Ministry in a pluralistic society.

(5) Conducting UMT leadership training.

(6) Conducting UMT leader development.

(7) Conducting UMT mentorship; to include:

(a) Lay/parish development.

(b) Religious support doctrine.

(c) Chaplain funds management.

(d) Critical incident stress debriefing.

(e) Violence and crisis intervention ministry.

(f) Moral leadership training.

(8) Conducting UMT combat or battle skills training, to include:

(a) Combat stress management.

(b) Ministry in Stability and Support Operations.

(c) Battle tracking.

(d) Aid station ministry.

(e) METL battle staff task development.

(f) BCTP training events.

APPENDIX E
SIMULATORS AND SIMULATIONS RESOURCES

E-1. Fort Riley has numerous virtual and constructive simulation opportunities available. Virtual and constructive training provides tremendous benefits by way of logistical simplicity, efficiency, cost effective repetition, realism and vivid post analysis and after-action capabilities. It is especially valuable given equipment shortages and difficulty in obtaining some training sets. Simulations are a rapidly evolving field and Fort Riley frequently receives upgrades and/or new systems. Therefore, in order to maximize opportunities and enhance training strategies, it is incumbent upon leaders to routinely consult with the Fort Riley Simulations Officer (FA 57) who works for the G-3. Virtual and constructive trainers are scheduled one to three months in advance at the monthly Range/Resource Scheduling Conference.

E-2. Gaming. The Virtual Battle Space 2 (VBS2), the Warrior Skills Trainer (WST) and the Dismounted Soldier Training System (DSTS) uses the Army's current gaming technology to replicate vehicles and combat situations in the crawl phase of training. It allows Soldiers to plan and conduct dismounted/mounted and convoy operations in a simulated environment. The VBS2 and DSTS are located at 77694 Victory Drive and WST is located at 77691 Victory, both on Custer Hill.

E-3. Virtual.

a. Warrior Skills Trainer/Convoy Skills Trainer (WST/CST). The WST/CST is a combination of constructive simulation with virtual simulators. The constructive simulation, JCATS, is used to train convoy participants in responsibilities and procedures in convoy operations. It allows Soldiers to plan and conduct convoy operations in a simulated environment. The WST/CST is located at 77691 Victory Drive, on Custer Hill.

b. Engagement Skills Trainer (EST) 2000. The EST 2000 provides basic marksmanship training for all MTOE weapon systems and is also used for tactical training at all skill levels from individual through squad collective and shoot/don't shoot scenarios. The simulator extends marksmanship training to realistic tactical simulations by way of large screen video projection with sound and weapon recoil. Immediate feedback is available by replay or printed record. The trainer will also support training in a nuclear, biological and chemical (NBC) level posture and reduced visibility. Fort Riley has 60 EST lanes available.

c. Close Combat Tactical Trainer (CCTT). The CCTT is a virtual reality based simulation system designed for crew level and collective (platoon through battalion) level maneuver exercises. The site consists of 14 M1A2 SEP Abrams tanks and 15 M2A3 Bradley fighting vehicles. This facilitates up to one Armor and one Infantry Company conducting a simulation. The site also has two M7 Bradley fire integration support team (BFIST) Fire Support Vehicles, one HMMWV, three Enhanced Dismounted Infantry Manned Modules (EDIMMs), and four Reconfigurable Vehicle

Simulators (RVS). There are also two Tactical Operations Centers (TOCs) to support company or Battalion Combat Support operations. The site can support training from all branches of the DOD. The CCTT system has a variety of terrain databases ranging from Korea to Europe and most major Army installations; including the National Training Center at Fort Irwin, CA. The newest terrain database is the city of Baghdad which allows units to train in the city before deployment. All major maneuver tasks are supported by the CCTT and all exercises are recorded on a state-of-the-art After Action Review (AAR) workstation that captures all voice transmissions, reports, and visual/map information from a simulation.

d. Call For Fire Trainer (CFFT II). Fidelity's LEGACY indirect fire artillery training system supports simulated battlefield scenarios for the training of Field Artillery and Joint Fires Forward Observers (FO). The system also provides training with CAS, Close Combat Aviation (CCA) and Naval Gun Fire. The trainer is designed to improve FO proficiency in target identification and to reduce the time required to execute an effective call-for-fire. Fort Riley has one 1-30 and three 1-18 with one of the 1-18 systems upgraded to Joint Close Air Support (JCAS) for Joint Fires Observer (JFO) training. All systems are AFATDS compatible.

e. Conduct of Fire Trainer – Situational Awareness (COFT-SA). The COFT-SA is used to simulate either the M2A3 or A2 Bradley Fighting Vehicle system and to train and sustain the crew's ability to perform critical gunnery skills required for direct-fire engagements. The COFT-SA includes a high-fidelity crew station that accurately replicates the commander and gunner positions within the vehicle. The system provides precision and degraded-mode gunnery simulation training. It is mobile, and can operate on shore power or diesel.

f. Advanced Gunnery Training System (AGTS). The AGTS is an M1A2 SEP v2 tank gunnery training device for TC/gunner teams. Its primary purpose is to develop and sustain individual, crew and platoon precision gunnery skills to a level of proficiency that permits transition to live-fire training or combat gunnery. The AGTS has a high-fidelity crew compartment replicating the vehicle's turret and fire control system in both physical and functional aspects. The AGTS presents the vehicle commander and gunner with a full range of simulated engagement situations. The system trains both fully-operational and degraded-mode gunnery techniques under a wide variety of conditions. The pre-programmed, computer-controlled exercises vary in target type and number; range; vehicle and target motion; and, visibility. It is mobile, and can operate on shore power or diesel.

g. Conduct of Fire (COFT) - Advanced Gunnery Training System (C-AGTS). The C-AGTS is an M1A1 tank gunnery training device for TC/gunner teams. Its primary purpose is to sustain basic gunnery skills and increase combat gunnery skills. The C-AGTS places the TC and gunner in a realistically simulated crew station and presents them with a full range of computer-controlled engagement situations. The C-AGTS produces full-color, computer-generated scenarios in which crew members interact with various target situations. Programmed exercises vary in target type and number; range;

vehicle and target motion; visibility; and, other complex conditions. The crew is in no danger, no fuel is consumed, and no ammunition is expended. The result is challenging, progressive gunnery training.

h. Laser Marksmanship Training System (LMTS). Better known as the Beam Hit, this trainer can provide basic marksmanship for most MTOE weapon systems. It is more portable than the EST 2000. Units can sign for the system through TSC after completion of LMTS training, conducted by TSC. Fort Riley has 11 large suites, two small suites and seven warrior kits available.

i. Javelin Weapon System Simulator. This simulator is used to train Soldiers on Javelin techniques to include positioning, proper operation of system, sighting of targets, and engaging targets. Each system has an I/O station for training purposes. Fort Riley has seven complete systems, four of which are used at 77680 Victory Drive; and, three for units to sign out.

j. The HMMWV Egress Assistance Trainer (HEAT). The HEAT is a training simulator used to simulate a rollover of a M1114 HMMWV and its crewmembers. The purpose of the HEAT is to simulate an up-armored HMMWV rollover or roll to left or right; then train the vehicle occupants to successfully egress from the rolled HMMWV by emphasizing teamwork through crew/battle drills. The purpose of the HEAT is to train Soldiers and all DOD personnel on the effects of rollover and conduct drills that will provide the skill and ability to react properly during a rollover and/or emergency egress situation. Soldiers should receive proper preparation and training to survive an inverted event. The HEAT, linked with substantive training, may reduce/prevent rollover injuries and fatalities. The device will reinforce the importance of seat positioning, wearing seatbelts, demonstrating the feeling of being disoriented, and the actual effort that is required to execute rollover and emergency egress procedures. The trainer will allow individuals and crews to rehearse and physically execute the necessary steps required to survive a vehicle rollover. Conducting the training under controlled conditions will allow vehicle occupants to gain experience in the proper egress procedures. This training is necessary for Soldiers to achieve self-control and overcome the natural fear and panic following the catastrophic event which led to the vehicle rollover event.

k. The MRAP Egress Trainer. The MRAP Egress Trainer is a training simulator used to simulate a rollover of a MRAP series vehicle and its crewmembers. The purpose of the MRAP Egress Trainer is to simulate a rollover or roll to left or right, then train the vehicle occupants to successfully egress from the rolled MRAP Egress Trainer by emphasizing teamwork through crew/battle drills. The purpose of the MRAP Egress Trainer is to train Soldiers on the effects of rollover and conduct drills that will provide the skill and ability to react properly during a rollover and/or emergency egress situation. Soldiers should receive proper preparation and training to survive an inverted event. The MRAP Egress Trainer, linked with substantive training, may reduce/prevent rollover injuries and fatalities. The device will reinforce the importance of seat positioning, wearing seatbelts, demonstrating the feeling of being disoriented, and the actual effort that is required to execute rollover and emergency egress procedures. The trainer will

allow individuals and crews to rehearse and physically execute the necessary steps required to survive a vehicle rollover. Conducting the training under controlled conditions will allow vehicle occupants to gain experience in the proper egress procedures. This training is necessary for Soldiers to achieve self-control and overcome the natural fear and panic following the catastrophic event which led to the vehicle rollover.

l. Medical Simulation Training Center (MSTC). MSTC is located on the north end of the FRKS Simulations Campus, at 77689 Victory Drive. The MSTC validates Tactical Combat Casualty Care (TC3) for CLS, Combat Medic, and medical officers at the battalion aid station and 1ID medical company level. Fort Riley CLS programs, Transition Team medics, and the 1ID Combat Medic Sustainment Program (CMSP) all require a TC3 validation lane as part of approved POIs; the MSTC provides the best resources for realistic TC3 training. For scheduling call 239-4654; for scheduling conflicts contact the 1ID Surgeon's office or G3T.

m. Fire Support Combined Arms Tactical Trainer (FSCATT) was developed as a high-fidelity simulator that enables the training of M109A5/A6 howitzer crews, Fire Direction Center (FDC), Platoon Operation Center personnel and FOs. The system has the following three modes of operation: (1) stand-alone, (2) interactive and (3) closed-loop. The stand-alone mode allows each element (Howitzer crew, FDC and FO) to train independently. The interactive mode links the FDC with an AFATDS computer and the Howitzer Crew Trainer (HCT). The closed-loop mode is the interaction of the HCT, FDC and the FO nodes under the control of the closed loop controller. The FSCATT simulates all functions of M109A5/A6 self-propelled howitzers. It provides training for the entire gunnery team in stand-alone, interactive and closed-loop modes.

n. The Aviation Combined Arms Tactical Trainer (AVCATT). The AVCATT is a mobile, reconfigurable, aviation-based collective trainer. Each AVCATT trailer supports three manned modules (cockpits), with an After Action Review (AAR) theater and a battle master control available. The AVCATT currently supports UH-60 Blackhawk, OH-58D Kiowa Warrior, AH-64A Apache, AH-64D Longbow and CH-47 Chinook platforms. The AVCATT has demonstrated the capability to be interoperable with a variety of other simulators including the Close Combat Tactical Trainer (CCTT), the Virtual Combat Convoy Trainer (VCCT), and the CCTT RVS.

o. The purpose of the CDTs is to train Soldiers to drive all MRAP variants: RG33L, International Military and Government (IMG) MaxxPro, RG31MkV and Caiman. The CDTs provide students with continuous practice of critical driving skills. The CDT is used to train all driving conditions on various types of terrain; to include, but not limited to; desert, woodland, urban, and mountainous; as well as, cold weather and other weather related environments. The system database consists of nine task regions including Europe and Afghanistan. Each region permits students to drive in traffic and in terrain that varies from steep mountains to flat plains, urban, rural and city settings. Within the built-up area, students will be exposed to small arms fire, IEDs and Rocket-Propelled Grenades (RPG).

E-4. Constructive.

a. The Fort Riley Mission Training Complex (MTC) Constructive Training Capability provides command and staff function training through the use of computer models and simulations. The Entity Resolution Federation (ERF) provides simulation-stimulation computer drivers for maneuver, logistics, fires, intelligence, and other Army Battlefield Command System (ABCS) System of System (SoS) operating in a tactical environment at the company to division level. The ERF simulation system is used in conjunction with the Joint Master Scenario Event List (JMSEL) tool that allows scenario driven "injects" to augment the simulation in order to achieve the commander's specified training objectives.

b. The Constructive Training Capability is supported by the Reconfigurable Tactical Operations Center (RTOC) located within the MTC. This collective training facility is equipped with a robust suite of ABCS "White Box" systems that can be configured to support company through division level MDMP, current operations, and AAR events. The RTOC may also be configured to support specific staff section training (e.g.; G-6 Help Desk training) at battalion through division levels. The RTOC Collective Trainers provide scenario, Master Scenario Events List (MSEL), and Exercise Control (EXCON) support tailored to the commander's training objectives and facilitates MDMP, current operations, and AAR training events.

c. The Fort Riley MTC also offers individual operator training for specific ABCS systems (see appendix B). New operator training is provided to those soldiers who were unable to attend New Equipment Training (NET) during ABCS system fielding or to those soldiers who may require re-training on a specific system. The ABCS's new software and system administrator training is also available through the MTC.

E-5. Server Training. The G-6 offers server training for brigade S-6, Signal Company and server operators. Servers are used to support the utilization of web pages, email, file servers and knowledge management graphical user interfaces (GUI). The training uses a simulated or real network that is managed by a server. Trained personnel will be able to conduct training in a simulated or live environment with or without use of tactical communications.

E-6. To schedule the MTC for training, call 240-3003. To view the MTC calendar use the link below.
https://necportal.riley.army.mil/Garrison/DPTMS/Training/MTC/Shared%20Documents/Forms/AllItems.aspx

APPENDIX F
THE INTELLIGENCE WARFIGHTING FUNCTION AND FORSCOM INTELLIGENCE TRAINING MATRIX

THE INTELLIGENCE WARFIGHTING FUNCTION

F-1. PURPOSE. The intelligence warfighting function is the related tasks and systems that facilitate understanding nine of the operational environment, enemy, terrain, and civil considerations. It includes tasks associated with intelligence, surveillance, and reconnaissance operations, and is driven by the commander. Intelligence is more than just collection. As a continuous process, it involves analyzing information from all sources (human, imagery, measurement and signature, signal) and conducting operations to develop the situation. The 1st Infantry Division G2's vision for developing and maintaining a highly trained intelligence professional is nested with the Division Commander's overall vision. This training program is tied directly to the G2's identified Critical Collective Tasks.

F-2. APPLICABILITY.

a. Intelligence Training and Readiness - No Cold Starts, No Military Intelligence Soldier at Rest. These tables apply to all units assigned, attached or aligned for training with the 1st Infantry Division. All training will leverage FRKS Intelligence Readiness Facility (IRF) and Language and Culture Center (LCC) to sharpen the intelligence professional individual tasks, ultimately leading to collective training that will validate the Intelligence Warfighting Function within the greater collaborative effort.

b. The FRKS IRF and LCC are premier training facilities designed to help Commanders develop and sustain intelligence readiness. The FRKS-IRF is uniquely postured to provide intelligence "reach" to support forward deployed mission command requirements. The FRKS-IRF is configured with non-secure internet protocol router (NIPR), CENTRIX A (and K in the near future), BICES, SIPR, National Security Agency – Net (NSA-Net) and Joint Worldwide Intelligence Communication System (JWICS) network access. The facility houses the FRKS Foundry Multi-discipline Training Platform that provides certified instruction in All Source, signals intelligence (SIGINT), Combat Intelligence (CI)/Human Intelligence (HUMINT), and Geospatial Intelligence (GEOINT) and is part of the FRKS simulation network, allowing Intelligence Warfighting Function (IWFF) METL tasks to be seamlessly nested within BN and BCT mission command training events. The FRKS IRF compound provides secure TOC PAD space, which can easily accommodate IWFF equipment NET/fielding and tactical proficiency training. Bottom line, intelligence units build and sustain readiness through an Intelligence Advanced Collective Training exercise, by participating in a Live Environment Training, conducting "reach," maintaining situational awareness for potential deployments, or thru the use of their organic MTOE equipment to "plug into"

the broader intelligence enterprise and train on their METL tasks and functions, all at the FRKS-IRF.

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1ID G2
Critical Collective Tasks

ART 2.1 SUPPORT TO FORCE GENERATION (FM 2-0; 6-2)
- ❑ Provide intelligence readiness
  - ❑ Conduct intelligence readiness operations
- ❑ Establish an intelligence architecture
  - ❑ Develop and maintain automated intelligence networks
  - ❑ Establish and maintain access
  - ❑ Conduct intelligence reach
- ❑ Generate intelligence knowledge
  - ❑ Develop the foundation to define threat characteristics
  - ❑ Obtain detailed terrain information and intelligence
  - ❑ Obtain detailed weather and weather effects information and intelligence
  - ❑ Obtain detailed civil considerations information and intelligence
  - ❑ Complete studies
- ❑ Provide intelligence services (OP 2.2.2)

ART 2.2 SUPPORT TO SITUATIONAL UNDERSTANDING (FM 2-0; 6-23)
- ❑ Perform Intelligence Preparation of the Battlefield
- ❑ Perform Situational Development
- ❑ Provide intelligence support to protection
- ❑ Conduct Joint Intelligence Preparation of the Operational Environment (OP 2.4)
- ❑ Provide intelligence support to plans (OP 2.6)

ART 2.3 CONDUCT INFORMATION COLLECTION (FM 2-0; 6-36)
- ❑ Plan requirements and assess collection
  - ❑ Requirements development
  - ❑ Planning requirements tools development
  - ❑ Assessing collection
- ❑ Task and Direct Collection
  - ❑ Develop the information collection plan
  - ❑ Execute, evaluate, and update the information collection plan
- ❑ Execute Collection
  - ❑ Establish technical channels and provide guidance
  - ❑ Collect and report information
  - ❑ Establish a mission intelligence briefing and debriefing program

ART 2.4 SUPPORT TO TARGETING AND INFORMATION CAPABILITIES (FM 2-0; 6-56)
- ❑ Provide intelligence support to targeting
  - ❑ Provide intelligence support to target development
  - ❑ Provide intelligence support to target detection
- ❑ Provide intelligence support to mission command
  - ❑ Provide intelligence support to military information support operations
  - ❑ Provide intelligence support to civil affairs
- ❑ Provide Intelligence Support to Combat Assessment
  - ❑ Conduct physical damage assessment
  - ❑ Conduct functional damage assessment

Duty First!

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Figure F-1. Intelligence Collective Tasks

c. The FRKS-LCC has foreign language and culture instruction and materials for both General Purpose Forces (GPF) and Military Intelligence Linguists to operate in any country in the world. The FRKS LCC provides tailored, mission specific Culture Regional, Expertise and Language (CREL) training that target vital culture "transferable skills" significant to success in both decisive action and wide area security operations. Additionally, the FRKS-LCC provides language immersion and language sustainment training, both instructor led and self-paced, for Army linguists.

F-3. GENERAL. This is designed to identify most tasks identified for each individual, team, section, platoon, and company; however, unforeseen developments may require training not identified within these tables. Unit S2's should review ADRP 1-03 (The Army Universal Task List). The G2 Operations POC can be contacted by calling 240-1208.

F-4. CONCEPT. This training guide establishes administrative and management procedures that allow 1st Infantry Division and Fort Riley to validate training. Intelligence organizations that are trained at each Army Unit Task List 2.0 (The Intelligence Warfighting Function) will be certified as being able to perform their wartime missions while minimizing disruptions to scheduled training and the efficient use of its personnel and equipment.

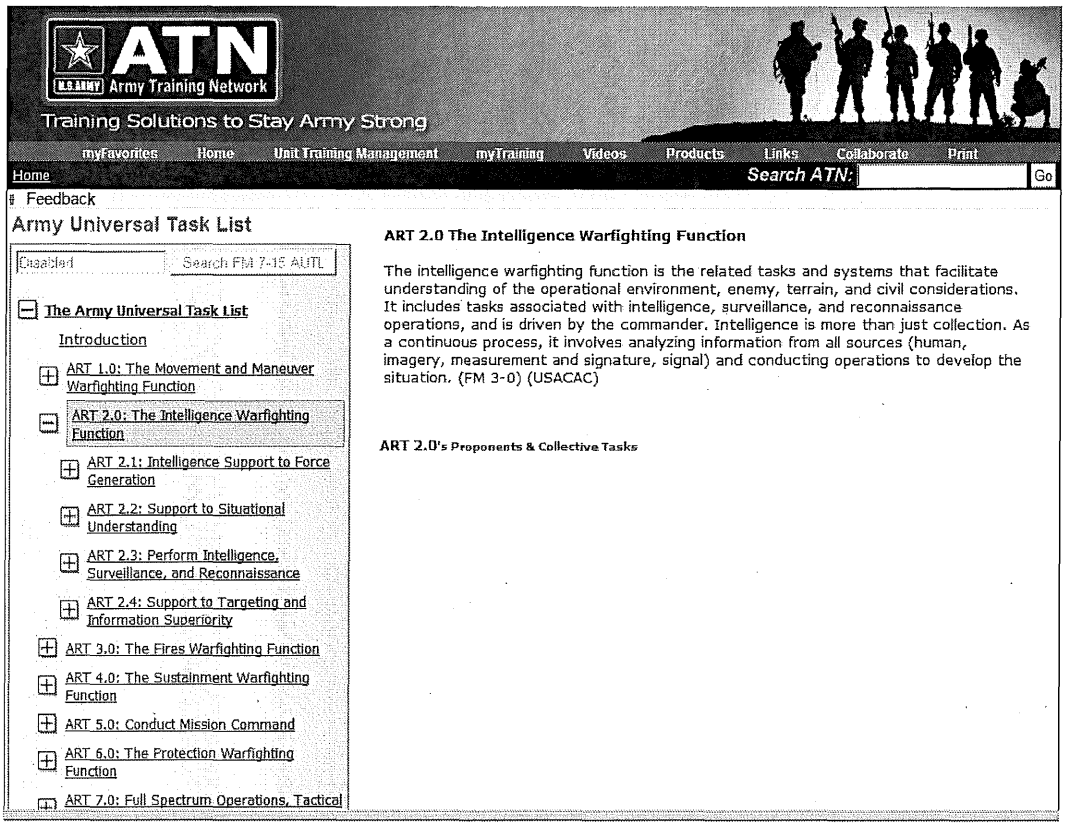

Figure F-2. Army Training Network AUTL Reference.

FORSCOM INTELLIGENCE TRAINING MATRIX

F-5. PURPOSE. The FORSCOM IWFF Training Matrix is a set of training tasks, courses, and events, which provide intelligence training resources for each echelon. This matrix describes the different tasks, courses, and events designated by the requirement for training and certification, strongly recommended training, and recommended training for military intelligence echelons on Fort Riley. The complete list of FORSCOM recommended training courses can be found in the FORSCOM IWFF Training Matrix available at: https://necportal.riley.army.mil/1ID/DIVStaff/G2/Training/SitePages/Home.aspx

F-6. APPLICABILITY. This matrix applies to all units assigned, attached or aligned for training with the 1st Infantry Division.

F-7. GENERAL. This is designed to identify most tasks, courses, and events identified by organization; however, unforeseen developments may require training not identified within ADRP 1-03. Unit S2's should review FM 7-15 at: AUTL, ART 2.0, found at https://atn.army.mil/TreeViewCS_FM_7_15.aspx. The G2 Operations POC can be contacted by calling 240-1208.

F-8. CONCEPT. This training matrix prioritizes intelligence training that will benefit units to ensure mission readiness at all echelons.

Table F-1
FORSCOM IWRR Training Matrix

TRAINING TASK/ COURSE / EVENT	POC	Location Options
SIGINT		
OVSC1800 (USSID SP0018):	(785) 240-0653	Bldg 580/Fort Riley IRF
Virtual Access Request System (VARS):	(785) 240-0653	Bldg 580/Fort Riley IRF
Basic SIGINT Geospatial Analysis (SGA101) (SI003):	(785) 240-0653	Bldg 580/Fort Riley IRF
SIGINT Mission Oversight Training for Leaders (SI011):	(785) 240-0653	Bldg 580/Fort Riley IRF
Overview of Intelligence Authorities (OVSC1100):	(785) 240-0653	Bldg 580/Fort Riley IRF

Table F-1 FORSCOM IWRR Training Matrix - continued		
TRAINING TASK/ COURSE / EVENT	**POC**	**Location Options**
HUMINT		
Advanced Source Operations Course (ASOC):	(785) 239-2003	Fort Huachuca, AZ
Source Operations Course (SOC):	(785) 239-2003	Fort Huachuca, AZ
BIOMETRICS		
Basic Biometrics Course:	(785) 239-2003	Fort Riley CI2C
HIIDE Operator Course:	(785) 239-2003	Fort Riley CI2C
SECURITY		
Special Security Officer (SSO) Training:	(785)239-4424	Bolling AFB, DC.
Special Security Representatives (SSR) Training:	(785)239-4424	Fort Riley BLDG 580
Foreign Disclosure Officer (FDO) and Foreign Disclosure Representative (FDR) Training:	(785) 239-1257	Tampa, FL Fort Riley
STAFF		
Senior Leader ISR Visits to Reach Facilities:	(785) 239-2003	Various
INDIVIDUALS		
DLPT: Defense Language Proficiency Test	(785) 239-3227	Fort Riley BLDG 7719

APPENDIX G
CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) DEFENSE TRAINING

G-1. GENERAL. With few exceptions, CBRN training is an integrated task; i.e., an environmental condition superimposed upon the performance of critical unit METL tasks or METs.

G-2. OBJECTIVES.

a. Individual training

(1) To train Soldiers to standard in CBRN related tasks found in page 3-154 to 3-182 of STP 21-1-SMCT (Soldier's Manual of Common Tasks Skill Level 1).

(2) To develop a high level of Soldier confidence in the capabilities of their assigned CBRN equipment and in their ability to survive and continue the mission in a CBRN environment.

b. Leader training.

(1) To train and certify leaders to standard in CBRN related tasks found in pages 3-23 to 3-43 of STP 21-24 SMCT (Soldiers Manual of Common Tasks Skill Level 2, 3, 4) and to train officers IAW Military Qualifications Standards Manuals (MQSM) 25-1 through 25-4.

(2) To instill in unit leaders, through exercise, the decision process required to prepare their units for CBRN attack, survive and mitigate its effects, while continuing the mission.

c. Unit training.

(1) To train units to perform critical METL tasks under CBRN conditions.

(2) To create an integrated, realistic CBRN environment for MET training, subject to the commander's guidance.

G-3. RESPONSIBILITIES.

a. The DPTMS, Post Chemical will:

(1) Assist the Installation Safety Office (ISO) in providing technical and SME assistance to installation units/activities for radiation safety. The ISO is the proponent of FR Reg 385-24 (Radiation Safety Program).

(2) Oversee the conduct of the FR Area CBRN Defense Course. Provides

both the classroom facility and the POI, and refers requests for seats to the Education Services.

(3) Provide oversight to the training programs for the Installation first responders to CBRN events.

b. The G-3 Chemical, CBRNE Division will:

(1) Exercise limited and general staff supervision over CBRN training.

(2) Periodically evaluate the Installation's overall CBRN readiness posture.

(3) Provide CBRN related training guidance to the G-3 for inclusion in the Installation's training guidance and policy letters.

(4) Provide technical/SME assistance to units with respect to CBRN equipment, doctrine, and deployments to CBRN threat areas.

(5) Refer requests for the use of the post CS chamber for protective mask confidence exercises to Range Control.

(6) Provide external training support.

(7) Exercise proponent for this chapter, and FR Reg 725-1 (Requisition and Issue of Chemical, Biological, Radiological and Nuclear Defense Equipment Supplies and Material).

(8) Provide a CBRN augmentee to the IG Inspection Team, and conduct courtesy inspections upon request.

c. Major Subordinate Command (MSC) Commanders will:

(1) Monitor and evaluate subordinate unit training in a CBRN environment.

(2) Periodically and formally assess subordinate unit in-garrison preparedness for METL task accomplishment in a CBRN environment.

(3) Ensure BDE/BN staffs consider all aspects of CBRN operations when preparing OPLANS/Operations Orders (OPORDS). Considerations include, but are not limited to; smoke operations, decontamination operations, CBRN reconnaissance, CBRN defense sustainment, and handling of contaminated casualties.

(4) Ensure that CBRN related training guidance considers that of higher headquarters and this regulation; and, is included in the MSC annual and quarterly training guidance.

(5) Ensure monthly periodic consolidated professional development training sessions for chemical low-density MOS personnel. Training will emphasize unit MET accomplishment in a CBRN environment and be train-the trainer oriented.

(6) Prioritize use of funds for chemical defense equipment consistent with the mission.

d. All Commanders will:

(1) Ensure that Chemical Corps personnel are working in the appropriate MTOE position performing CBRN duties and that they are proficient in their MOS according to the applicable Soldiers Manual or MQSs.

(2) Ensure that all personnel are trained to operate the MTOE assigned CBRN defense equipment and that the appropriate section, squad, or platoon maintains the equipment. Cross-training on all CBRN equipment is encouraged.

(3) Ensure every individual Soldier can accomplish their responsibilities in a CBRN environment according to their applicable Soldier Manual, Warrior Task and Battle Drills standards.

(4) Ensure that CBRN training is fully integrated into unit exercises during offensive and defensive operations under extended conditions.

(a) Ensure that all EXEVALs, FTXs, CPXs, and Co STX and include evaluations of unit MET task performance in a CBRN environment. Perform and evaluate at least one MET task under CBRN conditions per quarter (Company [Co]).

(b) Ensure CBRN operations are prompted by a portrayed CBRN threat realistically indicative of the OPFOR country played. Key focus should be on collective CBRN skills that include protection; reacting to and reporting CBRN attacks; survey and monitoring of CBRN hazards; contamination avoidance; MOPP; and, unit decontamination. It will exercise the CBRN Warning and Reporting System. To exercise the above decision process, battalion commanders will integrate and evaluate at least one thorough decontamination exercise with a chemical unit annually. Company commanders will integrate and evaluate operational decontamination exercises using the M26 Decontaminator Apparatus semiannually and include MOPP gear exchange as part of these activities.

(c) Schedule, integrate and evaluate use of chemical unit smoke and decon assets in all CTC sequence training (Co STX, BBS/Gauntlet) in preparation for NTC. Plan for the use of chemical unit recon assets, and include them or their representative where possible in the training (BN/BDE).

(5) Ensure that all Soldiers are in-processed with their unit CBRN NCO for mask fitting, Joint Service Lightweight Integrated Suit Technology (JSLIST) suit sizing, and CBRN threat training within 30 days of assignment.

(6) Conduct weapons qualification/familiarization in MOPP 4 on both individual and crew served weapons IAW DA Pam 350-38 and III Corps Regulation 350-1, Table 3-3.

(7) Exercise the unit CBRN Control Party as the commander's advisors and trainers on CBRN defense operations, training and equipment maintenance. One of these individuals should regularly attend unit training meetings and brief the same.

(8) Conduct Mask Confidence Exercise annually and forecast ammunition (CS canisters) via the ATMM discussed in chapter 3 of this regulation.

(9) Ensure mask operator PMCS is supervised and occurs as an integrated part of unit services or other recovery services after field exercise, but at least semi-annually as a scheduled service.

G-4. POLICIES.

a. Designation of Operators/CBRN Defense Mission Soldiers. All Soldiers should be trained to operate basic CBRN equipment. Each piece of equipment however will have at least two Soldiers assigned by MTOE or duty position to operate and maintain it IAW unit SOP (see STP 21-1-SMCT and STP 21-24-SMCT). These Soldiers will receive initial training within 60 days of the duty assignment and receive refresher training semiannually. The same duty position can be designated for both chemical and nuclear equipment operation. Minimum required CBRN equipment levels are in FR Reg 725-1. Training and licensing requirements for Joint Chemical Agent Detector (JCAD) and improve chemical agent monitor (ICAM) operators are in FR Reg 385-24. Responsibility for performing and supervising maintenance resides with the MTOE designated element or the user, unless otherwise designated by the commander.

b. The CBRN Control Party. Commanders of company-size or larger units will maintain a CBRN control party consisting of a CBRN defense officer, a MOS 74D Chemical NCO (AR 350-1, para 4-13), and personnel trained in the employment of CBRN defense equipment. Control party members will be chosen such that in a field environment they would be co-located with the commander. Each member of the control party must be Fort Riley CBRN Defense Course graduate.

(1) If a Chemical NCO is not assigned, another CBRN school trained NCO may be appointed.

(2) Those MOS 74D Soldiers who fill the unit Chemical NCO position and are not CBRN trained may be appointed.

(3) If a 74A Chemical Officer is not assigned at a BN, another CBRN school trained officer may be appointed.

(4) One of the above two Soldiers should attend unit training meetings to represent CBRN issues.

c. Leader validation. Key leaders/CBRN Defense staff must be proficient in the tasks found in paragraph G-5 of this regulation, and all tasks their subordinates are required to perform.

d. Primary Marksmanship Instruction (PMI) for weapons qualification in MOPP 4. Commanders must ensure safety instruction is provided (e.g.; limited visibility, hampered communications, heat buildup, degraded finger dexterity) during PMI before firing in MOPP 4.

e. Unit in-processing for training. Soldiers will be sized and fitted for chemical protective equipment as part of unit in-processing. The M41 Protection Assessment Test System (PATS) will be used to validate mask fit. Individuals will be sized for the JSLIST ensemble, i.e., suit, chemical protective (CP) boots and CP gloves IAW current sizing charts before reporting as units to the Central Issue Facility (7920 Kitty Drive) for draw. Unit CBRN NCOs will track JSLIST ensemble size requirements and protective mask eyeglass inserts requirements by Soldier for deployment purposes. The unit CBRN NCO should not be tasked to schedule Soldiers for optometry appointments.

f. The CS capsules will be on the unit ammunition forecast. The CS is forecasted at the ATMM conducted after the RSC.

g. Use of CBRN equipment for training. In all instances, exercise the principles of a demand supported prescribed load list (PLL) (i.e., no "stashes" and do not use serviceable contingency stocks for training). Those items requiring scheduled maintenance will use SAMS E reporting.

(1) Collective Protection Systems (CPS) will be exercised in the field (with entry and exit procedures) as a means to continuing a unit METL mission in a contaminated environment. The CPS with overpressure (M1A1 Tanks, M2 BFVs) and without overpressure (M113 chassis vehicles) will be used for training after a thorough check for serviceable filter systems.

(2) Decontamination equipment will be exercised in the field as means to continuing a unit MET mission after operational decontamination. Headquarters Companies of the maneuver battalions will exercise the M26 Decontaminator Apparatus with their authorized CBRN specialist. Each company and battery will rotate vehicle use of its authorized M100 Sorbent used for training in the field. Flour or talc (T-3) will be used for training lieu of super tropical bleach. Polyethylene glycol (PEG) -200 is still authorized as a liquid chemical agent stimulant. Simulated Projectile Airburst Liquid

(SPAL) M9 can be used in training and must be forecasted through DPTMS, Training Ammunition Manager.

(3) Radiation Detection, Indication and computation (RADIAC) equipment will be taken to the field during CTC sequence training. Training on these pieces (PDR-75 Reader with dosimeter, UDR-13 RADIAC Meter, VDR-2 RADIAC meter and charger) will normally be performed in the Garrison. The DT-236 "wrist watch" dosimeter will be retained centrally at company level.

(4) Chemical detection equipment will be exercised in the field as a means to continuing the METL mission through force protection, contamination avoidance and decontamination. Chemical alarms require their maintenance kits, and chemical agent monitors their battery trainer (BAT). The purchase of the M256 TRAINS kits in lieu of using serviceable M256 detector kits is a cost savings. Likewise, masking tape will be used in lieu of M9 paper for a cost savings.

h. Training minimums for deploying units. III Corps directs units deploying to overseas countries have mask confidence training for all Soldiers within 12 months prior to departure and assigned operator training in the last 6 months. See the Fort Riley IDSP, Annex O, as updated for additional requirements.

i. Command emphasis criterion evidences of a CBRN program having command emphasis are as follows:

(1) Assignment of Chemical MOS personnel to authorized chemical positions and presence of functioning CBRN School trained control party personnel.

(2) Regularly scheduled, published MET tasks conducted in a CBRN environment.

(3) Timely and accurate Chemical Defense Equipment (CDE) status reporting, followed by written consideration for rectifying equipment shortfalls.

(4) Regularly scheduled and detailed command inspections of CBRN operations, training and equipment readiness.

(5) Full integration and evaluation of CBRN training (recon and decon) into unit exercises under extended conditions.

(6) Manifest subordinate unit leader and Soldier confidence in their CBRN equipment and CBRN proficiency.

(7) Manifest implementation of the Commander's written training guidance for CBRN training.

(8) Existent documentation, not only of the CBRN training conducted, but also showing intent to use ADP 7-0 (Training Units and Developing Leaders) principles of training.

G-5. MANDATORY TRAINING SUBJECTS.

a. Individuals and units will maintain proficiency in CBRN related training tasks as required by AR 350-1, para 4-11; FORSCOM 350-1 (Training in the United States Army Forces Command Units), para 3-18; and, FM 3-11.3 (Multiservice Tactics, Techniques, and Procedures for Chemical, Biological, Radiological and Nuclear Contamination Avoidance). Additional references, classes, and audiovisual training aids are available through Training Visual Information Support Center (T/VISC) and G3, CBRN Division.

b. Individual Subjects.

(1) Individuals assigned as operators of MTOE CBRN defense equipment will be trained within 60 days of assignment.

(2) All Soldiers through SFC will be trained annually in the designated CBRN Common Tasks appropriate for their MOS and grade.

(3) Depleted uranium (DU) training is mandatory for all soldiers; it is part of the Chemical Biological Radiological and Nuclear (CBRN) defense training.

(4) Training requirements for DU Training is mandatory for all crew members, maintenance workers and personnel that frequent an area where DU materials will be present. This training provides individuals with an understanding of the characteristics of DU material, potential hazards, and consists of the following:

(a) Tier I DU Training Support Package is the standard awareness training for all soldiers regardless of their MOS. This training informs individuals about DU and the required protective measures. Training consists of instructional materials: Training Support Package TA-031-DUAT-001, Graphic Training Aid (GTA) card 3-4-001A (Depleted Uranium Awareness) and Training Videotape (TVT) "DU Hazard General Awareness" 3-117 (14 minutes).

(b) Tier II is for ordnance personnel who execute battle damage assessment and repair mission.

(c) Tier III is for training chemical Soldiers.

c. Leader subjects.

(1) Key and staff CBRN defense leaders will be trained in the following skills: Chemical Intelligence Preparation of the Battlefield (IPB), Mission Analysis, Enemy Capability Assessment, Avoidance (GTA 3-6-8, CBRN Warning and Reporting System),

FM 3-11.4 (Multi-service Tactics, Techniques and Procedures for Nuclear, Biological and Chemical (CBRN) Protection), ATP 3-11.41 (Multi-service Tactics, Techniques and Procedures for Nuclear, Biological and Chemical (CBRN) Aspects of Consequence Management), FM 3-11.22 (Weapons of Mass Destruction Civil Support Team Tactics, Techniques and Procedures Assets, Land Navigation in MOPP 4, and Chemical Casualty Processing).

(2) Both supervisors of and staff CBRN defense leaders will be familiar with the capabilities and uses of chemical personnel as listed in FM 3-11.3, appendix B, for battalion, brigade, and division.

d. Unit training subjects. Specific unit training subjects depend on the unit METL and will be recommended to the commander by the senior chemical staff member.

G-6. PROGRAMS AND ASSISTANCE.

a. Fort Riley CBRN School. Troop School teaches the CBRN Officer/NCO Defense Course (80-hour course). Course schedules are published annually in the Fort Riley Schools Catalog.

b. CS Chamber. Mask confidence exercises are available by scheduling the Urban Offense Defense Building in the Range Facility Management Support System (RFMSS).

c. Chemical, Biological, Radiological and Nuclear (CBRN) Briefings. Unclassified Threat Briefing is available on the Fort Riley NECPortal (https://necportal.riley.army.mil).

d. Decontamination and CBRN Reconnaissance Support. Decontamination support is organic to both BCTs and available to other units upon request through the BCT S3s.

e. Scenario Exercises. Virtually all CBRN defense measures can be trained or tested, for both leaders and Soldiers, in an area as small as that occupied by a parked vehicle. Either round robin technique or lane training may be used. Unit survival skills training will require a correspondingly larger area. The MSCs develop exercise scenarios compatible with the unit METL.

f. IG Inspections. The G-3, CBRNE Division provides CBRN augmentees to the Installation IG for general inspection purposes. The following publications are applicable to the CBRN portion of an IG inspection: AR 350-1, FORSCOM Reg 350-1, FR Reg 350-1, FR Regulation 725-1, FR Reg 385-24, and FM 3-11.3. Courtesy inspections are available upon request with a minimum notice of 45-days.

g. Observer/Controller (O/C) Support. The G-3, CBRNE Division provides limited O/C support to chemical units upon request.

h. Training Visits. The G-3, CBRNE Division conducts staff assistance visits to scheduled unit CBRN training.

i. Reference Library. G-3/CBRNE Division maintains a CBRN Reference Library of publications. While not available for check out, they are available for reference on site. Limited reproduction of extract to publications is available. Units remain responsible for maintenance of their own required publications. A list of suggested CBRN publications is found in FR Reg 725-1 (CBRNE Issue, Storage and Requisition) and FM 3-100 (Chemical Operations Principles and Fundamentals).

G-7. OTHER REQUIRED FORT RILEY PUBLICATIONS.

a. FR Reg 725-1 contains information concerning:

(1) The basis of issue (amounts to stock), TM references, and NSNs for all CBRN equipment, their component parts and PLL.

(2) The quarterly CDE Report (manual and automated). The regulation relates the report to readiness for unit deployments, Chief of Staff of the Army requests for information, and dollar requirement estimates for shortages.

(3) Equipment specific policy information.

(4) Mask confidence exercise and Pyridostigmine Bromide (PB) pretreatment information.

b. FR Reg 385-24 describes the safety considerations to be made when repairing or using radioactive material for training (e.g., alarms, monitors, RADIAC sets, fire control devices). It prescribes how to keep such equipment mission capable. It also provides minimum training and licensing requirements for chemical alarm and monitor operators.

c. Installation Deployment Support Plan (IDSP), Annex O outlines in detail those commander actions required for deployments to CBRN threat areas, both for training and equipment.

d. The 1ID CBRN cell is responsible as part of the 1ID Protection Cell for advising the 1ID Commanding General and provide CBRN subject matter expertise to the 1ID staff during planning in the four CBRN functions as per ATP 3-11.36 (Multi-Service Tactics, Techniques, and Procedures for Chemical, Biological, Radiological, and Nuclear Aspects of Command and Control). The 1ID CBRN cell maintains the staff estimates in the 4 CBRN functions; CBRN shape, CBRN sense, CBRN shield, and CBRN sustain.

APPENDIX H
COUNTER-IED (CIED) TRAINING AND RESOURCES

H-1. REFERENCES.

a. AR 350-1, Army Training and Leader Development

b. Army Warrior Tasks and Battle Drills, found at: https://atn.army.mil/

c. STP 3-CIED-SM-TG, Soldier's Manual and Trainer's Guide For Counter Improvised Explosive Device

H-2. PURPOSE. This appendix sets forth the minimum required annual CIED training on Fort Riley; as well as, CIED training required in preparation for CTC and deployment in support of Advice and Assist missions. Also included in this appendix are CIED training resources available on Fort Riley in order to meet training requirements and objectives as outlined in this appendix and the Army WTBD.

H-3. REQUIRED CIED TRAINING.

a. There are three basic blocks of CIED training. The first is annual training and certification required as an Army Warrior Task and Battle Drill; all personnel within a unit will conduct the first block, (1) Army Warrior Tasks. The second and third sets of requirements are mission-dependent. Units assigned to missions, operating in a secure area, will conduct the second block, (2) required CIED training for secure area of operations. Units assigned to missions in non-secure areas will conduct the third block, (3) required CIED training for non-secure area of operations.

b. The following table contains annual CIED training requirements and CIED training requirements in preparation for deployment in support of CCMDs.

Table H-1
Annual CIED Training Requirements

1. ARMY WARRIOR TASKS (Require Annual Certification)*	
Report Explosive Hazard (EH)	All
React to Possible Improvised Explosive Device (IED)	All
Identify Visual Indicators of an IED	All
Search Suspect Vehicle for IED	All
Complete Mine Awareness Training	All
Search a Vehicle for Explosive Devices or Prohibited Items at an Installation Access Control Point	All
Report EH	All
Dismount a Vehicle	All
Perform 5/25/200 Meter Scan	All
React to IED Attack	All

Table H-1 Annual CIED Training Requirements	
1. ARMY WARRIOR TASKS (Required Annual Certification) – continued	
Identify Visual Indicators of an IED Attack	All
React to Possible IED	All
Identify Visual Indicators of an IED	All
Search a Vehicle For Explosive Devices or Prohibited Items at an Installation Access Control Point	All
Report Explosive Hazard (EH)	All
Dismount a Vehicle	All
Perform 5/25/200 Meter Scan	All
React to IED Attack	All
Identify Visual Indicators of an IED Attack	All

2. REQUIRED C-IED TRAINING FOR SECURE AREA OF OPERATION	
C-IED INDIVIDUAL TRAINING	
Complete Biometrics Awareness Brief	All
Counter Insurgency Training (COIN)	All
Complete CREW Overview Training	All
C-IED Awareness Training	All
React to a Possible IED	All
Identify Visual Indicators of an Explosive Devise	All
React to an IED Attack	All
C-IED LEADER TRAINING	
Complete Biometrics Leader Brief	Leaders
BDE and BN Unit Staff will receive Biometrics Leaders Training	Staff
INDIVIDUAL LEADERS TASKS	
React to an IED Attack	Leaders
Prepare for an IED Threat Prior to Movement	Leaders

3. REQUIRED C-IED TRAINING FOR NON-SECURE AREA OF OPERATION	
C-IED INDIVIDUAL TRAINING	
Recognition of Combatants -IED (ROC-IED)	All
COMPLETE BIOMETRICS EQUIPMENT OPERATOR TRAINING	
Biometrics POC	1/ Bn & Bde
Biometrics INTEL/OPS SME	1/ Bn & Bde
Biometrics Field Service Engineer (FSE) Soldier SME	1/ Bn & Bde
Company Biometric Operations Specialist SMES	2/ Co
Squad SEEK II Operators	2/ Squad
COMPLETE CREW BASIC OPERATOR TRAINING	
Complete CREW Basic Operator Training (THOR III)	All
Complete CREW Basic Operator Training (DUKE)	All
Homemade Explosive (HME)	All
1J and 1K Qualified Soldiers	As required
Acquisition System PSS-7 Wolfhound	EWO

Table H-1 Annual CIED Training Requirements	
3. REQUIRED C-IED TRAINING FOR NON-SECURE AREA OF OPERATION - continued	
HAND HELD DETECTOR (HHD) TRAINING	
DSP-27	1/Squad
VMC-1	1/Squad
VMR-2	1/Squad
CEIA	1/Squad
UNMANNED GROUND VEHICLE (UGV)	
Leaders Planning For Robotics Operations	2/Platoon
Robotics Operations During Mounted Maneuver Training	2/Platoon
Robotics Operations For Dismounted Operations	2/Platoon
SITE EXPLOITATION	
Site Exploitation	1x E5 / Plt
C-IED LEADER TRAINING	
Biometrics Brief	Leaders
CREW Brief	Leaders
Hand Held Detectors Brief	Leaders
Robotics Brief	Leaders
Plan For the Integration of C-IED Assets	Leaders
Apply Predictive Analysis to Support C-IED Operations	Leaders
Apply Pattern Analysis Products to Support C-IED Operations	Leaders
Integrate CREW Systems	Leaders
Plan For Possible IED Threats	Leaders
Plan For and Employ NLW During Escalation of Force VBIED Threat	Leaders
Conduct Tactical Questioning	Leaders
Alternative Compensatory Control Measures (ACCM)**	As required
Dismounted Counter IED Tactics Master Training (DCT-MT)**	As required
Advanced Situational Awareness Training (ASAT)**	2 / Partnered PLT
C-IED Attach the Network***	As required
C-IED COLLECTIVE TRAINING	
Conduct Live Fire Exercises Incorporating IEDS	ALL
COMPLETE C-IED COLLECTIVE TASKS AND DRILLS	
React to a possible IED	ALL
VBIED	ALL
Suicide VBIED or person borne IED	ALL
Prepare for a suspected VBIED/PBIED attack against a static position	ALL
Plan for C-IED operations	ALL
React to an IED attack while mounted	ALL
Conduct the 5-Cs	ALL
React to an IED attack while dismounted	ALL
Conduct 5/25/200 meter checks	ALL

Table H-1 Annual CIED Training Requirements	
3. REQUIRED C-IED TRAINING FOR NON-SECURE AREA OF OPERATION - continued	
COMPLETE C-IED COLLECTIVE TASKS AND DRILLS - continued	
Manage CREW systems	ALL
* Task outlined in Army Warrior Tasks and Battle Drills https://atn.army.mil/dsp_template.aspx?dpID=105 ** Personnel selected should be based on ability to train host nation forces; training can be arranged by CI2C, Fort Riley.	

a. Unit CIED training will ensure that Soldiers, leaders, and units achieve and maintain proficiency in combat operations in an IED environment. Individual Soldiers, leaders and units will achieve and maintain the standards for CIED tasks.

b. The CIED training must be fully integrated into unit exercises for both offensive and defensive operations. Realistic training requires that enemy doctrine and capabilities for the employment of IEDs be understood and used to enhance mission performance in an IED threat environment. Counter-IED training integration will develop and test the capability of commanders, staffs, and units to perform their missions under expected IED threat conditions. A unit's CIED proficiency will be determined by having the unit accomplish its mission under IED threat conditions during external and internal evaluations to STP standards, (refer to STP 3-CIED-SM-TG). The CIED tasks will be integrated into unit mission training through the following actions:

(1) Commanders will analyze their missions and training to accomplish them against the IED threat they expect to face.

(2) Selected field training exercises and command post exercises will include CIED operations against an OPFOR with the capability of employing IEDs.

c. Unit CIED training includes training selected unit personnel in biometrics, Counter Remote Control Improvised Explosive Device (RCIED) Electronic Warfare (CREW), IED hand held detectors, and robotics.

H-4. COUNTER-IED TRAINING ADVISOR AND SUBJECT MATTER EXPERT (CIED TASME). In order to provide units with subject matter experts, the Counter-IED Integration Cell (CI2C) trains Soldiers designated as CIED TASMEs through a 40-hour course and certification. CIED TASMEs facilitate CIED training by providing IED awareness, ground sign visualization detection training, handheld detection training, and site exploitation training.

H-5. COUNTER-IED TRAIN-THE-TRAINER. 1st Infantry Division will be prepared to deploy in support of Combatant Commanders whose mission set includes training host nation forces also known as troop contributing countries (TCC) in CIED. Units deploying in support of Combatant Commands (COCOM) must be prepared to provide

select Soldiers with the ability to train TCC Soldiers in basic CIED. The CI2C on Fort Riley provides T3 training in order to prepare units for this mission.

H-6. COUNTER-IED Training Resources. 1st Infantry Division and Fort Riley offers a multitude of CIED training resources. Training resources are:

a. 1st Infantry Division CIED page on the Fort Riley NECPortal (https://necportal.riley.army.mil). The CIED page contains up-to-date unclassified IED SIGACTS world-wide, CIED presentations for classroom training, information on CIED equipment, the 1st Infantry Division CIED Newsletter, and other useful training documents such as example CIED training plans. The CIED page is maintained by the Division Engineer cell. The link for the page is https://necportal.riley.army.mil/1ID/DIVStaff/G3/cied/SitePages/Home.aspx.

b. The CIED Program (CI2C). Counter-IED training is no longer offered during RSOI at the CTCs and must be conducted at home station. The CI2C is the Division's proponent for units seeking assistance in home station CIED training in order to fulfill annual training requirements, preparation for CTC, and deployment train-up. The CI2C POC can be reached at 239-3896 and is located at 8730, Sustainment Drive. Additional information about the FORSCOM CI2C program is available at: https://www.us.army.mil/suite/page/665005

c. Virtual Clearance Training Suite (VCTS). The VCTS provides units the ability to train operators and crews/squads/platoons on route clearance equipment. Additionally, units are able to conduct virtual patrols and train on individual and collective IED reaction drills. The VCTS is coordinated by calling 240-3003 and is located at 77694 Victory Drive.

d. Home Station Training Lane (HSTL). The HSTL is located in Training Area 14 and is available for scheduling through the RFMSS. The HSTL allows units to conduct mounted and dismounted patrols in order to conduct individual and collective training on CIED tasks such as recognizing visual indicators, maneuver in an IED environment, and IED reaction battle drills. Training aids are available at the TSC.

e. Training Support Center (TSC). The TSC provides various IED training aids including IED simulators and training devices, IED GTA cards, OPFOR equipment, MILES, and CREW devices. Units must ensure Soldiers are certified in the use of IED simulators before drawing from TSC. Certification is offered by TSC.

f. Counter-IED Training equipment is available from the CI2C team. Units can sign out equipment to support unit operator training as well as collective training. Send equipment requests to the CI2C POC. The CI2C POC can be reached at 239-3896 and is located at 8730 Sustainment Drive.

Table H-2 Available C-IED Training Equipment	
C-IED SYSTEMS	**C-IED EQUIPMENT**
Hand Held Detector	Minehound
	DSP-27
	Gizmo
	CEIA 2.06
Site Exploitation	HME Detector Kit
	Patrol Search Kit
Biometrics	BATS
	HIIDE
	SEEK II
Robotics	Talon
	FASTAC
	First Look (throw- bots)
OPTICS	
COIST	TIGR Server
	Laptops
	One System Remote Video Terminal (OSRVT)
CREW	Duke V3
	Duke V2
	CVRJ
	Thor III
	Wolfhound
	Spectrum Analyzer/

APPENDIX I
TRANSPORTATION TRAINING

I-1. UNIT LOAD TEAMS.

a. Each unit will have an appropriate number of personnel trained in vehicle preparation, aircraft loading, rail loading, and unloading techniques. Training will arranged through brigade Schools NCO on FR Form 28 and submitted to military troop schools. This training will include the following:

(1) Activating vehicle load plans.

(2) Preparing vehicles for shipment: purging; protecting fragile components such as windshields and mirrors, and weighing and marking for air and rail modes.

(3) Tie down procedures for aircraft and railcars.

(4) Loading and unloading unit vehicles on aircraft and railcars. Training should include standard hand signals.

(5) Palletizing cargo on the 463L Cargo System.

b. Unit load teams composition will be tailored based on the type and quantity of equipment (size of deploying force) and time available for loading. The following general guidelines are provided for planning purposes;

(1) For rail movement, a well-trained team of five operators, using prefabricated tie down devices can complete loading and lashing of loads on one railway flatcar in approximately 15 minutes. Units are normally provided 48 hours for loading once the cars are spotted.

(2) For air movement, a six person team can load and tie down equipment efficiently. Headquarters, Army Material Command (AMC) offers the Equipment Preparation Course to unit aligned under the AMC Affiliation Program. Unfortunately, load training is currently limited in this course because aircraft are seldom available; teams may have to be trained by the loadmaster at the beginning of a deployment on the initial mission aircraft being loaded.

I-2. AIR-LOAD PLANNERS. The Air Mobility Command offers an Airlift Planners Course to those units aligned under the AMC Affiliation Program. This course is designed to train personnel in the planning and execution of airlift operations. After completing the course, the individual is authorized to sign the aircraft load plans. Attendees will be in grade E-6 or higher. Training will arranged through the brigade's Schools NCO on FR Form 28 and submitted to Military Troop Schools.

I-3. CONTAINER CONTROL OFFICER (CCO).

a. Brigade CDRs will appoint a designated official (E-6 or above or Civilian equivalent) within his command who is responsible for control, reporting, use, and maintenance of all DOD-owned and DOD-controlled intermodal containers and equipment. This officer has custodial responsibility for containers from time received until dispatched. Commanders will exercise control and ensure rapid turnaround of distribution platforms on respective installations and/or jurisdictions by establishing procedures and a CCO to manage and account for intermodal containers, flat racks, unit-owned International Standard Organization Equipment Containerized Kitchen (CK), Standard Automotive Toll Set (SATS), etc.), and shipping platforms (Army-owned and – leased), and acquired system 463-L pallets, as applicable.

b. To request access to ACAMS go to, https://eta.sddc.army.mil/ETASSOPortal/default.aspx. The POC at the ITO can be reached by calling 240-1991.

I-4. HAZARDOUS CARGO CERTIFYING OFFICIAL.

a. All personnel involved with the preparation and shipment of hazardous materials for commercial or military transportation must receive training IAW 49 CFR, Subtitle B, Chapter 1, Subchapter C, Part 172, Subpart H (Training) and DOD component regulations. Improper procedures could result in the loss of life or equipment or, at a minimum, frustrated cargo. Each unit (company/detachment level) requires at least one primary person SSG or above and on alternate SGT or above who is trained to certify hazardous cargo. Training will arranged through brigade Schools NCO on FR Form 28 and submitted to military troop schools.

b. Hazardous cargo certifiers must be trained at a DOD approved school on applicable regulations for all modes within the past 24 months. Personnel must receive refresher training every two years in order to continue to certify shipments of hazardous materials for transportation. They can certify documentation for all modes of shipment to include commercial and military truck, rail, sea, and air. This individual must also be designated in writing by the commanding officer or supervisor. This designation must include the scope of the individual's authority. This individual will be responsible for ensuring the shipment is properly prepared, packaged, labeled, marked, placarded, and documented. The certifier must personally inspect the item being shipped before signing the HAZMAT documentation.

c. Technical Specialists are trained by HAZMAT certifiers. They must have received their training within the past 24 months and are only authorized to certify in their specialty for hazards shipped by DOD-owned and controlled aircraft, (see TM 38-250, [Compliance With This Publication Is Mandatory]) and by military convoy (see DOD 4500.9-R, Part II). The individual must be designated in writing by the commander (O-6 or above). This designation must include the scope of the individual's authority. This individual will be responsible for ensuring the shipment is properly prepared, packaged,

and marked and must personally inspect the items being certified. The individual also signs the HAZMAT documentation.

d. NOTE: Technical specialists are not authorized to sign Bills of Lading (BL) or to certify HAZMAT shipped by commercial scheduled air or sea.

I-5. INTERMODAL DRY CARGO CONTAINER/CONVENTION FOR SAFE CONTAINERS RE-INSPECTION (AMMO-43).

All

a. International Organization for Standardization containers that move in the DTS or commercial transportation system must be certified to meet 49 CFR; and, 46 U.S.C., Appendix 1503 (Convention for Safe Containers) requirements. Activities possessing DOD container(s) that transit the DTS will inspect, re-inspect, and perform organization (user) level maintenance, IAW service/agency policies, on containers. Prior to stuffing and movement, activities will inspect containers to ensure serviceability and results updated in ACAMS accordingly. Loaded containers will be visually inspected at each transit node.

b. Container Inspector. A Certified DOD or contractor personnel must perform inspections and re-inspections according to MIL-HDBK 138B (Guide to Container Inspection For Commercial and Military Intermodal Containers) and the Institute of International Container Lessors (IICL) criteria. DOD personnel will and contractor personnel may be certified by attending the Intermodal Dry Cargo Container Convention for Safe Containers Re-inspection Course conducted by the US Army Defense Ammunition Center; McAlester, OK 74501-9002. As an option to the resident course, the formal Computer Based Training (CBT) module may be used. DOD inspectors must be recertified every 48 months through completion of the resident or CBT course. The CBT course is available at http://ammo.okstate.edu/index.php?option=com_content&view=article&id=123&Itemid=77 **(a non-DOD website)**. A copy of the training certificate and/or orders designating the individual as a Convention for Safe Containers certification/recertification inspector will be retained by the Service or Agency CCO's Unit/HQ.

c. Dry Cargo Container Criteria. The DOD standard for the inspection and re-inspection of all DOD owned dry cargo International Organization for Standardization containers, DOD-owned International Organization for Standardization configured equipment, and DOD-leased International Organization for Standardization containers are the criteria set forth in DOD MIL-HDBK-138B.

d. Maintain and repair DOD containers IAW the international, Federal, DOD, industry standards or as recommended by the container manufacturer. Standards include the International Maritime Dangerous Good (IMDGC), 49 CFR 450-453, current editions of IICL, Repair Manual for Steel Freight Containers, service technical manuals (i.e., TB 55-8115-200-23 (Standards and Maintenance of MILVAN Containers), as well as other approved repair manuals.

e. The International Organization for Standardization Configured Tactical Shelters. The MIL-HDBK-138B includes inspection criteria for the international organization for standardization-configured tactical shelters.

f. All commercial/leased containers used for international transport must be Convention for Safe Containers approved and/or enrolled in the Approved Continuous Examination Program (ACEP). The ACEP is a continuous examination program. Under ACEP, a container is subject to examinations and inspections during the course of normal operations. Containers inspected under a continuous examination program must be marked as follows: ACEP/USA (or the country of approval abbreviation)/20XX (the year in which the ACEP was approved)/XXX (an assigned ACEP number). This marking must be as close as practicable to the safety approval plate. Typically this is a sticker attached to the Convention for Safe Containers Safety Approval plate.

I-6. UNIT MOVEMENT OFFICER (UMO).

a. In each unit, a UMO and alternate will be appointed in writing. These persons will be trained in a school or by the unit (on-the –job training) and be thoroughly familiar with the following:

(1) Required references in Appendix A. This means being able to use these references to plan, organize and execute a move by all modes; air, rail, convoy, commercial truck and by sea.

(2) Responsibilities of the UMO and those of other movement personnel in the unit.

(3) Movement of hazardous materials peculiar to the unit. (NOTE: The UMO ***cannot*** be the HAZMAT certifying official for the unit).

(4) Procedures and documents for requesting commercial transportation.

(5) The Organization Equipment List (OEL) and Unit Deployment List (UDL) reporting requirements.

(6) Internal vehicle load planning.

(7) The blocking, bracing, packing, crating and tie-down (BBPCT) for unit equipment.

(8) Palletization/Containerization requirements.

(9) Hands-on practical knowledge to ensure execution of the movement plan; i.e., palletizing cargo on a 463L pallet, securing vehicles on a rail car; and, blocking and bracing internal loads in vehicles, etc.

(10) Unit equipment preparation and documentation for all modes of transportation. However, he should not be the certifying official for unit air load plans.

b. Ensuring the UMO is trained is the responsibility of the commander. Providing UMO training is the responsibility of the Installation Command (IC)-UMO. To assist in that training, formal resident and nonresident UMO courses are available.

c. Formal training for UMOs in unit deployment is available through the US Army Transportation School, Deployment and Deployment Systems Department (DDSD), Fort Eustis, VA. The DDSD offers the following resident courses: the Air Deployment Planning Course AMC Certified (three weeks), the Unit Movement Officer Deployment Planning Course (two weeks), and the TC AIMS II Course (two weeks). The Mobilization and Deployment Planning Course (two weeks0 and the Strategic Deployment Planning Course (two weeks) are offered to train IC-UMOs. Also local training can be provided by requesting a mobile training team from Fort Eustis or by requesting the School's POI for units to provide their own UMO training. To obtain information on course offerings, mobile training teams, POIs, and related doctrine, send correspondence to the Army Transportation School Deployment and Deployment Systems Department, (ATSP-TDD), Fort Eustis, VA 23604-5363, or call DSN 927-2039 or commercial 785/878-2039.

I-7. Transportation Coordinators' – Automated Information for Movements System II (TC-AIMS II) Operators.

a. The TC-AIMS II provides automated support to functions now performed by unit and installation Transportation Coordinators, who may be using manual processes. The TC-AIMS II improves and expedites unit movements and Transportation Operating Agency (TOA) actions, and provides a source of timely and accurate deployment information for use at all Joint Deployment Community (JDC) command levels. Under the TC-AIMS II, unit movement, installation transportation, and load planning functionality is accessible from a single client platform at the unit/installation level. The processing, tracking, and reporting of data is available to decision makers at various command levels.

b. The TC-AIMS II includes automated support to assist unit commanders to create, maintain, manage, and update unit equipment, personnel, and deployment information, databases. It also facilitates planning and execution of organic movements. The TC-AIMS II incorporates the mechanism for identifying assets and requirements for force deployment/redeployment on deliberate and crisis action planning

c. It provides tools to support continuous data process management, planning and execution of deployments, and asset tracking. Movement planning starts with the establishment of unit move requirements and ends with the arrival of required assets at a destination point. The planning function includes preparation and execution of

convoys; (assigning, loading, staging, moving, controlling, coordinating, tracking, etc.). In addition, the unit move function supports rail, air, and ship loading.

APPENDIX J
DANGER'S VOICE CERTIFICATION PROGRAM

J-1. BACKGROUND. The Army's training challenge is to optimize, synchronize, and support training in schools, training in units, and self-development to produce forces ready to respond across the full spectrum of military operations.

J-2. PURPOSE. The purpose of the Danger's Voice Certification Program (DVCP) is to develop and implement structured training for baseline certification levels of Soldiers within the 1st Infantry Division (1ID). The DVCP establishes the tools and guidelines to make 1ID Soldiers the best communicators in the Army. This Appendix establishes the policies, guidance, and procedures to support the 1ID DVCP.

J-3. APPLICABILITY. The DVCP applies to all personnel E1-E8, WO1-CW3, and O1-O4 assigned to the 1ID and its subordinate units.

J-4. OBJECTIVE. The primary objective is to provide a structured training environment for all Signal Soldiers within the 1ID. The guiding principle of this training is to develop quality Soldiers and leaders at all levels for unified land operations. The DVCP is a cooperative effort between Danger's Voice Signal University (DVSU) and the 1ID units.

a. The DVCP is comprised of four levels (Course Track Curricula):

(1) The Green Level: The Basic Skills level of training for Signaleers. These are skills expected of all Signaleers to know and master.

(2) The Bronze level: The Branch Common Core level of training. These classes will include courses that are common core to Signal Soldiers.

(3) The Silver level: The MOS Common Core level of training. This training focuses on developing Signal leaders. This will provide unit commanders with a Signal Soldier that can lead signal systems and be better skilled technicians

(4) The Gold level: The Level of Excellence. The training contains the more advanced level courses. These courses are not necessary for unit success, but beneficial to the unit to have Signal Soldiers trained at this level.

b. The goal for every 1ID Signaleer is to attain Gold.

c. The DVCP Incentives:

(1) Peer Pressure. Due to the competitive nature of the Army and 1ID Soldiers, all members will strive to perform to the best of their ability to match their peers.

(2) Gold Standard. Gold Level will include courses that further enhance career development for the Soldier. These classes will include ASI courses or certifications that are not normally available or critical for mission success.

(3) Awards. Once the Soldier achieves a baseline level and verification completed by the G6, the G6 will initiate an Army award.

(a) Green – AAM

(b) Bronze – AAM

(c) Silver – ARCOM

(d) Gold - ARCOM

d. The DVCP Skill Level Identification. The completion of each level will result in a skill level identification tag reflecting the skill level and track completed which can be worn with the Soldier's 'Dog Tags'.

e. The DVCP Cross Training. Soldiers can wear multiple tags to identify various skill track levels. Soldiers must accomplish Silver in their respective MOS track before they can begin additional tracks.

f. The DVCP LandWarNet. All formal DVCP classes have a respective 1ID LandWarNet course to facilitate remedial training. Only SSG and above, CW2 and above, and CPT and above may use LandWarNet courses to meet DVCP certification requirements.

J-5. RESPONSIBILITIES.

a. Unit Commanders. The commander is responsible for the wartime readiness of all Soldiers in the formation and therefore, is the primary trainer. Training Soldiers and developing leaders is the commander's number one priority. Commanders observe and evaluate training and leader development at all levels of the organization. They provide feedback as coach, teacher, and mentor. Commanders are also responsible for:

(1) Maintaining an accurate database of current trained personnel in their units.

(2) If needed, may designate oversight to their Signal Officer (SIGO)/

(3) Communications NCO.

(4) Reporting the status of all personnel during G6/S6 Sync Briefing.

b. Non-Commissioned Officers (NCO). A great strength of the US Army is its professional NCO Corps, which takes pride in being responsible for the individual training of Soldiers, crews, and small teams. The NCOs conduct standards-based, performance-oriented, battle-focused training. They will:

(1) Identify all team training requirements by position to determine training requirements for all Soldiers (Course Track Curricula).

(2) Identify trained personnel in their units and provide updated information to the unit commander.

(3) Ensure all Soldiers scheduled for training are available during the training period.

(4) Evaluate training and conduct after action reviews (AARs) to provide feedback to the commander on individual, crew, and small team proficiency.

(5) Promote an atmosphere within the unit for Soldiers to achieve the highest certification level and training available.

c. Danger's Voice Signal University will:

(1) Maintain a collective database of Soldiers that have initiated training in the Danger's Voice Certification Program.

(2) Develop course schedules with all training entities.

(3) Verify Soldiers meet all course prerequisites prior to reserving for a course.

(4) Schedule DVCP courses based on unit training forecasts.

(5) Input course completion data in the DVCP database of Soldiers in the Danger's Voice Certification Program.

(6) Coordinate with company and brigade S6s to forecast training requirements.

(7) Facilitate Training based on course schedule.

d. Assessment. All Soldiers attending the DVCP courses will provide an AAR for the course, which the DVSU will use to evaluate the effectiveness of the course.

e. The POC for the DVCP is the DVSU at 785-240-4149.

J-6. PROCEDURES.

a. To better serve the brigades and ease the flow of paperwork, the brigades will adhere to the procedures outlined in this regulation. These procedures are effective immediately and the G6 will not accept any deviation from these procedures.

b. The DVCP Courses. Commanders and staff must execute the schools program carefully to maximize utilization of resources.

c. The brigades/battalions will:

(1) Submit a list of schools needed to maintain readiness to the DVSU monthly.

(2) Submit a FR Form 28 through military school channels for enrollment in ATRRS.

(3) Ensure the submitted Soldier(s) will have one (1) year of retainability in the unit.

(4) Ensure the Soldier is qualified IAW all applicable references to attend the requested course.

(5) Ensure the Soldier meets APFT and weight standards IAW AR 350-1.

(6) Ensure all prerequisites are completed prior to enrollment in ATRRS.

(7) Confirm the Soldier's ability to attend the course on dates stated.

(8) Maintain a roster of Soldiers completing all courses, with dates.

(9) Submit withdrawal and/or substitution requests NLT two weeks prior to the start date.

(10) Ensure the Soldier receives a briefing on when, what, and location of the course NLT five (5) days prior to the start date.

(11) Ensure Soldiers arrive on time and are prepared for the course.

d. The DVSU will:

(1) Coordinate and schedule courses needed to support the unit's requirements.

(2) Publish a roster of Soldiers to attend courses NLT one week prior to the start date.

(3) Maintain a record of all enrollment forms received.

(4) Ensure brigades/battalions submit a memo stating the reason the Soldier cannot attend a course.

(5) Brief battalion training NCOs on dates and location of courses.

(6) Maintain a consolidated course report on Soldiers completing courses with dates.

e. Commonly Used Terms.

(1) No Shows. The brigade/battalion will receive a "No Show" if the Soldier identified is not present for the first day of school. Brigades/Battalions will avoid any school "No Show" by ensuring Soldiers are available for training. The G6 will annotate and brief all "No Shows" during the Monthly G6/S6 Sync Briefing.

(2) Shortfalls. A shortfall occurs when a unit fails to fill their allocation. A shortfall can also occur if a Soldier attends a course and is denied enrollment for failing to meet course prerequisites; or, a unit turns back the allocations after the established suspense date.

SCHOOL APPLICATION

For use of this form see FR Reg 350-1; the proponent agency is DPTMS

DATA REQUIRED BY THE PRIVACY ACT OF 1974

Authority: 10 U.S.C., Section 3013
Principal Purpose: For personnel service support
Routine Uses: For personnel requesting to attend an official military school. Social Security Number is required to register individual in a course on the ATRRS database.
Disclosure: Disclosure of this information is voluntary. However, failure to provide the Social Security Number may result in an incomplete application, which will not be processed.

1. From:	POC Name/Title:		Unit:	E-Mail:
	Date:	Phone:		Signature
2. Thru:	POC Name/Title:		Unit:	E-Mail:
	Date:	Phone:		Signature
3. Thru:	POC Name/Title:		Unit:	E-Mail:
	Date:	Phone:		Signature
4. Thru:	POC Name/Title:		Unit:	E-Mail:
	Date:	Phone:		Signature

5. To: MILITARY SCHOOLS, 8388 ARMISTEAD, FORT RILEY, KS 66442

6. Course Title:	7. Course Number:	8. Class #:
9. Class Dates: From YYYYMMDD To YYYYMMDD	10. School *(Location/Code)*:	

11. Alternate Dates Acceptable?	12. Alternate Location Acceptable?	13. Schedule for First Available?	14. Best Alternate Time Frame: From YYYYMMDD To YYYYMMDD	15. Individual is Not Available: From YYYYMMDD To YYYYMMDD

16 (a) Rank/Grade	(b) Name (Last, First MI), E-mail	(c) FULL SSN - NO DASHES	(d) ETS Date	(e) Clearance	(f) BR/MOS	(g) AD/RES/GRD	(h) UIC	(i) Unit/Installation
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					
			YYYYMMDD					

17. Remarks: (enter duty position for each person)

R FORM 28, Jan 2015

Figure J-1. FR Form 28 (School Application); used for enrollment into DPTMS, Military Schools.

Table J-1.
Signal Green Curriculum

Branch Common Core	
Requirements	Comments
Introduction to Tactical Radio	Danger's Voice Signal University (40 Hours)
COMSEC Training	Danger's Voice Signal University (8 Hours)
Help Desk Fundamentals	Danger's Voice Signal University (32 Hours)
Computer Concepts and Applications	Danger's Voice Signal University (45 Hours)
SEC+	SkillPort
NET+	SkillPort
A+	SkillPort
JCR	MTC

Table J-2
Signal Bronze Curriculum

MOS Common Core	
Requirements	Comments
A+	Danger's Voice Signal University Course (80 Hours)
IT Networking and Cisco Routing	Danger's Voice Signal University (40 Hours)
Simple Key Loader (SKL)	Danger's Voice Signal University (16Hours)
Spreadsheet Applications	Danger's Voice Signal University (40 Hours)
SIPR NIPR Access Point (SNAP)	Danger's Voice Signal University (40 Hours)
Customer Service	Danger's Voice Signal University (40 Hours)
Windows 7 Configuration (70-680)	SkillPort

Table J-3
Silver Curriculum

Advanced	
Requirements	Comments
CompTIA Network+ Certification	Danger's Voice Signal University (80 Hours)
Database Management Systems	Danger's Voice Signal University (45 Hours)
Human Relations in Business	Danger's Voice Signal University (45 Hours)
Network Management	Danger's Voice Signal University (40 Hours)
MS Windows 7 Certification	Danger's Voice Signal University (80 Hours)
CPOF	MTC

Table J-4
Gold Curriculum

Elite	
Requirements	Comments
CompTIA Security+ Certification	Danger's Voice Signal University (80 Hours)
Cisco ICND1	Danger's Voice Signal University (80 Hours)
Cisco ICND2	Danger's Voice Signal University (80 Hours)
WIN-T Leaders Course	Danger's Voice Signal University (40 Hours)
MDMP/Orders Production	LandWarNet Course
CPOF-Leaders Course	LandWarNet Course

APPENDIX K
DANGER UNIVERSITY

K-1. Currently, 1st Infantry Division units train to support COCOM. As part of the Commanding General's Leader Development Program, Danger University facilitates an academic setting for knowledge gathering and information sharing to better prepare units deploying to CCMDs. Should deployment of forces change to another command, Danger University is flexible enough to adjust to educate 1ID Leadership and Staff reference any regions of the world to which 1ID Soldiers may be deployed.

K-2. Danger University is the term given to any academic format used to create an atmosphere of knowledge gathering and information sharing for division staff, brigade and battalion command teams and other key staff personnel.

K-3. Academic settings, normally in the form of seminars or a lecture series, are planned in a working group that is facilitated by G35, FUOPS. Members of the working group vary according to the needs of the mission training; however, certain members should be standard. Minimum required members to the Danger University Working Group are:

a. The G35, FUOPS facilitates the working group; provides the group with guidance from the G3; and, writes and submits for publishing the OPORDs, FRAGOs, and academic guidance as required.

b. The G2, Intelligence Officer provides input into the regions of the world that would be most beneficial for study; and, helps formulate training and learning objectives provided to guest lecturers.

c. The Fires and Effects Coordination Cell (FECC) Operations Officer assists the group with scheduling members from the Victory 6; who will open or close the academics and provide the messaging themes of the events.

d. The Staff Judge Advocate attorney reviews the activities of the group to ensure they remain in line with Army regulations and fiscal law.

K-4. The working group decides the best venue and means of delivery for each of the topics chosen for training, seminars, or lecture series. The working group selects guest lecturers based upon the topics required for further continuation of established partnerships; such as with Kansas State University staff, faculty, and students. The group may also decide to select briefers from staff counterparts based upon their individual levels of expertise and experience.

APPENDIX L
ARMY CIVILIAN PROPONENT PROGRAMS

L-1. Supervisory Development Course. Military personnel who supervise Civilian employees must complete a 40-hour distance learning course within 6 months but not later than 12 months after their assignment to a position where they are required to supervise Civilians.

L-2. Human Resources for Supervisor Course. This course is an on-site, 40 hour course required for military supervisors who supervise at least three appropriate fund Civilian employees; however, those supervising less than three employees are invited to attend.

L-3. Civilian Education System (CES).

a. Foundation Course

(1) Mandatory for all Army Civilian interns, team leaders, supervisors and managers employed after 30 September 2006.

(2) All Army Civilian employees may elect to participate in the distance-learning course.

b. Basic Course

(1) Required for Army Civilians assigned as a team leader or in permanent appointment to supervisory or managerial positions (GS-01 through GS-09), and who do not have course or experience substitution.

(2) Active duty military who supervise Army Civilians are encouraged to attend either the resident course or to complete the course through distance-learning.

c. Intermediate Course. Required for Army Civilians in permanent appointment supervisory or managerial positions (GS-10 through GS-12) including Army Civilian Program and Project Managers who do not possess course or experience substitution.

d. Advance Course. Required for Army Civilians in permanent appointment supervisory or managerial positions (GS-13 through GS-15 or a comparable pay band) who do not possess course or experience substitution.

e. Additional information on the CES Course Matrix is available on the web at http://cpol.army.mil/library/train/ces/. Each CES course has applicable course equivalents listed.

L-5. Reference AR 690-400.

L-6. The POC for the Army Civilian Proponent Programs is the Civilian Personnel Office.

APPENDIX M
1ID ORGANIZATIONAL INSPECTION PROGRAM

M-1. Purpose: To prescribe procedures for the conduct of the Division and Installation Organizational Inspection Program (OIP) with the 1st Infantry Division and Fort Riley. The OIP consists principally of Command Inspection Programs (CIP), Staff Assistance Visits (SAV), staff inspections, and Inspector General (IG) inspections.

M-2. Commander's Guidance: "Inspections are an integral component of my organizational assessment program. I consider them an important tool to assess the combat readiness of each of our units, identify areas that require additional training, and highlight problems that require resolution. In addition, inspections help me identify issues that may cause me to readjust my priorities and policies. All brigades and battalions within the division will develop OIPs. The division will have an aggressive Command Inspection program that focuses on initial command inspections (ICI) and subsequent command inspections (SCI) for all brigades as well as staff assistance visits. Commanders at all levels will be actively involved in this program. The division team will inspect brigades, brigades will inspect battalions and battalions will inspect companies. My staff will also conduct staff inspections as directed by the Chief of Staff on a recurring basis. The IG will focus on inspecting topics or issues that suggest that a systemic problem might be present. I intend to reserve IG inspections for those issues that I want to solve – permanently. All inspections conducted in the division will adhere to Army inspection policy and the Army's inspection principles, and IG inspections will adhere to the three-phased process outlined in AR 20-1 (Inspector General Activities and Procedures) and the U.S. Army Inspector General School's The Inspections Guide. Furthermore, teaching, training, and mentoring will be the goal of all inspections conducted within the Division. Lastly, I want commanders at all levels to use "The OIP Guide for Commanders" available from the IG. This guide is a valuable resource that will aid in developing effective OIPs throughout the command."

M-3. General: The Division OIP consists principally of CIPs, SAVs, staff Inspections, and IG inspections.

a. The Division will conduct all inspections IAW the inspection principles outlined in AR 1-201 (Army Inspection Policy). All IG inspections will follow the inspections process outlined in AR 20-1. All other inspections should follow this same inspections process when possible.

b. Inspections are training events, and inspectors have the responsibility to ensure that units have the knowledge and ability to fix any identified deficiency. On-the-spot corrections should be made whenever possible and annotated in reports as appropriate.

c. Commendable performances by individuals or creative programs that enhance readiness deserve recognition and acknowledgement in inspection reports.

d. The G-3 is the division OIP Coordinator. Within the division, the G-3 is responsible for monitoring follow-up inspections on all brigade-level inspection results to ensure that the recommended corrections occur in a timely manner. At the completion of each division level inspection, a copy of the inspection report will go to the G-3.

e. The G-3 is responsible for scheduling all inspections. If an outside agency wishes to inspect a unit within the division, forward the request immediately to the G-3 to ensure that the inspection can fit both on the training schedule and with the division's priorities. We will not schedule requested inspections that do not support the division's priorities, goals, and objectives. We will highlight inspections during staff meetings and treat them just like training events.

M-4. Inspection Priorities:

a. Improving warfighting readiness and division plans and policies.

b. Taking care of our Soldiers and Families.

c. Solving problems that present a systemic problem or pattern.

M-5. Command Inspections:

a. Command Inspections are a critical component of all OIPs within the division. Command Inspections improve unit readiness, and commanders at all levels will participate in these inspections as a way to reinforce their importance and to take an active role in determining the results. At a minimum, commanders conducting ICIs and SCIs will attend the inspected unit's in-briefing and out-briefing and actively participate in some aspect of the inspection (for example, conducting in-ranks inspections, barracks inspections, motor pool inspections, and so on).

b. Mandatory Command Inspections within the division come in two forms: (1) the ICI and (2) the SCI. These inspections differ in two ways. The ICI is comprehensive and commanders will not use the results of the ICI to measure or evaluate a new commander's progress since taking command. By contrast, the commander may tailor the SCI as necessary and can use the results of the SCI to evaluate the unit commander's progress since the ICI.

c. Initial Command Inspections (ICI).

(1) All Commanders will receive an ICI within 90 days after assuming command.

(2) The ICI will allow new unit commanders to understand readily their units' strengths and weaknesses. The inspected commander will personally take part in the inspection, and the staff is expected to make this inspection a priority as well. All inspectors are expected to conduct a detailed inspection that not only documents

problems but also teaches solutions and assists the unit with corrective actions. The inspecting commander will discuss the results of the ICI with the inspected unit commander and help set goals and priorities for their command tenure. This discussion will occur after completing the ICI with the appropriate entries made to the OER Support Form (DA Form 67-10-1A).

d. Subsequent Command Inspections (SCI).

(1) The SCI will occur for all units that receive an ICI. The inspecting commander can set the date; however, commanders will conduct SCIs no later than one year after completion of the new commander's ICI (IAW AR 1-201, para 3-3 d).

(2) The SCI will enable each unit commander to measure the progress of their unit. The inspecting commander will provide guidance as necessary to help each unit commander strengthen their unit's performance.

(3) Brigade and battalion OIPs should outline a standard approach and methodology for conducting ICIs and SCIs; so that much of the planning and execution phases can occur as SOP.

M-6. Brigade and battalion commanders may develop, at their discretion, other command inspection requirements within their respective units. Requiring annual command inspections of all battalions within a brigade is acceptable; but, the inspecting commander must consider time constraints and avoid an overly rigorous inspection program that robs units of critical training time.

M-7. Staff Inspections: Staff inspections within the division will focus on a single functional area. The Chief of Staff for the division is responsible for developing the Staff Inspection programs. Within the division, the program will involve the inspection of one functional area within the brigades annually. For example, G-2 may inspect the intelligence functional area in all brigades. The G-2 will send inspection teams down to the brigades to inspect each S-2 shop's compliance with regulations governing that functional area.

a. Staff Inspections will be compliance oriented but will also serve to teach and train those staff sections to function properly and effectively.

b. Staff Assistance Visits (SAVs) are an important part of the Staff Inspection program. Brigade staff sections may request SAVs as required to help teach and train staff sections on their roles and requirements as outlined in the governing regulations. SAVs are a good way to prepare for future Staff Inspections.

c. Brigade CDRs should consider a similar Staff Inspection program within their respective commands as long as the Staff Inspections complement the Command Inspections and do not result in redundancy.

M-8. The IG Inspections: The IG inspections within the division and on post will focus on systemic issues that are having a deleterious effect on many of the division's Soldiers. IG Inspections will always focus on identifying the root cause of all identified problem areas and will offer recommendations that -- once implemented -- will result in a permanent, long-standing solution to the problem.

a. As mentioned earlier in my Commander's Guidance, all IG Inspections will follow the Inspections Process outlined in AR 20-1 and the Inspector General School's The Inspections Guide.

b. The IG Inspections must adhere to – and actively promote – the inspection principles outlined in AR 1-201.

c. The IG will develop an annual inspection plan for each fiscal year that identifies one inspection topic per quarter. The IG will develop these topics by analyzing trends and patterns within the division, evaluating Defense Readiness Reporting System-Army (DRRS-A) (formerly Unit Status Report (USR) and Strategic Readiness System (SRS) data), and by considering my guidance and concerns about specific issues within the division and on post. This prioritized inspection list will appear in the Division ATG.

d. The IG will consider Managers' Internal Control provisions found in most Army regulations when narrowing inspection topics and developing inspection objectives. The IG will also coordinate with the Resource Management (RM) office to ensure that information gleaned from Internal Control reports is available to the IG for consideration when analyzing trends within the division and installation. Furthermore, the IG will monitor the resolution of all material weaknesses identified during Internal Control evaluations.

e. The IG will conduct Intelligence Oversight IAW Army Regulation 381-10 for all intelligence activities on post on an annual basis.

f. The IG will be available to conduct inspector train-the-trainer courses throughout the year. Units will coordinate directly with the IG to schedule these courses. The training consists of information-gathering techniques and how to use the Inspections Process as outlined in The Inspections Guide, which the Department of Army Inspector General School publishes and uses as a student text. I encourage all commanders and staff inspectors to read this guide, which is available through the IG.

M-9. External Inspections: External inspections fall into two categories: Inspections external to the installation and inspections external to the division's units.

a. Inspections external to the installation come in the form of DAIG inspections, Department of Defense (DOD) IG inspections, and U.S. Army Audit Agency (USAAA) audits. In most cases, these inspections will be short-notice visits and can prove disruptive to the long- and short-range planning calendars. 1ID IG will notify Division G3 of any of these inspections well in advance so that we can include them on the division

calendar. The IG will host all DAIG and DOD IG visits. The Resource Management (RM) office will host all USAAA visits.

b. Inspections external to units within the division exist in the form of garrison-level inspection requirements. Each brigade OIP Coordinator will contact the DPTMS, and schedule all external inspection requirements well in advance, and notify Division G3, these inspections must appear on brigade and battalion training calendars. The recurring garrison-level inspections and their proponents are as follows:

(1) Hazardous Materials Inspection of brigade and Battalion Motor Pools. The post Environmental Officer will conduct annual inspections of each Motor Pool on post.

(2) Physical Security Inspections. The Provost Marshal's office will conduct annual inspections of all brigade, battalion, and separate company arms rooms and barracks to ensure compliance with post and Army physical security requirements.

(3) Safety Inspections. The Division Safety Office will conduct semi-annual Safety Inspections of each brigade, battalion, and separate company on post. Individual SAVs. Individual SAVs occur as a result of a unit's request for assistance within a particular functional area. The SAVs will be scheduled by the requesting unit. The SAVs are designed to assist, teach, and train staff personnel on their area of interest.

M-10. Internal Control: The Resource Management (RM) office is the proponent within the division for Internal Control requirements and reports as required by AR 11-2. These reports are required on a recurring basis, so the division Resource Manager must share the information gleaned from these reports with the IG for consideration during trends analysis. In addition, the RM office will oversee – and report to me – all material weaknesses identified during Internal Control evaluations and track these problems to resolution.

M-11. Inspector Preparation:

a. All inspectors will prepare thoroughly to inspect their respective areas. Each inspector must have a thorough understanding of all applicable regulations, policies, and SOPs. Additionally, each inspector must be trained and certified through the IG office.

b. New inspectors should orient first on division policies pertaining to their inspection area. When they become familiar with these policies, they should study the FORSCOM, Corps, and DA policies or regulations. This study method will help prevent new inspectors from becoming overwhelmed with stacks of references and checklists.

M-12. Announced and Unannounced Inspections:

a. As discussed earlier, the ICIs and SCIs are announced inspections that we will incorporate into training schedules at all levels.

b. Unannounced inspections are highly disruptive to training and other necessary activities. Therefore, no unannounced inspection will occur without my personal approval. This approval includes both internal and external inspections.

M-**13.** Responsibilities:

a. The Division Chief of Staff will:

(1) Establish and execute a Staff Inspection program in close coordination with the division OIP Coordinator.

(2) Assist the G-3 in submitting issues identified during inspections that we could not resolve at the division or post level to the corps headquarters under my signature.

(3) Task the respective division and installation staff proponents to implement the approved recommendations found in all IG (and lower-echelon) inspection reports.

b. The G-3 will:

(1) Serve as the Division OIP Coordinator.

(2) Coordinate and consolidate inspection-visit results and ensure the completion and distribution of all inspection reports. Copies will also go to the division IG.

(3) Submit issues identified during inspections that we could not resolve at the division level to the corps headquarters under my signature.

(4) Schedule all internal inspections on the division long- and short-range planning calendars.

c. The IG will:

(1) Conduct IG Inspections as part of the division OIP.

(2) Conduct inspector training as requested.

(3) Share inspection results with all units and tenant organizations on post.

(4) Conduct Intelligence Oversight of the post's intelligence activities annually or as required.

(5) Monitor material weaknesses identified during internal Management Control evaluations.

d. The Resource Manager (RM) will:

(1) Execute the Manager's Internal Control Program IAW AR 11-2.

(2) Share Internal Control information with the IG.

(3) Track the resolution of all material weaknesses identified during Internal Control evaluations.

e. The Division Staff will:

(1) Conduct Staff Inspections as required by the division Chief of Staff's plan.

(2) Support all IG Inspections with augmentation personnel as required.

(3) Ensure that all individuals within the staff section who will conduct inspections are technically qualified and trained to conduct the inspection.

(4) Conduct Staff Assistance Visits (SAVs) as requested.

f. Subordinate units will:

(1) Assign and appoint in writing a primary and alternate OIP coordinator for their brigades and each subordinate battalion (if applicable).

(2) Establish an OIP within the brigade and subordinate battalions IAW AR 1-201.

(3) Conduct inspections IAW their established Organizational Inspection Programs.

M-14. Inspection Reports: All inspection findings will follow a format similar to the one outlined in The Inspections Guide used by the IG. At a minimum, the finding must include the finding statement, standard, and recommendation. The rest of each report's overall format is at the discretion of the local commander.

M-15. Proponent / Suggestions for Improvement: The overall proponent for this OIP is the Division G-3. Any member of the division or installation may suggest changes directly to the G-3 and Division OIP Coordinator.

GLOSSARY

Section I
Abbreviations

1ID
1st Infantry Division

1LT
First Lieutenant

2LT
Second Lieutenant

1SG
First Sergeant

AAR
After Action Review

ABCS
Army Battlefield Command System

ABCT
Armored Brigade Combat Teams

AC
Active Component

AC/RC
Active Component/Reserve Component

ACE
Ask, Care Escort

ACEP
Approved Continuous Examination Program

ACOMM
Assertive Communication

ACP
Army Combatives Program

ACR
Active Constructive Responding

ADC
Assistant Division Commander

ADP
Army Doctrine Publication

ADRP
Army Doctrine Reference Publication

ADSC
Additional Duty Safety Course

ADSO
Additional Duty Safety Officer

AFATDS
Advance Field Artillery Tactical Data System

AFSB
Army Field Support Brigade

AGM
Army Gold Master

AGTS
Advanced Gunnery Training System

AH
Attack Helicopter

AIMTEST
Advanced Inborne Marksmanship Training Enhancement System for Tanks

AIT
Advanced Individual Training

ALARACT
all Army activities (Army general message address)

ALC
Advanced Leaders Course

ALMS
Army Learning Management System

AMC
Army Material Command

AMDWS
Air Missile Defense Work Station

AMEDDC&S
Army Medical Department Center and School

AMSS
Army Material Status System

APFT
Army Physical Fitness Test

ARCYBER
Army Cyber Command

AR
Army Regulation

ARFORGEN
Army Force Generation

ARNG
Army National Guard

ARTEPS
Army Training and Evaluation Program

ASA
Assistant Secretary of the Army

ASAP
Army Substance Abuse Program

ASI
Additional Skill Identifier

ASRC
Army Synchronization and Resource Conference

ASSIST
Automated Systems Security Incident Support Team

ATC
Activating Event, Thoughts and Consequence

ATFP
Anti-terrorism Force Protection

ATG
Annual Training Guidance

ATN
Army Training Network

ATRRS
Army Training Requirements and Resources System

ATSTP
Army Traffic Safety Training Program

ATT
Avoid Thinking Traps

ATV
All-Terrain Vehicle

AVCATT
Aviation Combined Arms Tactical Trainer

AWT
Army Warrior Training

BAT
battery trainer

BATS
Bradley Advanced Training System

BBS
Brigade/Battalion Battle Simulation

BCCS
Battle Command Common Services

BCS3
Battle Command Sustainment Support System

BCS3-NM
Battle Command Sustainment Support System-Node Management

BCST
Battle Command and Staff Training

BCT
Brigade Combat Team

BCT3
Brigade Combat Team Trauma Training

BDE
Brigade

BDE CDR
Brigade Commander

BFA
Blank firing attachment

BLS
Basic Life Support

BN
Battalion

BRC
Basic Rider Course

BRC II
Experienced Riders Course

BRO
Big Red One

BSB
Brigade Support Battalion

BSO
Battle Staff Officer

BTRY
Battery

BWC
Best Warrior Competition

C2
command and control

C-AGTS
COFT Advanced Gunnery Training System

CAB
Combat Aviation Brigade

CAD
Chemical Agent Detector

CAL
Center for Army Leadership

CALFEX
Combined Arms Live Fire Exercise

CALL
College of Lessons Learned

CAM
COMSEC Account Manager

CAMPLAN
Campaign Plan

CAPE
Center for Army Professional Ethic

CARB
Contracting Acquisition Review Board

CAS
Close Air Support

CATS
Combined Arms Training Strategy

CAW
Certificate Authority Workstation

CBRN
Chemical Biological Radiological Nuclear

CBT
Computer Based Training

CCFSPCC
Company Commander First Sergeant Pre-Command Course

CCMCK
Close Combat Marksmanship Capability Kit

CCMD
Combatant Command

CCO
container control officer

CCTT
Close Combat Tactical Trainer

CDR
Commander

CDT
Common Driver Trainer

CENTCOM
Central Command

CES
Civilian Education System

CFFT
Call For Fire Trainer

CFLCC
Coalition Forces Land Component Command

CFR
Code of Federal Regulation

CG
Commanding General

CGSC
Command and General Staff College

CH
Cargo Helicopter

CI2C
Counter IED Integration Cells

CIDNE
Combined Information Data Network Exchange

CIED
Counter Improvised Explosive Device

CIO
Command Information Officer

CISSP
Center for Information Systems Security Professional

CLS
Combat Lifesaver

CMCS
COMSEC Material Control System

CME
Continuing Medical Education

CMF
Career Management Field

CMRP
command master religious plan

CMTCG
Combatives Master Trainer Course Graduate

Co
Company

CoC
change of command

COCOM
Combatant Commands

COE
Current Operational Environment

COFT
Conduct of Fire Trainer

COFT-SA
Conduct of Fire Trainer – Situational Awareness

COMET
command maintenance evaluation team

COMMEX
Communications Exercise

COMSEC
Communication Security

CONPLANS
Contingency Operations Plan

CONUS
Continental United States

COP
Common Operating Picture

COPA
Campaign on Property Accountability

CP
Command Post

CPC
Crew Proficiency

CPL
Corporal

CPOF
Command Post of the Future

CPS
Collective Protection Systems

CPT
Captain

CPX
Command Post Exercise

CREW
Counter Remote Control Improvised Explosive Device (RCIED) Electronic Warfare

CRM
Composite Risk Management

CS
0-chlorobenzyl denemalononitrite

CSF2
Comprehensive Soldier and Family Fitness

CSM
Command Sergeant Major

CSS
Combat Service Support

CSTX
Combat Support Training Exercise

CTC
Combat Training Center

CTE
Collective Training Exercise

CTIP
Combating Trafficking in Persons

CTLT
Cadet Troop Leader Training

CTO
Command Team Overview

CUOPS
current operations

CW
Chief Warrant (Officer)

D-220
220 days before deployment

DA
Department of the Army

DADT
Don't Ask, Don't Tell

DBST
Digital Battle Staff Trainer

DCG-M
Deputy Commanding General of Maneuvers

DCSG-A
Distributed Common Ground System – Army

DENTAC
Dental Activity

DEOCS
Defense Equal Opportunity Climate Survey

Det
detachment

DI
Detect Icebergs

DITYVAP
Do-it-Yourself Vulnerability Assessment Program

DIV
Division

DL
Distance Learning

DLPT
Defense Language Proficiency Test

DMG
Digital Master Gunner

DOD
Department of Defense

DODI
Department of Defense instruction

DPTMS
Directorate of Plans, Training, Mobilization and Security

DRRS-A
Defense Readiness Reporting System - Army

DSTS
Dismounted Soldier Training System

DTMS
Digital Training Management System

DTS
Defense Travel System

DU
Depleted Uranium

DUI
Driving Under the Influence

DVCP
Danger's Voice Certification Program

DVSU
Danger's Voice Signal University

E1
Private

E-6
Staff Sergeant

E-7
Sergeant First Class

EDRE
Emergency Deployment Readiness Exercise

EFMB
Expert Field Medical Badge

EIB
Expert Infantry Badge

ELTP
English Language Training Program

EO
Equal Opportunity

EP
Effective Praise

ERB
Enlisted Records Brief

ERF
Entity Resolution Federation

EST
Engagement Skills Trainer

EXEVAL
External Evaluation

EXORD
Execution Order

FA
Field Artillery

FBCB2
Force XXI Battle Command Brigade and Below

FCX
Fire Coordination Exercise

FECC
Fires and Effects Coordination Cell

FITT
frequency, intensity, time, type

FM
Field Manual

FO
forward observer

FORGEN
Force Generation

FORSCOM
Forces Command

FRCTF
Fort Riley Combatives Training Facility

FRKS
Fort Riley, Kansas

FR
Fort Riley

FRG
Family Readiness Group

FRGA
Family Readiness Support Assistant

FSCATT
Fire Support Combat Arms Tactical Trainer

FTE
full-time equivalent

FTX
Field Training Exercise

FUOPS
Future Operations

FY
fiscal year

G2
Assistant Chief of Staff, Security

G3
Assistant Chief of Staff, Operations and Plans

G3T
Assistant Chief of Staff, Operations and Plans, Training Section

G5
Assistant Chief of Staff, Civil Affairs

G6
Assistant Chief of Staff, Signal

G7
Assistant Chief of Staff, Information Operations

G8
Assistant Chief of Staff, Resource Management

G60
60 days before gunnery

GCCS-A
Global Command and Control System-Army

GDU-R
Gun Display Unit-Replacement

GIS
Geographic Information System

GS
general schedule

GSO
Garrison Safety Office

GST
Gunnery Skills Test

GTA
Graphic Training Aid

GUI
graphical user interfaces

GUNSOP
Gunnery SOP

HAZCOM
Hazard Communication

HAZMAT
Hazardous Materials

HBSS
Host Based Security System

HCT
Howitzer Crew Trainer

HEAT
HMMWV Egress Assistance Trainer

HIIDE
Handheld Interagency Identity Detection Equipment

HIPAA
Health Insurance Portability and Accountability Act

HIV
human immunodeficiency virus

HHT
Hand Held Transmitters

HMMWV
High Mobility Multipurpose Wheeled Vehicle

HQ
Headquarters

HQDA
Headquarters, Department of the Army

HRC
Human Resources Command

HS
home station

HSTL
Home Station Training Lane

HTGS
Hunt the Good Stuff

IA
information assurance

IACH
Irwin Army Community Hospital, (Fort Riley, Kansas)

IAM
information assurance manager

IASO
information assurance security officer

IAT
Information Assurance Technical

IAW
in accordance with

IBCT
Infantry Brigade Combat Team

ICAM
Improved Chemical Agent Monitor

ICI
Initial Command Inspection

ICW
in coordination with

IED
Improvised Explosive Device

IG
Inspector General

IHITS
Initial – Homestation Instrumentation Training System

IHSP
Institute for Health and Social Policy

IICL
Institute of International Container Lessors

ILE
Intermediate Level Education

IMCOM
Installation Management Command

IMG
International Military and Government

IMO
Information Management Officer

IN
Infantry

IOT
in order to

IPAR
Individual Public Affairs Representative

ISO
Installation Safety Officer

IRF
Intelligence Readiness Facility

IRT
Individual Readiness Training

ISR
Intelligence Surveillance and Reconnaissance

ISSO
Identify Character Strengths in Self and Others

ITE
integrated training environment

ITR
Individual Training Record

ITSP
Institutional Training Support Plan

ITWG
Institutional Training Work Group

IUID
item unique identification

IVCG
LIve, Virtual, Constructive, and Gaming

IWFF
Intelligence Warfighting Function

JADOCS
Joint Automated Deep Operations Coordination System

JCAS
Joint Close Air Support

JCATS
Joint Conflict and Tactical Simulation

JIEDDO
Joint Improvised Explosive Device Defect Organization

JIIM
Joint, Interagency, Intergovernmental and Multinational

JOC
Joint Operations Center

JPAS
Joint Personnel Automated System

JRTC
Joint Readiness Training Center

JSLIST
Joint Service Lightweight Integrated Suit Technology

JTX
Joint Training Exercise

KCT
Key Collective Task

KD
key developmental

KM
knowledge management

KMR
Knowledge Management Representative

KMWG
Knowledge Management Working Group

KSU
Kansas State University

L&R
Land and Resource

LAD
latest arrival date

LAN
Local Area Network

LCC
Language and Culture Center

LCMS
Local COMSEC Management Software

LDP
Leader Development Program

LFED
Lightweight Forward Entry Device

LFX
live fire exercise

LMTS
Laser Marksmanship Training System

LOGEX
Logistics Exercise

LOO
Lines of Operation

LRC
Long-Range Calendar

LRC-Riley
(3-407 AFSBn) Logistics Readiness Center-Riley

LRP
Leader Development Program

LRSO
Local Radiation Safety Officer

LRTM
Long Range Training Meeting

LTIDS
Laser Target Interface Device

LVC
Live Virtual Constructive

LVC- IA
Live Virtual Constructive – Integrated Architecture

M+2
2 months out

M+3
3 months out

MA
maneuver area

MAC
Master Activities Calendar

MAJ
Major

MAJIK
Mirror Alignment Jig Kit

MAPEX
Map Exercise

MC
Mission Command

MCDMG
Mission Command Digital Master Gunner

MCoE
Maneuver Center of Excellence

MCS
Mission Command Systems

MCSIC
Mission Command Systems Integration Course

MCTP
Mission Command Training Program

MDMP
Military Decision-Making Process

MEDDAC
Medical Department Activity

MEDEVAC
Medical Evacuation

MET
Mission Essential Task

METL
Mission Essential Task List

MG
Mental Games

MILES
Multiple Integrated Laser Engagement System

MIP
Multilateral Interoperability Program

MODS
Medical Operational Data System

MOPP
mission oriented protective posture

MOS
Military Occupational Specialty

MQS
Military Qualifications Standards

MR CUA
Monthly Combat Readiness Commander's Update Assessment

MRAP
mine resistant ambush protected

MRE
Mission Rehearsal Exercise

MRT
Master Resilience Trainer

MRX
Mission Readiness Exercise

MSAF
multi-source assessment and feedback

MSC
Major Subordinate Command

MSCoE
Maneuver Support Center of Excellence

MSEL
Master Scenario Events List

MSG
Master Sergeant

MSRC
Military Sport Bike Riders Course

MSTC
Medical Simulation Training Center

MTB
Mission Training Brief

MTC
Mission Training Complex

MTOE
Modified Table of Organization and Equipment

MTS
moving target simulator

MTT
Mobile Training Team

MWR
Morale, Welfare and Recreation

NBC
nuclear, biological and chemical

NBCRV
nuclear, biological and chemical reconnaissance vehicle

NCO
Noncommissioned Officer

NCOES
Noncommissioned Officer Education System

NCOIC
Noncommissioned Officer-in-Charge

NEC
Network Enterprise Center

NET
New Equipment Training

NG
National Guard

NIPR
non-secure internet protocol router

NLT
no later than

NREMT
National Registry of Emergency Medical Technicians

NTC
National Training Center

NTV
Non-tactical vehicle

NVD
Night Vision Device

O1
Second Lieutenant

O2
First Lieutenant

O-3
Captain

O-5
Lieutenant Colonel

O-6
Colonel

O/C
Observer/Controller

O/T
Observer/Trainers

OCONUS
Outside the Continental United States

OCT
Observer Coach Trainer

ODCSPER
Office of the Deputy Chief of Staff for Personnel

OIC
office-in-charge

OIG
Office of the Inspector General

OIP
Organizational Inspection Program

OPFOR
Opposing Forces

OPLANS
Operation Plans

OPORDS
Operations Orders

Ops
Operations

OPTEMPO
Operation Tempo

OSHA
Occupational Safety and Health Administration

P3T
Pregnancy Postpartum Physical Training Program

PA
Physician's Assistant

Pam
Pamphlet

PAO
Public Affairs Office

PATS
Protection Assessment Test System

PASS
Publish and Subscribe Services

PBUS-E
Property Book and Unit Supply-Enhanced

PCC
Pre-Combat Checks

PCI
Pre-Combat Inspections

PCMS
Preventive Maintenance Checks and Services

PCS
permanent change of station

PED
Portable Electronic Device

PDSS
Pre-deployment Site Survey

PFED
Pocket-Sized Forward Entry Device

PGS
Precision Gunnery System

PIIP
Put It In Perspective

PLL
prescribed load list

PLT SGT
Platoon Sergeant

PMCS
Preventive Maintenance Checks and Services

PME
Professional Military Education

PMI
Primary Marksmanship Instruction

POC
point of contact

POI
Program of Instruction

POSH
Prevention of Sexual Harassment

PPPT
Pregnancy Postpartum Physical Training Program

PS
Problem Solving

PSB
Personnel Service Branch

PT
Physical training

QTB
Quarterly Training Brief

QTR
Quarter

RADIAC
Radiation Detection, Indication and computation

RC
Reserve Component

RCERT
regional computer emergency response team

RCIED
Remote Control Improvised Explosive Device

RD
Rear Detachment

RDC
Rear Detachment Commander

RF
radio-frequency

RFMSS
Range Facility Management Support System

ROTC
Reserve Officer Training Corps

RSOI
reception, staging, onward movement and integration

RTA
Resilience Training Assistants

RTOC
Reconfigurable Tactical Operations Center

RTR
Real-Time Resilience

RVS
Reconfigurable Vehicle Simulators

S2
Security Staff Officer

S2MC
Sustainment System Mission Command

S3
Operations Staff Officer

S6
Signal Staff Officer

S-DMG
Signal-Digital Master Gunner Course

SA
Sexual Assault

SAAF
Small Arms Alignment Fixture

SA-LTRM
Semi-Annual Division Long Range Training Meeting

SAMS-E
Standard Army Maintenance System-Enhanced

SATB
Semi-Annual Training Brief

SC
Senior Commander

SCI
Subsequent Command Inspection

SDZ
surface danger zone

SEP
System Enhancement Package

SERE
survival, evasion, resistance and escape

SGL
Small Group Leader

SFC
Sergeant First Class

SGA
SIGINT Geospatial Analysis

SGM
Sergeant Major

SGS
Secretary of the General Staff

SGT
Sergeant

SH
Sexual Harassment

SIC
Strengths Challenge and Leadership

SIGINT
Signal Intelligence

SINCGARS
Single Channel Ground and Airborne Radio System

SIPR
secure internet protocol router

SLC
Senior Leaders Course

SLRRT
Soldier Leader Risk Reduction Tool

SMA
Sergeant Major of the Army

SMCT
Soldiers Manual of Common Tasks

SME
subject matter expert

SOP
Standard Operating Procedures

SoS
System of Systems

SPC
Specialist

SQD
squad

SQI
Special Qualification Identifier

SRP
Soldier Readiness Process

SSD
Structured Self Development

SSG
Staff Sergeant

SSO
Security Officer

SSS
Signal Support Specialist

STAFFEX
Staff Exercise

STP
Soldier Training Publication

STRAC
Standards in Training Commission

STT
Sergeants' Time Training

STX
Situational Training Exercise

SVTC
Secure Video Teleconference

SWAT
Special Weapons and Tactics

T+1
One week after training week

T+2
Two weeks after training week

TA
training area

TAC
Type Authorization Code

TACSOP
Tactical Standard Operating Procedures

TADSS
Training Aides Devices Simulators Simulations

TAIR
total Army involvement in recruiting

TAIS
Tactical Air Integration System

TAMIS
Total Ammunition Management Information System

TARP
Threat Awareness Reporting Program

TASME
Training Advisor and Subject Matter Expert

TB
Technical Bulletin

TBD
to be determined

TC
Technical Circular

TC3
Tactical Combat Casualty Care

TC-AIMS II
Transportation Coordinators' – Automated Information for Movements System II

TCC
Troop contributing countries

TCMC
Tactical Combat Medical Care

TDY
temporary duty

TEDS JCTD
Tactical Edge Data Solutions Joint Capability Technology Demonstration

TF
Task Force

TIGR
Tactical Ground Reporting System

TMC
Tactical Mission Command

TMP
Transportation Motor Pool

TO&E
Table of Organization and Equipment

TOC
Tactical Operations Center

TOCEX
Tactical Operations Center Exercise

TPI
Two Person Integrity

TRA
Training and Readiness Authority

TRADOC
Training and Doctrine Command

TRAP
Training Resources Arbitration Panel

TS
Top Secret

TSC
Training Support Center

TSS
Training Support System

TTP
tactics, techniques, and procedures

TTT
table top trainer

TWV
Tactical Wheeled Vehicle

UAR
Un-forecasted Ammunition Requests

UCOFT
unit conduct of fire trainer

UH
Utility Helicopter

UIC
Unit Identification Code

ULLS-G
Unit-Level Logistics System--Ground

ULO
Unified Land Operation

UMT
Unit Ministry Team

UPAR
Unit Public Affairs Representative

UPL
Unit Prevention Leader

URI
Unit Risk Inventory

URSO
Unit Radiation Safety Officer

USACS
U.S. Army Combatives School

USAIC
United States Army Infantry Center

USAR
U.S. Army Reserve

USAREC
U.S. Army Enlisted Records and Evaluation Center

USASMC
U.S. Army Sergeant Major Course

USR
Unit Readiness Report

USSID
U.S. Signals Intelligence Directive

UTM
Unit Training Management

UTP
Unit Training Plan

VBS2
Virtual Battle Space 2

VCTS
Virtual Clearance Training Suite

VTC
Video Teleconference

VTT
Video Tele Training

W1
Warrant Officer 1

W2
Chief Warrant Officer 2

WAREX
Warrior Exercises

WFF
Warfighting Function

WLAN
wireless local area network

WLC
Warrior Leader Course

WOSC
Warrant Officer Staff Course

WOSSC
Warrant Officer Senior Staff Course

WST
Warrior Skills Trainer

WST/CST
Warrior Skills Trainer/Convoy Skills Trainer

WTBD
Warrior Tasks and Battle Drills

XCTC
Exportable Combat Training Capability

FOR THE COMMANDER

PETER G. MINALGA
COL, GS
Chief of Staff

OFFICIAL:

KENNETH F. STEGGEMAN
Director of Human Resources

DISTRIBUTION
Fort Riley NECPortal