FORSCOM Reg 350-2 c1

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
15 February 1987

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FORSCOM Regulation 350-2
Change 2

Effective 1 October 1987

Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

RECEIVED AS REFERENCE CENTER

Summary. New policy on command and control staff training.

Suggested improvements. The proponent agency of this publication is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Cdr, FORSCOM, ATTN: AFOP-TRO, Fort McPherson, GA 30330-6000.

1. FORSCOM Regulation 350-2, 1 January 1986, is changed as follows:

Page i. Add to the index listing, at the end of chapter 1, the following:

Training Goal Para 1-5 Page 1-5

Page 1-5. Add the following new paragraph:

1-5. TRAINING GOAL. The FORSCOM training goal is battalion-level proficiency. The goal is identical for both the Active Components (AC) and Reserve Components (RC). While the goal is the same for both components, the strategies and methods for attaining battalion training readiness differs, primarily due to limited training time available to the RC. Total Army policy is in AR 350-41, Army Forces Training. AC training methodology is in the FORSCOM Supplement to AR 350-41. This regulation and, in particular, the chart/matrix at the end of chapter 3, prescribes the RC training strategy for achieving battalion-level proficiency.

Page 2-7. Add, after the words "momentum of" in the first sentence of paragraph 2-5e(5), the word "multi-echelon."

Page 2-8. Change subparagraphs (6), (7), and (8) to (7), (8), and (9), respectively, and add new subparagraph (6) to paragraph 2-5e as follows:

(6) Infantry line companies will participate in a live fire exercise (LFX), involving squad, platoon, and company, each year. This requirement may be waived by CONUSA commanders if ranges or ammunition are not available.

Page 2-8. Change paragraph 2-5g to read as follows:

g. Training guidance. Commanders will take maximum advantage of the time and training environment available during Annual Training (AT) to enhance command and control (C2) skills. Where possible, tactical communications networks will be established and used to effect C2 of all subordinate units present. This training opportunity will be used to refine unit SOPs and practical staff functions in all activities, e.g., maintenance of daily journals, preparation of OPORD/FRAGO for training events (range firing, etc.).

Page 2-9. Delete subparagraph 2-5g(3) and change subparagraphs (4), (5), and (6) to (3), (4), and (5), respectively.

Page 3-2 through 3-4. Change entire paragraph 3-4 to read as follows:

3-4. Staff exercises (STAFFEX). Staff training is an area which demands foremost command emphasis. Unit commanders and staffs must be knowledgeable in proper staff functions and in the techniques required for effective command and control of their units. These skills can be developed through the use of exercises based on the appropriate unit Army Training and Evaluation Program (ARTEP), wartime mission guidance, and unit mission essential task list. To the maximum extent possible, participation should be in accordance with CAPSTONE associations. Minimum STAFFEX training requirements are shown in figure 3-1, at the end of this chapter, and discussed in the following subparagraphs:

a. STAFFEX. These exercises, which train commanders and staff members without the use of subordinate elements, focus on the development and sustainment of skills in the basic staff functions, troop leading procedures, development of staff estimates, preparation of OPORDS, decisionmaking process, development/refinement of unit SOPs and enhancement of doctrinal skills. Where possible, the staff training will be conducted in an environment similar to that expected in mission execution (e.g., employment of TOC, etc.). The command and staff element of each combat division, combat brigade, division artillery, division support command, armored cavalry regiment, battalion/squadron, combat support (CS)/combat service support (CSS) group will devote an appropriate period of time each Inactive Duty Training (IDT) quarter to the execution of STAFFEX. The amount of time devoted, each quarter, to this training will be at the discretion of the unit commander; however, it should be commensurate with the unit's demonstrated level of proficiency, Major U.S. Army Reserve Command (MUSARC) will undertake a staff training exercise annually. Each State Area Command (STARC) is encouraged to conduct staff exercises annually. The use of combat simulations is encouraged. Participation in a Command Post Exercise (CPX)/Field Training Exercise (FTX) will satisfy the requirement.

b. CPX. The CPX is the preferred method of training battalion and higher-level commanders and staffs since it maximizes training time for subordinate elements. CPXs will be conducted in a field tactical environment and will be a minimum of 24 hours of sustained operations (longer duration as units progress in training). Each CPX will include at least one displacement. CPX scenarios will be based on the unit's wartime Operation Plan (OPLAN), whenever possible. Newly activated units, or units which have undergone a recent major reorganization, are exempt from the CPX requirement during their first training year.

(1) The headquarters of combat divisions will conduct one CPX each year, except for the year when a division FTX is conducted. (See para 3-4c of this regulation for FTX requirements.) Division artillery, combat brigades, armored cavalry regiments, and battalions/squadrons will conduct CPX each training year. Participation in a higher headquarters CPX will satisfy this requirement. The headquarters of combat divisions, division artillery, combat brigades, armored cavalry

regiments, and battalions/squadrons are encouraged to conduct two CPXs each year; preferably one during AT, and a second one at a time other than AT. Company cells will participate with their higher headquarters in at least one CPX each year, where feasible.

(2) CS and CSS HHC/HHD, including division support commands, will conduct one CPX each training year. The CPX will be conducted under tactical conditions commensurate with that expected in execution of the unit's wartime mission. For this training, RC commanders may structure a composite force, preferably based upon CAPSTONE associations, by grouping separate company-size CS and CSS units with similar functional missions under a command and control HHC/HHD with a related Modification Table of Organization and Equipment (MTOE) mission. The exercise scenario should provide an environment matching that of the sector these units would occupy in the theater of operations. Where possible, the CPX should be conducted with type units which will normally be supported during wartime. CSS HHC/HHD will conduct one CPX every 3 years with CAPSTONE-aligned subordinate units down to company level. Exercise scenarios will be based upon the CAPSTONE mission and location.

c. FTX. FTXs will be conducted as prescribed in the appropriate ARTEP; FM 25-4, How to Plan, Conduct, and Control Training Exercises; and other appropriate training publications. As a minimum, each combat division will conduct one FTX of at least 5 consecutive days duration every 5 years during AT. Companies through brigades and armored cavalry regiments will conduct an FTX of at least 72 continuous hours duration during AT each year. The FTXs will include participation of all subordinate elements present at AT. Participation in a higher headquarters FTX will satisfy this requirement. CONUSA commander may approve downgrading FTX to CFX if available terrain will not support FTX.

d. Joint Readiness Exercises (JRX). Participation of RC units is desired in JRX to a degree with unit training needs and objectives. Policies and procedures for RC participation are in FORSCOM Regulation 350-5, AR 350-9 with FORSCOM Supplement, and FORSCOM Circular 350-7.

e. Logistical Exercises (LOGEX). LOGEX is a JCS-coordinated, DA DCSLOG-sponsored, CPX conducted annually by the U.S. Army Logistics Center. The exercise provides training for CS and CSS participants in command and staff techniques. The goal is to eventually have, in lieu of LOGEX, a Corps-conducted CPX with all CAPSTONE-aligned CSS units using a logistics module.

f. Combat Service Support Tactical Readiness (COSSTAR) training program. This program, oriented toward wartime objectives, provides opportunities for realistic mission-oriented training. CONUSA will determine whether COSSTAR will be used. COSSTAR will function as follows:

(1) The CSS control headquarters, under the supervision of the CONUSA, will plan, coordinate, and supervise CSS at a selected AT site/installation.

(2) The CSS force will be tailored to supplement the site/installation capabilities. CSS units will be under operational control of a designated control headquarters; will operate in a field environment; and, where possible, will participate in the tactical play of those units being supported. Supported RC units, including those units with organic logistics units (e.g., divisions and brigades), will interface with the designated control headquarters for direct and general support. AT site/installation facilities will function only in a backup role.

g. Formal staff evaluation. A formal external evaluation will be conducted at least every 3 years of the unit commanders and staffs assigned to the headquarters of combat divisions, combat brigades, division artillery, division support commands, armored cavalry regiments, battalions/squadrons, and CS/CSS Group HHC/HHD. The evaluation will assess the ability of the commander and staff to execute troop-leading procedures, proper staff functions, and command and control of their unit. Use of combat simulations (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.) will be the primary training aids in these evaluations. CONUSA commanders may modify the vehicle to administrative evaluations, based on local situations. Participation in a unit external ARTEP evaluation or FTX will satisfy this requirement.

h. Unit evaluations. To assist in completion of the unit assessment on the FORSCOM Form 1-R, Analysis of Training Performance of Reserve Components of the Army, the unit commander will state in the first paragraph of the Commander's Narrative Comments to the FORSCOM Form 1-R how the unit met exercise/staff training requirements during the current training year by listing each event conducted. The comments will, as a minimum, consist of five elements of information, as follows:

DATES	TYPE EXERCISE	LEVEL	SIMULATION USED	FIELD TRAINING
(1)	(2)	(3)	(4)	(5)

(1) Dates: self-explanatory.

(2) Type exercise: STAFFEX, CPX, FTX, CFX, LOGEX, MOBEX.

(3) Level: Only training which was conducted at the level organized, or higher, will be recorded (e.g., division, brigade, group, battalion/squadron, company, etc.).

(4) Combat simulations used: If any type of combat simulation was used, enter YES and state which simulation was used (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.). If none was used, enter NO.

(5) Field training. Indicate by the word YES or NO whether the training was conducted in the field under realistic tactical conditions. If YES, add a ( ) and insert the number of consecutive hours trained under realistic tactical conditions.

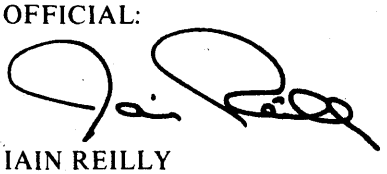
Page 3-7. Paragraph 3-9a is changed as follows:

a. The MUSARCs will develop, conduct, and administer mobilization command post exercises to subordinate U.S. Army Reserve (USAR) units at least every 3 years. The STARC are encouraged to develop, conduct, and administer mobilization exercises to subordinate Army National Guard (ARNG) units triennially. In addition, RC units participating in Overseas Deployment Training (ODT) as a complete unit will incorporate an exercise of the unit's mobilization and deployment plans/procedures. Further, as a minimum, unit representatives will attend their mobilization station biennial coordination conference. This may be accomplished in conjunction with a scheduled test of the unit's mobilization and deployment process or during AT.

Page 3-10. Add page 3-11, attached.
2. File this change in front of the publication.

FOR THE COMMANDER:

OFFICIAL:



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Colonel, GS
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RONALD L. WATTS
Major General, GS
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TRAINING REQUIREMENT	ELEMENT								
	COMBAT DIVISION	COMBAT BRIGADE	ARMORED CAV RGT	CS/CSS GP HHC/HHD	FA BATTALION	BATTALION/ SQUADRON	COMPANY	MUSARC (USAR)	STARC (ARNG)
STAFF TRAINING EXERCISE	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	No mandatory requirement	Annually	Annually (Encouraged)
CPX	Annually (Encourage twice a year)	Annually (Encourage twice a year) *	Annually (Encourage twice a year) *	Annually. Every third year with CAPSTONE-aligned subordinate units	Annually (Encourage twice a year) *	Annually (Encourage twice a year) *	Annually, with higher headquarters, where feasible	No mandatory requirement	No mandatory requirement
FTX	As a minimum, once every five years for at least five consecutive days during AT	Annually, at least 72 continuous hours during AT *	Annually, at least 72 continuous hours during AT *	Annually, at least 72 continuous hours during AT	Annually, at least 72 continuous hours during AT *	Annually, at least 72 continuous hours during AT *	Annually, at least 72 continuous hours during AT *	No mandatory requirement	No mandatory requirement
LFX	No mandatory requirement	No mandatory requirement	No mandatory requirement	No mandatory requirement	No mandatory requirement	No mandatory requirement	Infantry only annually (may be waived by CONUSA)	No mandatory requirement	No mandatory requirement
EXTERNAL ARTEP EVALUATION	No mandatory requirement	No mandatory requirement	No mandatory requirement	Triennially	Triennially	Triennially (Goal for units which are capable)	Triennially	No mandatory requirement	No mandatory requirement
FORMAL CDR/STAFF EVALUATION	Triennially **	Triennially **	Triennially **	Triennially **	Triennially **	Triennially **	No mandatory requirement	No mandatory requirement	No mandatory requirement
MOBEX	Note 1	Note 1	Note 1	Note 1	Note 1	Note 1	Note 1	Triennially	Triennially (Encouraged)

*Participation in a higher headquarters exercise will satisfy requirement.

** Participation in an External ARTEP Evaluation satisfies requirement.

Note 1: Units participating in Overseas Deployment Training (ODT) as a complete unit will incorporate an exercise of the unit's mobilization and deployment plans/procedures.

Figure 3-1. Exercise/staff training requirements.

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
1 February 1987

FORSCOM Regulation 350-2

Change 1

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Effective 1 May 1987

Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

Summary. Requires a minimum of 9 consecutive days of tactical field training of Reserve Component units during Annual Training.

Suggested improvements. The proponent agency of this publication is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Cdr, FORSCOM, ATTN: AFOP-TRO, Ft McPherson, GA 30330-6000.

1. FORSCOM Reg 350-2, 1 January 1986, is changed as follows:

Page 2-8. Second sentence of paragraph 2-5e(5) is changed to read: Field training of a minimum of 9 consecutive days will be conducted in a tactical environment consistent with the unit's assigned wartime mission. Under certain circumstances, such as a newly formed unit, low AT attendance, or other appropriate reason which would preclude the unit's ability to conduct the required training, the requirement may be waived by the CONUSA Commander.

2. File this change in front of the publication.

FOR THE COMMANDER:

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*FORSCOM Reg 350-2 c. 1

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY FORCES COMMAND
Fort McPherson, Georgia 30330
1 January 1986 Effective 1 October 1986

Training

RESERVE COMPONENT (US ARMY) TRAINING with change 2, 15 February 1987

*SUPPLEMENTATION. Supplements to this regulation and its appendixes are permitted under guidance in paragraph 1-2. CONUSA, WESTCOM, and 6th Inf Div (Lt) will coordinate proposed supplements with FORSCOM before publication. Send five copies of each supplement published to Cdr, FORSCOM, ATTN: AFOP-TRO.

NEUTRAL LANGUAGE. Wherever used in this regulation, the masculine pronouns refer to both genders.

SUGGESTED IMPROVEMENTS. The proponent of this regulation is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) to Cdr, FORSCOM, ATTN: AFOP-TRO, Ft McPherson, GA 30330-6000.

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*Effective 1 Oct 86, this regulation supersedes FORSCOM Reg 350-2, 1 Oct 83.

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*Published separately.

CHAPTER 1

GENERAL

1-1. PURPOSE. To supplement Department of the Army policy and guidance contained in AR 350-1. This regulation addresses training in the Army National Guard (ARNG) and the United States Army Reserve (USAR), hereafter referred to as the Reserve Components (RC). Policy for Army National Guard units is additionally contained in National Guard Regulation 350-1, Army National Guard Training.

1-2. CENTRAL THEME. The battlefield of the future will be an affair of sophistication, complexity, and intensity little understood and never before experienced. We can anticipate little or no prior warning before the conflict begins which dictates that RC units will be deployed essentially in a come-as-you-are-posture with relatively little, if any, post-mobilization time to train. This challenges RC commanders to maximize the limited amount of available training time and to focus on achieving the highest possible levels of collective training readiness prior to mobilization. Since the RC unit commander is ultimately responsible for the training of his unit, commanders at all other echelons must assist by ensuring that training distractors are eliminated and that mandatory requirements are held to an absolute minimum. This regulation provides as few mandatory requirements as possible. Headquarters desiring to publish supplements will bear this philosophy in mind and will not publish guidance which is counter to the theme outlined in this paragraph.

1-3. TRAINING PHILOSOPHY.

a. Training is the central and primary task of military units in peacetime. The most important way unit leaders prove their efficiency and concern for their units and soldiers is by executing mission essential training programs. Recruiting and retention will be successful in the long run only in units which have sound, well executed, and challenging training programs. Sensitive and responsible unit administrative measures designed to take care of soldiers must be developed around a core of good training. There is no doubt--Good Training Comes First. Ample evidence shows that today a gap exists between the current capabilities and the full potential of FORSCOM units--even in the best units. Closing that gap is a prime training objective.

b. The FORSCOM training policy is based on centralized planning/control and decentralized execution. Well planned and supervised decentralized training has these advantages:

(1) Places authority and responsibility at the lowest command element capable of effectively managing the training.

(2) Tailors training to specific needs.

(3) Applies limited resources to priority training.

(4) Trains junior leaders by involving them in managing the time and training of their subordinates.

c. The Soldiers Manual (SM) and the Army Training and Evaluation Program (ARTEP) are the cornerstones for training in FORSCOM. They outline the tasks, conditions, and standards which form the basis for a standardized approach to individual and collective training in units. Individual training must be conducted on a continuing basis and fully integrated into collective training. Commanders will be aware of the qualifications of their soldiers and develop programs to ensure they are qualified for their respective positions. Collective training will be conducted at each organizational level simultaneously. This multi-echelon training will key on specific ARTEP missions/tasks for each level.

* d. Leaders at all levels must become personally involved in the training process. Leaders are expected to set the example and be present to conduct or supervise training at the most difficult and critical times to include periods of adverse weather and darkness. Since leaders are frequently the first casualties in combat, commanders should enable the second level of leadership to take over and practice leadership skills during selected training events. In addition, tactical field training should challenge leaders to perform over prolonged periods of operation and under stressful conditions. We must examine our leadership in peacetime to ensure that, if called upon, our leaders will be able to withstand the physical and mental stress of combat.

* e. Officers must themselves be trained. There is a distinct shortfall in the application of tactical skills and combat service support concepts in the officer corps. Each senior commander is responsible for the education of his immediate subordinates. The division commander should train his brigade commanders, the group or brigade commander their battalion commanders and so on down the chain of command to the lowest officer level of leadership. Institutional education obviously plays a vital role, yet the responsibility for preparing officers for combat clearly rests with the chain of command. The ability to apply sound principles of established tactical doctrine to the specific conditions of Mission, Enemy, Terrain and Troops and Time available (METT-T) must become second nature. This educational process should include such basic fundamentals as the Estimate of the Situation, the Operation Order, how to emplace weapon systems, and how to effectively integrate means of fire support and defend against tanks and the air threat. Such fundamental tools of the leadership profession should be habitually used and constantly practiced. Integrated battlefield tactical training must be under realistic conditions to include stress, OPSEC, EW and NBC conditions.

f. Training will be conducted under tactical field conditions, where feasible. Combat support and combat service support units are in no way exempt from this requirement, since these type units must defend themselves in depth the same as a maneuver unit in the forward battle area. Combined arms operations are key to collective tactical field training. Including all elements of the combined arms team will provide more realistic training.

* g. The command and control structure must be in place, workable in a field environment, and exercised. Key staff members must understand principal staff functions and practice their control, support, and coordination responsibilities. This implies the proper development and use of plans and orders for directing activities such as FRAGO's directing unit moves, logistics annexes to OPORDS which lay out the operations of the trains elements, as well as fire support annex which coordinates the planning of all fire support activities available to the commander. Coordination and follow through by members of the commander's staff are key to successful implementation of any order or plan. Staff personnel should be aware of the fundamental responsibilities of other key elements of the staff and how their activities complement each other.

* h. Emphasis on user maintenance is an essential element of good training. The RC system, which requires units to pool and borrow equipment and at the same time maintain equipment by detail, tends to counter efforts to develop an awareness of individual and crew/section responsibility for maintenance of equipment. Time for proper maintenance must be an integral part of all unit training periods. Units must practice maintaining equipment during field operations. There will be no maintenance standdowns in combat. Commanders at all levels must become actively involved in unit maintenance programs.

* i. Emphasis on supply management and supply discipline is also an essential element of good training. Proper record keeping, equipment inventories, and the preparation of the various asset management reports must be integral parts of unit training. Commanders at all levels must develop and implement effective unit supply management programs.

* j. All units, regardless of echelon, must become proficient in certain fundamental tasks which are referred to as "core requirements". Mastery of the "core requirements" will act as a combat multiplier facilitating the accomplishment of ARTEP (wartime oriented) mission/tasks. All units must be able to:

(1) Set up and operate from headquarters in a field environment.

(2) Set up and operate tactical communications networks effectively. Critical to this communication is security and the ability to maintain continuous communication with subordinate units.

(3) Move to a field environment and set up in a doctrinally sound, well dispersed manner. This implies a logical orientation of the various elements of the headquarters.

(4) Cause subordinate units to displace tactically during both day and night. Emphasis should continually be placed on improved security, noise and light discipline.

(5) Sustain operations in the field environment. All key elements of the headquarters to include command, control and communication must be designed for continuous twenty-four hour operation when units are in a tactical environment.

(6) Adapt realism to the training environment. Training should be planned which includes other combat support and combat service support activities logically found in a tactical environment. Combined arms operations implies much more than the integrated effort of the maneuver forces.

(7) Operate in a NBC environment.

(8) Perform operator and organizational maintenance as required in tactical situations.

*1-4. WARTIME MISSION. The Army CAPSTONE Program aligns units of the total Army into wartime organizations. This program identifies a wartime mission for every AC and RC unit. This program improves our wartime planning and orients our peacetime training towards wartime mission accomplishment. Commanders must focus training to actual wartime missions, rather than striving for peacetime proficiency in all possible tasks a unit might be assigned. Peacetime chains of command must recognize that missions of subordinate units will vary widely under CAPSTONE. Planners will consider this and the appropriate CAPSTONE alignment when developing training programs and tasking organizations for JTX, CPX, FTX and JRX.

a. The readiness objective for each RC unit is to have the ability to deploy on schedule and successfully execute its priority wartime mission. Priority missions are identified in Volume I of the Army CAPSTONE Program. Virtually all units will require additional resources upon mobilization to be able to execute their wartime mission. These resources may be personnel, equipment, training facilities, time, or any combination thereof. The mobilization planning system must provide for the periodic calculation of the resources needed by mobilizing units and include the detailed planning necessary to ensure the resources will be available at mobilization stations.

* b. Specific training objectives for RC units are as follows:

(1) Deployable units - Be prepared to successfully execute priority wartime missions by the earliest Estimated Date of Departure (EDD). This is normally the Date of Departure by Sea (EDDS) except for units deploying solely by air, in which case the estimated Date of Departure by Air (EDDA) will be used. A unit with an EDDS of C+10 must have completed all mission essential training requiring equipment by C+10. Plan to conduct other training and administrative processing between EDDS and EDDA.

(a) Uncommitted deployable units - Be prepared to meet the Ready-to-Load Date (RDYLD) shown in the Mobilization Troop Basis Stationing Plan (MTBSP).

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
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Training

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Summary. New policy on command and control staff training.

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1. FORSCOM Regulation 350-2, 1 January 1986, is changed as follows:

Page i. Add to the index listing, at the end of chapter 1, the following:

Training Goal Para 1-5 Page 1-5

Page 1-5. Add the following new paragraph:

1-5. TRAINING GOAL. The FORSCOM training goal is battalion-level proficiency. The goal is identical for both the Active Components (AC) and Reserve Components (RC). While the goal is the same for both components, the strategies and methods for attaining battalion training readiness differs, primarily due to limited training time available to the RC. Total Army policy is in AR 350-41, Army Forces Training. AC training methodology is in the FORSCOM Supplement to AR 350-41. This regulation and, in particular, the chart/matrix at the end of chapter 3, prescribes the RC training strategy for achieving battalion-level proficiency.

Page 2-7. Add, after the words "momentum of" in the first sentence of paragraph 2-5e(5), the word "multi-echelon."

Page 2-8. Change subparagraphs (6), (7), and (8) to (7), (8), and (9), respectively, and add new subparagraph (6) to paragraph 2-5e as follows:

(6) Infantry line companies will participate in a live fire exercise (LFX), involving squad, platoon, and company, each year. This requirement may be waived by CONUSA commanders if ranges or ammunition are not available.

Page 2-8. Change paragraph 2-5g to read as follows:

g. Training guidance. Commanders will take maximum advantage of the time and training environment available during Annual Training (AT) to enhance command and control (C2) skills. Where possible, tactical communications networks will be established and used to effect C2 of all subordinate units present. This training opportunity will be used to refine unit SOPs and practical staff functions in all activities, e.g., maintenance of daily journals, preparation of OPORD/FRAGO for training events (range firing, etc.).

Page 2-9. Delete subparagraph 2-5g(3) and change subparagraphs (4), (5), and (6) to (3), (4), and (5), respectively.

Page 3-2 through 3-4. Change entire paragraph 3-4 to read as follows:

3-4. Staff exercises (STAFFEX). Staff training is an area which demands foremost command emphasis. Unit commanders and staffs must be knowledgeable in proper staff functions and in the techniques required for effective command and control of their units. These skills can be developed through the use of exercises based on the appropriate unit Army Training and Evaluation Program (ARTEP), wartime mission guidance, and unit mission essential task list. To the maximum extent possible, participation should be in accordance with CAPSTONE associations. Minimum STAFFEX training requirements are shown in figure 3-1, at the end of this chapter, and discussed in the following subparagraphs:

a. STAFFEX. These exercises, which train commanders and staff members without the use of subordinate elements, focus on the development and sustainment of skills in the basic staff functions, troop leading procedures, development of staff estimates, preparation of OPORDS, decisionmaking process, development/refinement of unit SOPs and enhancement of doctrinal skills. Where possible, the staff training will be conducted in an environment similar to that expected in mission execution (e.g., employment of TOC, etc.). The command and staff element of each combat division, combat brigade, division artillery, division support command, armored cavalry regiment, battalion/squadron, combat support (CS)/combat service support (CSS) group will devote an appropriate period of time each Inactive Duty Training (IDT) quarter to the execution of STAFFEX. The amount of time devoted, each quarter, to this training will be at the discretion of the unit commander; however, it should be commensurate with the unit's demonstrated level of proficiency, Major U.S. Army Reserve Command (MUSARC) will undertake a staff training exercise annually. Each State Area Command (STARC) is encouraged to conduct staff exercises annually. The use of combat simulations is encouraged. Participation in a Command Post Exercise (CPX)/Field Training Exercise (FTX) will satisfy the requirement.

b. CPX. The CPX is the preferred method of training battalion and higher-level commanders and staffs since it maximizes training time for subordinate elements. CPXs will be conducted in a field tactical environment and will be a minimum of 24 hours of sustained operations (longer duration as units progress in training). Each CPX will include at least one displacement. CPX scenarios will be based on the unit's wartime Operation Plan (OPLAN), whenever possible. Newly activated units, or units which have undergone a recent major reorganization, are exempt from the CPX requirement during their first training year.

(1) The headquarters of combat divisions will conduct one CPX each year, except for the year when a division FTX is conducted. (See para 3-4c of this regulation for FTX requirements.) Division artillery, combat brigades, armored cavalry regiments, and battalions/squadrons will conduct CPX each training year. Participation in a higher headquarters CPX will satisfy this requirement. The headquarters of combat divisions, division artillery, combat brigades, armored cavalry

(b) Deployable units with an initial installation or depot support mission; e.g., Quick Fix units - Be prepared to assume the installation/depot support mission upon arrival at the mobilization station/site, and be prepared to execute assigned wartime missions by their earliest EDD.

(2) Nondeployable units - Be prepared to execute assigned sustaining or training base support missions assigned by CAPSTONE gaining command; e.g., installation commander, AMC, HSC, MTMC upon arrival at the mobilization station/site.

(3) Cadre Level Units - Achieve MOS qualification of assigned personnel before deploying to mobilization station. Develop plans in peacetime to accept personnel/equipment at mobilization for eventual fill to Level 2 authorization. Plan for EDDS/EDDA and priority wartime mission.

(4) All RC units (commander and key personnel) will be informed by the TAG/MUSARC of mobilization data for their priority mission, to include EDDS and EDDA. This data is found in FORSCOM's MTBSP. Wartime mission guidance and priority training tasks will be provided through the appropriate CAPSTONE alignment. EDDS and EDDA by themselves are unclassified. When grouping of units, i.e., troop lists are created, they are treated IAW para 5a, AR 380-90.

* c. Guidance for Directed Training Associations is contained in FORSCOM Reg 350-4.

d. Guidance concerning RC field artillery units is contained in Appendix C.

* e. Training guidance for USAR training divisions, training brigades and reception stations is contained in FORSCOM/TRADOC Reg 140-3.

* f. Guidance for resource requirements to complete postmobilization training is contained in FORSCOM Pam 135-2.

* g. Guidance on weapons and weapons systems training programs, standards for qualification and training strategies for individuals and collective weapons elements (crews, teams, squads, batteries, etc.) of units is contained in DA Cir 350-85-4.

* h. Guidance for identification of individual training needs are contained in FORSCOM/TRADOC Reg 135-3.

(5)

CHAPTER 2

TRAINING MANAGEMENT

2-1. GENERAL. Certain fundamental policies, doctrine, and principles shape training management within FORSCOM.

* a. AR 350-1 and this regulation provide policy guidance for managing and conducting training in FORSCOM units. AR 350-5 outlines the mission functions and command relationships of the US Army Training Board as the TRADOC proponent for training management in units. NGR 350-1 provides policies and procedures for training units of the Army National Guard not on active military service.

* b. FM 25-1 describes the Army Training System. FM 25-2 establishes the doctrine by which the Army manages its training. FM 25-3 provides unit leaders with an effective method for planning and conducting training. FM 25-4 provides commanders, staffs, and exercise planners from battalion to corps with doctrine, guidance and examples to be used when planning, conducting, and controlling training exercises.

c. Training management in its simplest form is the exercise of command. Training resources will always be constrained. Commanders must be efficient in their allocation and use. Time is the most critical training resource. Leaders at all echelons will use the training management process contained in FM 25-2 and the following related programs to develop training management skills and gain full benefit from their limited time.

(1) Commander's Training Management System (CTMS). CTMS is the process commanders and their staff above battalion use to perform their training management roles. It complements the Battalion Training Management System (BTMS) and consists of clear, long range guidance and policies needed by the staff and subordinate commanders to plan, resource and conduct effective training. It is based on training and training management philosophies and practices described in the FM 25 series of manuals (FM 25-1, Training; FM 25-2, Unit Training Management; FM 25-3, Training in Units; FM 25-4, How to Conduct Training Exercises; FM 25-5, Training for Mobilization and War; and TC 25-7, How to Develop Training Management Skills in Units).

* (2) Battalion Training Management System (BTMS). BTMS is the Army's standardization model for training and training management in units. BTMS is the system battalion commanders and subordinates use to perform their roles in the training management system. BTMS training materials are available to train leaders from squad through battalion levels. FM 25-7 provides guidance. The FM 25-7 series supersedes all Active Component and Reserve Component BTMS workbooks, guides and graphics.

(3) Training Management Instruction in Schools. Instruction in this setting prepares leaders to apply unit training management principles.

* (4) Unit Maintenance Management System (UMMS) and Unit Supply Management System (USMS). These systems are exportable training packages in BTMS format. They are designed to help battalion and company leadership do a better job in managing maintenance and supply operations. Implementation is mandatory for all USAR units.

d. Effective training management in units requires each commander to interact with subordinates to:

(1) Develop objectives and guidance.

(2) Manage training distractors and constraints.

(3) Identify, program, and coordinate resources for training in units.

(4) Evaluate unit performance, training, and training management.

* e. RC commanders, in coordination with their gaining commands, must identify the mission essential tasks at each echelon (bn, co, plt, sec, sq, tm) that support their priority wartime mission. The unit's Mission Essential Tasks List (METL) (FORSCOM Form 1-1-R) will be made available to the unit evaluator during AT. RC commanders must decide whether training in the mission essential tasks should be part of their program for IDT, AT, post-mobilization training, or some combination of the three. To the extent possible, equipment dependent training should be accomplished while equipment is available prior to mobilization. Mission essential tasks should not be subscribed to postmobilization time unless justified by lack of facilities/ equipment which will not be available until then. See paragraph 2-6c(1) and 2-6d(1) for details.

f. Training on tasks not supporting a unit's priority wartime mission, except as outlined in paragraph 3-6, should be deferred until proficiency is attained in mission essential tasks. This policy recognizes and accepts the risk that RC units may not be qualified to perform some lower priority tasks because they have concentrated on their high priority ones. Premobilization training will be evaluated on a unit's skill in its mission essential tasks based on its priority wartime mission.

g. Performance oriented training is essential for an effective training program. It is a training and evaluation technique for individuals or teams/units to do their tasks under specified conditions and standards; e.g., time, accuracy, distance. The format of the SM and ARTEP manuals simplifies performance oriented training. Leaders train their subordinates to do the tasks as written in these manuals.

h. Multi-echelon training is an approach in which soldiers are grouped by echelon or position and are trained simultaneously. If the individual task being trained does not support collective training, the time should be spent

on battle drills which support the collective training on mission essential tasks. For example, commanders and staffs may be conducting a CPX or Tactical Exercise Without Troops (TEWT) while noncommissioned officers are conducting individual training on SM tasks with the soldiers of the unit.

i. Military personnel on duty as Full-Time Support (FTS) personnel will be integrated into individual and collective training during IDT and AT as members of the unit to which they are attached for duty.

j. Staggered training can be used to train individual soldiers at different levels of training, and may be easier to train on different days. This approach is acceptable where Full-Time Support (FTS) personnel are available to conduct training.

2-2. INDIVIDUAL TRAINING.

* a. The first training priority is individual training which includes both MOS qualification and leaders training. Individual training will be accomplished in an ADT/FTTD status when possible, then during IDT, and only as a last resort, during AT. Individuals whose awarded MOS is different from their duty position MOS and those requiring an SSI or ASI must be entered into or programmed for training. Training through service schools, USAR schools, SOJT, or contract training must be accomplished that will lead to award of appropriate MOS, SSI, or ASI. The goal is to have each soldier whose awarded MOS is different from his duty position MOS qualified within two years of assignment to the duty position, except in those cases where mandatory schooling is in excess of six months (such as some medical schools). In those cases, the goal is a maximum of three years. It is the responsibility of the chain of command to ensure each soldier is duty MOS trained. Duty MOS qualification and training of all soldiers is a FORSCOM training imperative.

* b. Efforts must be made to sustain and improve upon the proficiency of each soldier who is MOS trained. MOS-specific Soldier's Manual (SM), Trainer's Guides, and the Soldier's Manuals of Common Tasks (FM 21-2 and FM 21-3) form the basis for training soldiers in individual tasks. Training should be performance oriented and focus on those tasks which support the unit wartime mission. Performance oriented training enables trainers to train and evaluate soldier performance on selected SM tasks to the standards stated. There will be a concentrated effort on individual training during IDT leaving the AT period for emphasis on collective combined arms training in a tactical environment. USAR schools/ITAAS offer several two-week MOS programs during AT/IDT periods.

* c. The RC NCOES provides excellent opportunities to enhance and improve upon the leadership of the first line supervisor. Eligible NCOs should be provided every opportunity to attend these courses. While RC NCOES provides formal career development for our NCOs, the Noncommissioned Officers Development Program (NCODP) provides a unit in-house method for developing and improving each NCO's technical and tactical proficiency. Guidance for the NCODP is contained in AR 350-17. USAR schools offer AT and IDT NCO courses.

d. See AR 350-1 for guidance concerning the conduct of Common Military Training (CMT) subjects. Some CMT subjects are covered during Initial Active Duty Training (IADT); some are also included in service school courses. Refresher category CMT should be scheduled individually, if needed. Often it can be deferred until postmobilization. See para 3-2 for guidance concerning physical fitness programs and testing.

* e. Maximize the resource potential for individual training available to the RC. Use AC, ARNG, and USAR programs and resources to improve the professional, tactical, and MOS skills of officers, NCOs, and soldiers. The Army Key Personnel Upgrade Program (KPUP) and USAR-AC counterpart training (Chapter 4, AR 135-200 and Chapter 3, AR 140-1) are good examples of how to use resources of all Army components to achieve the common goal of improved professionalism. Funding will be provided through normal CONUSA channels. Joint ARNG and USAR efforts in individual training, especially in the NCOES, can enhance proficiency, conserve resources, and promote better understanding and mutual respect. The use of AC personnel from counterpart or affiliate units during an RC FTX on an individual replacement/filler basis is encouraged to provide both AC and RC soldiers with a better understanding of each other. Counterpart training has been expanded to include USAR troop program units. Examples of counterpart training activities include:

(1) Key staff officers, down to and including battalion, function in their duty positions during a JTX, JRX, or AC FTX. During a 24 hour-a-day exercise, assume their AC/RC counterpart's role during the opposite shift.

(2) Training on Soldiers Manuals tasks with an AC/RC unit to supplement supervised on-the-job training.

(3) Commander or key personnel of maintenance units required to maintain M-1 tanks train with like AC/RC units to better understand maintenance problems related to the M-1 tank under tactical conditions.

(4) Key personnel from units which have special missions, i.e., SOUTHCOM, train with AC/RC unit during FTX to acquaint personnel with mission requirements.

(5) Tank crew participates with AC/RC unit during FTX. Tank crew functions as a team (not an individual).

(6) Commander and key personnel participate in National Training Center exercises with their AC Directed Training Associations (DTA).

* f. Officer training will be scheduled and reflected on the unit's YTP, YTC and training schedule during IDT, AT, and unit school training assemblies. Training must support the total Army leadership goal in which "leaders at all levels possess the highest ethical and professional standards committed to mission accomplishment and the well-being of subordinates." Training should be focused on the needs of the unit and its officers as determined by the unit

commander. Emphasis must be placed on the "tools of the trade," those common leaders tasks and skills all officers must master to be effective leaders. They are tactics, and operations in CS/CSS units, terrain appreciation and map reading, weapons, communications, maintenance, troop leading procedures, and estimates and orders.

2-3. COLLECTIVE TRAINING. Analysis reveals that most units will have little or no time to train after mobilization. The objective, therefore, is to systematically develop premobilization training to achieve proficiency in battalion/TF level tasks while at the same time attaining and sustaining individual, crew, squad, platoon, and company team skills. The focus on collective training is the ARTEP. The following guidance applies to all RC units:

a. Conduct. Conduct training under the appropriate ARTEP following receipt of the coordinating draft edition or DA approved ARTEP. Units for which an ARTEP is not published will be guided by local Unit Training Programs (UTP) prepared in type ARTEP format, and will be reviewed and approved IAW policy and procedures prescribed by CONUSA, WESTCOM, or 6th Inf Div (Lt).

* b. Use of ARTEP. Unit commanders will select and prioritize ARTEP tasks based on the wartime mission, the status of personnel and equipment, training strengths and weaknesses and the training environment. Commanders are not expected to work in a vacuum. Assistance should be requested from units in their CAPSTONE alignment, Directed Training Association (e.g. Affiliation, Partnership, Roundout Programs) and/or CONUSA, as appropriate.

c. Resources to Support Training.

(1) Maneuver Area Commands (MAC)/Maneuver Training Commands (MTC):

(a) MAC/MTC will prepare, plan, and supervise exercises for RC units. MAC will normally direct their support to division/brigade/group level. MTC will normally support battalions and lower level units. MAC/MTC have the capability to support ARTEP external evaluations of RC units; however, responsibility for external evaluation rests with the RC chain of command.

(b) When required, request MAC/MTC support through the appropriate CONUSA. Priority of support will be given to early deploying and mobilizing RC units.

(2) Sponsors of RC units in the Affiliation and AC/RC Partnership Programs will assist the RC chain of command in the conduct of external ARTEP evaluations. Specific guidance for RC nuclear capable field artillery units is in Appendix C.

* (3) Readiness Groups (RG):

(a) RGs consist of branch assistance teams which are organized by type to support Reserve Component units in the RG's area of operations. RGs provide assistance and advice on all aspects of training to improve combat readiness, including doctrine, techniques, plans, management and readiness assessments.

(b) Upon mobilization, RGs will be primarily responsible for post-mobilization training of Reserve Component units at mobilization stations and will assist the installation commander in the validation of Reserve Component units for deployment.

2-4. INACTIVE DUTY TRAINING (IDT).

* a. Multiple Unit Training Assemblies (MUTA). MUTA should be devoted to mission related training to include:

(1) Military Occupational Specialty Qualification (MOSQ), Common Task Training (CTT), and professional development training.

(2) Individual and crew served weapons qualification, including tank crews.

(3) Intensive leader training, with emphasis on simulation and TEWT which address the application of principles to specific terrain.

(4) Collective training at squad and platoon level--battle drills, MILES, and live-fire exercises, with the goal of achieving TF/Company level proficiency.

(5) CS/CSS missions and sustainment training.

(6) Situational Drills.

b. Travel Time. To gain the most benefit of training time, time to and from training site must not exceed 25 percent of the Unit Training Assembly (UTA) or MUTA hours (time) planned.

c. Training Time. The minimum number of training hours prescribed for the various MUTA is for pay/retirement point purposes only and is not intended to restrict the commander from scheduling training during MUTA which exceeds the minimum requirements.

2-5. ANNUAL TRAINING (AT).

a. General. AT gives the commander the best opportunity to conduct prolonged mission training, evaluate unit's progress, and refine the unit's training program for the next year.

* b. Training Responsibilities.

(1) CONUSA/WESTCOM/6th Inf Div (Lt) commanders are responsible for coordinating and approving plans for the conduct, support, evaluation, and supervision of AT for all USAR units within their geographical area of responsibility.

(2) CONUSA/WESTCOM/6th Inf Div (Lt) commanders are responsible for the supervision and evaluation of annual training for ARNG units within their geographical area of responsibility. They will coordinate and approve ARNG plans developed by the respective states and territories based upon the appropriateness of training and relevance to the unit's wartime mission. NGB will have final approval authority for the AT plans based upon resource considerations.

* c. Training Emphasis. Priority will be given to collective training during AT. The focus will be on tactical training involving the combined arms team, mastery of the mission/tasks selected from the METL, and the refinement/standardization of the team and units skills required to successfully accomplish the wartime mission. Commanders will emphasize the use of OPFOR during tactical field training evaluations. For aid in developing OPFOR training programs, contact the FORSCOM OPFOR Training Detachment (RED THRUST), Fort Hood, Texas Autovon 737-3014/3316, FTS 747-3014/3316, Comm (817) 287-3014/3316. Commanders who are unable to provide their soldiers MOSQ or professional development training during IDT should consider using selected two-week courses offered through USAR schools/ITAAS during AT.

d. Procedures. Procedures and guidance for the support of AT are in Appendix A.

* e. Training Requirements.

(1) Only wartime mission related training will be conducted during AT. Maximize the use of USAR schools to complete Military Occupational Specialty Qualification (MOSQ) for soldiers who were not qualified during IDT.

(2) The maximum amount of training time possible will be devoted to collective tactical field training. Administrative requirements involving mass troop participation will be accomplished during "off-duty" hours or at times when they will not interfere with the momentum of training.

(3) Thorough, on-the-ground pre-AT planning by unit leaders down to company/separate detachment level is essential to ensure maximum use of the most suitable terrain.

(4) During tactical field training, maximum efforts will be taken to simulate actual battlefield conditions. Units should operate in a tactical posture appropriate to the training being performed.

(5) RC commanders will make full use of time available to maintain the momentum of training without unrealistic breaks in the schedule. Tactical

MULTI-ECHELON

OVER →

field training of increased duration (10 to 12 consecutive days) in a tactical field environment is encouraged with emphasis on night training. Units participating in major JRX/JTX such as REFORGER will not anticipate a mid-weekend break during the exercise. Commanders will ensure that combat, combat support, and combat service support units all work together as they would in war. This is especially true for units with first digit TPSN 0, 1, 2, 3, and engineer units that are TPSN 5 (consult AR 18-19 for TPSN definitions).

(6) →

(7)(6) Units conducting AT at service schools, AMC installations, air defense sites, port facilities, hospitals and at installations to reduce equipment maintenance/supply backlog will conduct tactical oriented training where possible to the extent that it does not degrade the technical mission. If not conducted during AT, these units should conduct necessary tactical field training during IDT. This criterion also applies to civil affairs units when the training approved for AT is accomplished in a civilian environment.

(8)(7) Occasionally, some units may have special training objectives which cannot be accomplished in a tactical field environment, e.g., JAGSO units that perform mutual/site support training at active military installations. In such cases, CONUSA, WESTCOM, or 6th Inf Div (Lt) commanders may waive tactical field training. This authority may be delegated to MUSARC commanders and State Adjutants General.

(9)(8) RC commanders will prepare Annual Training schedules specifying the METL tasks on which training will be conducted each day.

f. AT Attendance.

(1) Attendance requirements are in AR 135-2, AR 135-91, AR 135-200, AR 140-1, FORSCOM Reg 350-2, and NGR 350-1.

* (2) Training in Hawaii. CONUS-based Reserve Component units/staffs interested in conducting an AT in Hawaii will coordinate with their CONUSA prior to coordinating with sponsor/host WESTCOM units. The apppropriate CONUSA will request HQ WESTCOM (APRA-OP) by message to approve the training. All CONUS-based Reserve Component units must have a WESTCOM sponsor. If the training is determined to be resource effective and, if a WESTCOM sponsor unit is identified, the AT will be approved by HQ WESTCOM by message to the CONUSA. Once approved, direct coordination between the Reserve Component personnel conducting incremental AT in WESTCOM will ensure AT orders are received by HQ WESTCOM (APRA-ADP) 14 days prior to AT.

g. Training Guidance.

(1) Combined arms operations employing the full spectrum of combat, combat support, and combat service support functions will be emphasized.

(2) Organizational structure should be retained during AT except when extreme shortages of personnel, special skills, or equipment force temporary

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
1 February 1987

FORSCOM Regulation 350-2

Change 1

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Effective 1 May 1987

Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

Summary. Requires a minimum of 9 consecutive days of tactical field training of Reserve Component units during Annual Training.

Suggested improvements. The proponent agency of this publication is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Cdr, FORSCOM, ATTN: AFOP-TRO, Ft McPherson, GA 30330-6000.

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1. FORSCOM Reg 350-2, 1 January 1986, is changed as follows:

Page 2-8. Second sentence of paragraph 2-5e(5) is changed to read: Field training of a minimum of 9 consecutive days will be conducted in a tactical environment consistent with the unit's assigned wartime mission. Under certain circumstances, such as a newly formed unit, low AT attendance, or other appropriate reason which would preclude the unit's ability to conduct the required training, the requirement may be waived by the CONUSA Commander.

2. File this change in front of the publication.

FOR THE COMMANDER:

OFFICIAL:

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Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
15 February 1987

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Effective 1 October 1987

Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

Summary. New policy on command and control staff training.

Suggested improvements. The proponent agency of this publication is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Cdr, FORSCOM, ATTN: AFOP-TRO, Fort McPherson, GA 30330-6000.

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Page i. Add to the index listing, at the end of chapter 1, the following:

Training Goal Para 1-5 Page 1-5

Page 1-5. Add the following new paragraph:

1-5. TRAINING GOAL. The FORSCOM training goal is battalion-level proficiency. The goal is identical for both the Active Components (AC) and Reserve Components (RC). While the goal is the same for both components, the strategies and methods for attaining battalion training readiness differs, primarily due to limited training time available to the RC. Total Army policy is in AR 350-41, Army Forces Training. AC training methodology is in the FORSCOM Supplement to AR 350-41. This regulation and, in particular, the chart/matrix at the end of chapter 3, prescribes the RC training strategy for achieving battalion-level proficiency.

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(1) The headquarters of combat divisions will conduct one CPX each year, except for the year when a division FTX is conducted. (See para 3-4c of this regulation for FTX requirements.) Division artillery, combat brigades, armored cavalry regiments, and battalions/squadrons will conduct CPX each training year. Participation in a higher headquarters CPX will satisfy this requirement. The headquarters of combat divisions, division artillery, combat brigades, armored cavalry

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
15 February 1987

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Effective 1 October 1987

Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

Summary. New policy on command and control staff training.

Suggested improvements. The proponent agency of this publication is DCSOPS. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Cdr, FORSCOM, ATTN: AFOP-TRO, Fort McPherson, GA 30330-6000.

1. FORSCOM Regulation 350-2, 1 January 1986, is changed as follows:

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Training Goal Para 1-5 Page 1-5

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1-5. TRAINING GOAL. The FORSCOM training goal is battalion-level proficiency. The goal is identical for both the Active Components (AC) and Reserve Components (RC). While the goal is the same for both components, the strategies and methods for attaining battalion training readiness differs, primarily due to limited training time available to the RC. Total Army policy is in AR 350-41, Army Forces Training. AC training methodology is in the FORSCOM Supplement to AR 350-41. This regulation and, in particular, the chart/matrix at the end of chapter 3, prescribes the RC training strategy for achieving battalion-level proficiency.

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g. Training guidance. Commanders will take maximum advantage of the time and training environment available during Annual Training (AT) to enhance command and control (C2) skills. Where possible, tactical communications networks will be established and used to effect C2 of all subordinate units present. This training opportunity will be used to refine unit SOPs and practical staff functions in all activities, e.g., maintenance of daily journals, preparation of OPORD/FRAGO for training events (range firing, etc.).

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Page 3-2 through 3-4. Change entire paragraph 3-4 to read as follows:

3-4. Staff exercises (STAFFEX). Staff training is an area which demands foremost command emphasis. Unit commanders and staffs must be knowledgeable in proper staff functions and in the techniques required for effective command and control of their units. These skills can be developed through the use of exercises based on the appropriate unit Army Training and Evaluation Program (ARTEP), wartime mission guidance, and unit mission essential task list. To the maximum extent possible, participation should be in accordance with CAPSTONE associations. Minimum STAFFEX training requirements are shown in figure 3-1, at the end of this chapter, and discussed in the following subparagraphs:

a. STAFFEX. These exercises, which train commanders and staff members without the use of subordinate elements, focus on the development and sustainment of skills in the basic staff functions, troop leading procedures, development of staff estimates, preparation of OPORDS, decisionmaking process, development/refinement of unit SOPs and enhancement of doctrinal skills. Where possible, the staff training will be conducted in an environment similar to that expected in mission execution (e.g., employment of TOC, etc.). The command and staff element of each combat division, combat brigade, division artillery, division support command, armored cavalry regiment, battalion/squadron, combat support (CS)/combat service support (CSS) group will devote an appropriate period of time each Inactive Duty Training (IDT) quarter to the execution of STAFFEX. The amount of time devoted, each quarter, to this training will be at the discretion of the unit commander; however, it should be commensurate with the unit's demonstrated level of proficiency, Major U.S. Army Reserve Command (MUSARC) will undertake a staff training exercise annually. Each State Area Command (STARC) is encouraged to conduct staff exercises annually. The use of combat simulations is encouraged. Participation in a Command Post Exercise (CPX)/Field Training Exercise (FTX) will satisfy the requirement.

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consolidation of personnel to facilitate the conduct of collective training. The decision to consolidate for training is not a simple issue with specific rules to implement. The chain of command's judgment must be based on available leadership and known shortfalls in relation to the training objectives at hand. In some cases, small units need to consolidate so that inexperienced soldiers will be motivated by training as an element of a structure. When personnel are consolidated, rotation of cadre in leader/instructor positions is often appropriate. Cadre in temporary excess status can benefit from training through battle simulations, tactical exercises without troops (TEWT), or map exercises. This concept is applicable to all categories of units and should be considered for IDT, when appropriate.

(3) At some time during the AT period, training will be conducted in a manner to provide the command group, regardless of size or composition, the opportunity to exercise full command and control of all subordinate units.

(3) (4) AT should be conducted at the designated MOBSTA when feasible and consistent with the commander's training objectives. Commanders will practice the mobilization and deployment process triennially, to include, as a minimum, alert, mobilization, movement, and a review of postmobilization training requirements.

* (4) (5) CONUSA are the catalyst for combined arms training in the Reserve Components, and should use AT planning conferences to align ARNG and USAR units to facilitate combined arms training. CONUSA commanders will, and State Adjutants General are encouraged to, exert maximum effort to effect CAPSTONE alignment for all AT.

(5) (6) Early coordination of AT dates between RC units and supporting AC units will ensure adequate mutual support. Units should avoid going to the same location year after year due to reduced training benefits caused by training familiarity. Further guidance is in Volume I of the Army CAPSTONE Program, FORSCOM Regulation 350-12, and Appendix A to this regulation.

* h. AT at the National Training Center (NTC).

(1) RC mechanized infantry and armor units designed as Roundout to Active Component (AC) divisions/armored cavalry regiments will participate in training at the NTC. Refer to FORSCOM Circular 350-84-10 for guidance.

(2) RC non-divisional maintenance units should explore training opportunities that exist at the NTC for wartime mission related training.

2-6. TRAINING PLANS.

* a. Good training is the result of detailed planning and sound execution. The first step in developing training plans is to identify unit missions. Good plans are based on guidance from higher headquarters and evaluation feedback on current unit and individual proficiency. Plans must provide

range, short-range, and near-term training guidance. Plans must also give clear direction to individual, collective, multi-echelon, and staff training to include resource support. Specific training documents facilitate management at each level of command down to the trainer. Minimum requirements and coordinating instructions are described below. Training plans will include provisions for qualifying all soldiers in their duty MOSs within two years of their assignment to current duty position.

* b. Commanders above Battalion Level.

(1) Units above battalion will orient collective training on those command and control management functions doctrinally outlined in the appropriate FM, as modified by wartime mission guidance received through the CAPSTONE wartime alignment. Commanders above battalion/separate company/detachment level and below State Adjutants General and MUSARC level will publish training guidance and, as a minimum, a two-year training calendar annually to aid subordinate commanders in preparing yearly training programs. Where appropriate, the two-year training calendar will be developed in coordination with the AC Partner/Affiliate. Each State Adjutant General may, at his discretion, publish a state level two-year training calendar and training guidance. CONUSA may require their MUSARC commanders to publish a two-year training guidance.

(2) Training guidance will include training goals and objectives, command guidance/priorities, events, support requirements, and resource allocations.

(3) The training calendar will be a general plan for execution of long-range training objectives and command guidance/priorities. As a minimum, objectives will cover individual, collective, staff and multi-echelon training. The calendar will show AT dates, CPX/FTX/JTX/JRX, evaluations, weapons qualification/sustainment, SQT dates, new/displaced equipment training, and special training events such as mobilization/deployment exercises and events involving subordinate units. Calendars will be updated and reviewed annually in time for subordinate commanders to prepare their yearly training program. Yearly updates will consider comments from the Assessment of Annual Training Performance, FORSCOM Form 1-R/2-R.

c. Battalion Level Headquarters. Commanders will develop the following to facilitate planning and provide guidance to subordinate elements:

* (1) Mission Essential Task List (METL). Battalion commanders will identify those tasks and activities that support assigned wartime missions and designate them as mission essential tasks. The mission essential tasks will be used to develop the unit's training program and will be recorded on the FORSCOM Form 1-1-R. These tasks will constitute the unit's Mission Essential Task List (METL). METL must be updated to reflect current training status and priorities and be approved by the next higher commander in the RC chain of command, in coordination with the appropriate CAPSTONE commander. The METL

reflects those stated and implied tasks essential to the CAPSTONE mission, as well as important tasks from the unit ARTEP and command guidance. No length of the METL is prescribed. The METL must be updated after tasks are trained and evaluated to reflect the current training status along with priorities as they change. State Area Commands (STARC), USAR Schools, ARCOM HQ Detachments, MACs and MTCs, JAGSO and Marksmanship units are exempt from this requirement.

* (2) Yearly Training Program (YTP). Battalion and headquarters company commanders at higher echelons will develop a yearly training program (synonymous with Yearly Training Plan) prior to 1 October annually. YTP includes a yearly training calendar, command objectives, priorities, resource allocations, and training guidance concerning unit-peculiar objectives. Commanders who directly control separate companies/detachments will determine if the separate company/detachment will have either sole responsibility for preparation of the unit yearly training program or will provide input for preparation of the yearly training program by the controlling headquarters. Commanders will use the training calendar from higher headquarters to develop yearly training programs aimed at improving wartime mission capability. The appropriate Soldier's Manuals, Trainer's Guides, ARTEPs, and recommendations outlined in FORSCOM Forms 1-R/2-R should also be used in preparing yearly training programs. RC units should consider what resources are available at the mobilization station. Commanders should also consider the availability of support (AC/RC), training facilities, training literature, devices/aids, mobile training teams, and assistance available under CAPSTONE alignments, to include Affiliation/Partnership, and mutual support programs. As a minimum, yearly training programs will be updated and reviewed annually before the beginning of the next training year and should identify:

(a) Specific goals and objectives, to include selected mission essential tasks for each subordinate unit.

(b) Training activities, exercises, and evaluations to be conducted during IDT and AT.

(c) Resource allocations and external assistance/support requirements.

* (3) Yearly Training Calendar. As a minimum, Battalion commanders will prepare a one year training calendar which reflects what the unit will do to achieve its training objectives for the year. The degree will vary depending on the type of unit and the status of training, but must be sufficient to guide the development of monthly training schedules. It should reflect those high priority Intensive training (I) and Additional training (A) tasks and Trained (T) sustainment tasks the unit has identified on the METL as being programmed for IDT (column 7 on the METL).

* d. Company/Detachment Level Commanders. Commanders will develop the following to facilitate planning and management of training.

* (1) Mission Essential Task List (METL). Company and Detachment commanders will identify those tasks and activities that support assigned wartime missions and designate them as mission essential tasks. The mission essential tasks will be used to develop the unit's training program and will be recorded on the FORSCOM Form 1-1-R. These tasks will constitute the unit's Mission Essential Task List (METL). METL must be updated to reflect current training status and priorities and be approved by the next higher command in the RC chain of command in coordination with the appropriate CAPSTONE commander. The METL reflects those stated and implied tasks essential to the CAPSTONE mission, as well as important tasks from the unit ARTEP and command guidance. No length of the METL is prescribed. The METL must be updated after tasks are trained and evaluated to reflect the current training status along with priorities as they change. Commanders of Headquarters and Headquarters elements must include mission essential tasks peculiar to both the command headquarters staff and the company. STARCs, USAR Schools, ARCOM HQ Detachments, MACs and MTCs, JAGSO and Marksmanship units are exempt from this requirement.

(2) Yearly Training Calendar. Commanders will prepare a yearly training calendar following the guidance contained in paragraph 2-6c(3) above.

(3) Monthly Training Schedules.

(a) All company/detachment commanders will develop monthly training schedules through a review process which defines and schedules at least the next three months of training as outlined on the yearly training calendar. Refer to Chapter 4, FM 25-2 for detailed guidance on near-term planning and preparation of training. USAR commanders will incorporate the 30-day training plan prescribed in AR 140-1. Review of monthly training schedules will be under policies set by respective CONUSA, WESTCOM, or 6th Inf Div (Lt). Review policies for Army National Guard units will be coordinated with appropriate State Adjutants General.

(b) Monthly training schedules are directive and will include, as a minimum, the individual and collective tasks (specific training objectives) to be trained and evaluated, dates and starting times, training locations, duty positions responsible for training, uniform and special equipment requirements, and elements/individuals expected to receive the training.

(4) Training Schedules. Monthly training schedules, for three months forward, will be prepared by all detachments, separate platoons and companies. Preparation instructions are contained in FM 25-2.

(5) As a minimum, training meetings will be conducted monthly to review training accomplishments, identify required resources, assign responsibilities for future training and modify training calendars as necessary.

e. Trainers/First Line Supervisors. Trainers/first line supervisors will develop the following to plan and manage the execution of their training responsibilities:

(1) Training outlines, which are task rather than time oriented, will be developed for each training period within each UTA/MUTA and during AT. An outline for individual or collective training is a "plan of action" and must be in sufficient detail for the trainer to conduct effective training. Although the outline need not follow any specific format, annotated SM/ARTEP pages, or training outlines may be used.

(2) Informal work plans may be used to organize routine administrative and support activities and identify time for task training.

f. Coordinate/Review.

* (1) Training calendars for combat divisions, separate combat brigades, regiments, and combat groups with organic units will be reviewed appropriate CONUSA, WESTCOM, or 6th Inf Div (Lt). Training calendars/yearly training programs for Directed Training Association units will be coordinated with the unit's AC sponsor/partner. Training calendars/yearly training programs for other units will be reviewed by designated headquarters under policies set by the appropriate CONUSA, WESTCOM, or 6th Inf Div (Lt). Review policy will be coordinated with State Adjutants General.

(2) Training schedules should have a three month "lock in" for training activities that are resource dependent. This will require that all coordination for ranges, training areas, ammunition, and external support be completed four months in advance. Commanders will then have time to plan and execute training. It will provide stability to the training program and develop confidence in soldiers that their leaders know what they are doing. This "lock in" should not be construed to inhibit commanders' flexibility to adjust training programs.

* g. Progressive Training. Unit training plans and the training calendar will provide for a progressive increase in the capability of the entire unit, its sub-elements, teams, individual soldiers, and leaders. Combat arms units will incorporate training tasks at each multi-echelon level during each year, while, at the same time, scheduling the unit to master additional tasks, either new ones or those at which standards are not yet met. The calendar will incorporate external ARTEP evaluations as specified in para 2-7a(4). Plans may incorporate one year of Site Support and/or Individual MOS training at a Depot or Service School for a platoon or company; however, that training should involve as much field operation, including battlefield survival training, as possible.

* h. JAGSO detachments (TOE 27-6000) will train on a three year training cycle/plan/module, as required by AR 27-4. JAGSO detachments are exempt from ARTEP, ATP, and METL requirements. These detachments will train and be evaluated IAW AR 10-73, AR 27-4 and AR 135-316.

2-7. TRAINING EVALUATIONS. Leaders must continuously evaluate training to gain information on how well unit training programs are meeting training

objectives. Feedback from evaluations is used to make corrections to unit training programs so required proficiency on individual, leader, and collective tasks can be sustained. Evaluations produce information commanders at all echelons can use to account for training and hold subordinate leaders responsible for training and training management actions. FM 25-2 provides evaluation guidance.

a. Evaluations of individual, leader, and unit training performance will be conducted to measure the proficiency of an individual or unit against established Soldier's Manual or ARTEP standards.

(1) First line supervisors should use Job Books or Task Lists as informal records to track soldiers' ability to perform Soldier's Manual tasks and provide training proficiency information to the next higher leader. This information can be used to plan individual training programs.

(2) Individual training evaluations will be conducted under AR 350-37. This regulation establishes procedures for conducting the Skill Qualification Test (SQT), common task testing, and commander's evaluation of individual tasks.

(3) Battalion, company, and detachment commanders will develop a system to track all ARTEP missions/tasks selected for training, proficiency achieved, and whether the standards of proficiency were achieved under day or night conditions. This will permit analysis of the coverage of ARTEP events by units and subunits, ensure commanders capitalize on follow-on training, and assure weak areas disclosed in evaluations receive proper emphasis.

* (4) An external ARTEP evaluation at company level (to include MTOE headquarters companies at all levels) will be conducted every three years. This requirement does not preclude achievement of higher levels of collective training with the premobilization goal of demonstrating proficiency at the Bn/TF level. Company participation in a Battalion external ARTEP evaluation satisfies this requirement. An RC commander should undergo an external evaluation during the first AT period following his assumption of command. The RC chain of command must decide when a company has achieved a level of readiness that warrants undertaking an external evaluation; e.g., training, strength, and resources. Units should be evaluated by the RC headquarters generally two levels above the unit undergoing the external evaluation. However, the technical expertise available within the peacetime chain of command may require that assistance be sought from MAC/MTC or the Directed Training Association AC sponsors of RC units. The sole purpose of an ARTEP external evaluation is to diagnose unit requirements for future training. Resources to support ARTEP external evaluations are described in paragraph 2-3.

* (5) Credit for an external ARTEP will be given units when they participate and are included in an AC external ARTEP evaluation.

b. Unit training management procedures will be evaluated to determine overall quality of unit programs and ability to achieve command objectives. These evaluations can determine how information is passed within the unit, between higher and lower echelons, and to supporting units.

c. Evaluations of the conduct of training by unit leaders which center on the trainer will also be conducted. These evaluations should determine whether the training objectives were met, if the training was adequately prepared and conducted, and how resources were used.

* d. CONUSA, WESTCOM, and 6th Inf Div (Lt) will conduct evaluations of IDT and set procedures for conducting and reporting these evaluations. Evaluation of command post exercises conducted IAW paragraph 3-4 should be emphasized.

e. RC units will be evaluated during the conduct of AT IAW guidance in FORSCOM Pam 135-3.

CHAPTER 3

SPECIFIC SUBJECT GUIDELINES

3-1. GENERAL. This chapter provides guidance in specific areas of both individual and collective training. Additional guidance is in FORSCOM Regulation 350-3, Specialized Training in FORSCOM Active Component and Reserve Component Units.

3-2. PHYSICAL FITNESS PROGRAMS AND TESTING.

a. Commanders can periodically incorporate physical training activities into IDT to check on the fitness of unit members. If conducted, these activities should be incorporated into the weekend training periods so that essential training is not neglected. These activities, in and of themselves, will not maintain good physical fitness. Therefore, it is incumbent on each member to adopt and regularly participate in an individual fitness program. Commanders should consider using DA Pam 350-15 and DA Pam 350-18 to assist them in developing the physical fitness program.

b. Competitive athletic events, while considered part of a physical fitness program, will not be conducted during IDT.

c. Except as specified in this paragraph, guidance in AR 350-15 and FM 21-20 is applicable to members of USAR Troop Program Units (TPU).

d. USAR TPU members will be tested annually.

* e. Individuals age 40 through 60 who have not been medically screened or have been screened and not cleared IAW AR 350-15 will be tested annually using the 4-Mile timed walk. The standards are to complete the walk in 60 minutes for individuals under 50 years of age and in 80 minutes for those 50 and over. Personnel age 61 and older are exempt from testing.

* f. The test will be conducted preferably during the second week of AT or at some other time during the training year after reasonable advance notice has been given to allow for proper conditioning. Physical training/testing should be conducted early enough in the training day to permit observation of participants following exercise.

* g. Initial cardiovascular screening for personnel age 40 and over will be conducted in conjunction with the individual's quadrennial examination. Screening beyond the initial phase, even on a voluntary basis, is not authorized at this time pending future guidance from this headquarters.

* h. Commanders must be careful when administering the physical fitness program within their commands. Personnel with physical disabilities, particularly a history of heart problems or disqualifying profiles, should not be required to participate in unit physical fitness programs without the approval of a physician. Commanders should watch for individuals who show signs of overexertion during and immediately following exercising/testing.

Individuals experiencing chest pains, severe leg cramps, extreme shortness of breath, or excessive fatigue will not be allowed to continue. Questionable cases should be referred to the supporting medical facility.

i. IAW AR 350-15, the CNGB has responsibility for physical fitness programs and testing for the ARNG. See NGR 600-9.

3-3. WEAPONS QUALIFICATION AND FAMILIARIZATION. Appendix B to FR 350-2 provides detailed guidance on individual and crew served weapons qualification.

3-4. EXERCISES. RC units will participate to the maximum extent possible in the following type exercises in accordance with CAPSTONE associations:

a. See FORSCOM Reg 350-4, Training Under CAPSTONE, for definitive guidance.

b. Field Training Exercises (FTX). FTX will be conducted as prescribed in appropriate ARTEP, FM 25-4, How to Plan, Conduct, and Control Training Exercises and other training publications.

c. Command Post Exercises (CPX). CPX is the preferred method of training battalion and higher level staffs since it maximizes training time for subordinate elements. CPX scenario will be based on the unit's wartime OPLAN, whenever possible.

(1) Combat divisions will conduct at least one CPX in the field under realistic tactical conditions every other training year; preferable each training year, if resources permit. Combat brigades and armored cavalry regiments including subordinate units will conduct at least one CPX in the field under realistic tactical conditions each training year. Participation in a corps/division CPX or FTX satisfies this requirement. However, a staff exercise conducted in an armory does not. A CAMMS exercise fulfills this requirements only if the players are located in field positions. CONUSA, WESTCOM or 6th Inf Div (Lt) commanders may authorize biennial frequency for separate and divisional brigades, DIVARTY and DISCOM on a case-by-case basis when the annual requirement is disruptive of more essential staff activities. In such cases, a staff training exercise will be conducted in a garrison environment during the off year with participation by subordinate headquarters.

* (2) Combat support and combat service support HHC/HHD will conduct at least one CPX or other appropriate exercise in a field environment each training year. Such exercises will be conducted under tactical conditions and demonstrate capability to operate MTOE field/CTA equipment. Guidance for the conduct of such exercises is the appropriate ARTEP. For this training, RC commanders may structure a composite force, preferably based upon CAPSTONE associations, by grouping separate company-size CS and CSS units with similar functional missions under a command and control HHC/HHD with related MTOE mission. Exercise scenario should provide an environment matching that of the sector these units would occupy in the theater of operations. CPX should be conducted with combat and combat support units.

Department of the Army
Headquarters, United States Army Forces Command
Fort McPherson, Georgia 30330-6000
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FORSCOM Regulation 350-2
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Training

RESERVE COMPONENT (U.S. ARMY) TRAINING

Summary. New policy on command and control staff training.

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regiments, and battalions/squadrons are encouraged to conduct two CPXs each year; preferably one during AT, and a second one at a time other than AT. Company cells will participate with their higher headquarters in at least one CPX each year, where feasible.

(2) CS and CSS HHC/HHD, including division support commands, will conduct one CPX each training year. The CPX will be conducted under tactical conditions commensurate with that expected in execution of the unit's wartime mission. For this training, RC commanders may structure a composite force, preferably based upon CAPSTONE associations, by grouping separate company-size CS and CSS units with similar functional missions under a command and control HHC/HHD with a related Modification Table of Organization and Equipment (MTOE) mission. The exercise scenario should provide an environment matching that of the sector these units would occupy in the theater of operations. Where possible, the CPX should be conducted with type units which will normally be supported during wartime. CSS HHC/HHD will conduct one CPX every 3 years with CAPSTONE-aligned subordinate units down to company level. Exercise scenarios will be based upon the CAPSTONE mission and location.

c. FTX. FTXs will be conducted as prescribed in the appropriate ARTEP; FM 25-4, How to Plan, Conduct, and Control Training Exercises; and other appropriate training publications. As a minimum, each combat division will conduct one FTX of at least 5 consecutive days duration every 5 years during AT. Companies through brigades and armored cavalry regiments will conduct an FTX of at least 72 continuous hours duration during AT each year. The FTXs will include participation of all subordinate elements present at AT. Participation in a higher headquarters FTX will satisfy this requirement. CONUSA commander may approve downgrading FTX to CFX if available terrain will not support FTX.

d. Joint Readiness Exercises (JRX). Participation of RC units is desired in JRX to a degree with unit training needs and objectives. Policies and procedures for RC participation are in FORSCOM Regulation 350-5, AR 350-9 with FORSCOM Supplement, and FORSCOM Circular 350-7.

e. Logistical Exercises (LOGEX). LOGEX is a JCS-coordinated, DA DCSLOG-sponsored, CPX conducted annually by the U.S. Army Logistics Center. The exercise provides training for CS and CSS participants in command and staff techniques. The goal is to eventually have, in lieu of LOGEX, a Corps-conducted CPX with all CAPSTONE-aligned CSS units using a logistics module.

f. Combat Service Support Tactical Readiness (COSSTAR) training program. This program, oriented toward wartime objectives, proyides opportunities for realistic mission-oriented training. CONUSA will determine whether COSSTAR will be used. COSSTAR will function as follows:

(1) The CSS control headquarters, under the supervision of the CONUSA, will plan, coordinate, and supervise CSS at a selected AT site/installation.

(2) The CSS force will be tailored to supplement the site/installation capabilities. CSS units will be under operational control of a designated control headquarters; will operate in a field environment; and, where possible, will participate in the tactical play of those units being supported. Supported RC units, including those units with organic logistics units (e.g., divisions and brigades), will interface with the designated control headquarters for direct and general support. AT site/installation facilities will function only in a backup role.

g. Formal staff evaluation. A formal external evaluation will be conducted at least every 3 years of the unit commanders and staffs assigned to the headquarters of combat divisions, combat brigades, division artillery, division support commands, armored cavalry regiments, battalions/squadrons, and CS/CSS Group HHC/HHD. The evaluation will assess the ability of the commander and staff to execute troop-leading procedures, proper staff functions, and command and control of their unit. Use of combat simulations (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.) will be the primary training aids in these evaluations. CONUSA commanders may modify the vehicle to administrative evaluations, based on local situations. Participation in a unit external ARTEP evaluation or FTX will satisfy this requirement.

h. Unit evaluations. To assist in completion of the unit assessment on the FORSCOM Form 1-R, Analysis of Training Performance of Reserve Components of the Army, the unit commander will state in the first paragraph of the Commander's Narrative Comments to the FORSCOM Form 1-R how the unit met exercise/staff training requirements during the current training year by listing each event conducted. The comments will, as a minimum, consist of five elements of information, as follows:

DATES	TYPE EXERCISE	LEVEL	SIMULATION USED	FIELD TRAINING
(1)	(2)	(3)	(4)	(5)

(1) Dates: self-explanatory.

(2) Type exercise: STAFFEX, CPX, FTX, CFX, LOGEX, MOBEX.

(3) Level: Only training which was conducted at the level organized, or higher, will be recorded (e.g., division, brigade, group, battalion/squadron, company, etc.).

(4) Combat simulations used: If any type of combat simulation was used, enter YES and state which simulation was used (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.). If none was used, enter NO.

(5) Field training. Indicate by the word YES or NO whether the training was conducted in the field under realistic tactical conditions. If YES, add a ( ) and insert the number of consecutive hours trained under realistic tactical conditions.

Page 3-7. Paragraph 3-9a is changed as follows:

a. The MUSARCs will develop, conduct, and administer mobilization command post exercises to subordinate U.S. Army Reserve (USAR) units at least every 3 years. The STARC are encouraged to develop, conduct, and administer mobilization exercises to subordinate Army National Guard (ARNG) units triennially. In addition, RC units participating in Overseas Deployment Training (ODT) as a complete unit will incorporate an exercise of the unit's mobilization and deployment plans/procedures. Further, as a minimum, unit representatives will attend their mobilization station biennial coordination conference. This may be accomplished in conjunction with a scheduled test of the unit's mobilization and deployment process or during AT.

* (3) In addition to the CPX requirement outlined above, Group level combat support and combat service support HHC/HHDs will conduct one CPX every three years with CAPSTONE aligned subordinate units down to company level. Exercise scenarios will be based upon the CAPSTONE mission and location.

(4) Newly activated units, or units which have undergone a recent major reorganization, are exempt during the first training year.

(5) Duration of the tactical CPX will be a minimum of 24 hours of sustained operations and of longer duration as units progress in training. The tactical CPX will include at least one displacement. A primary objective of the CPX scenario will be to expose individuals to the stress of sustained operations, an experience important to both divisional and non-divisional CSS units.

* d. Joint Readiness Exercises (JRX). Participation of RC units is desired in AC CPX/FTX and JRX to a degree compatible with unit training needs and objectives. Policies and procedures for RC participation are in FORSCOM Regulation 350-5, AR 350-9 and FORSCOM Cir 350-7.

e. Logistical Exercise (LOGEX). LOGEX is a JCS coordinated, DA DCSLOG sponsored, TRADOC directed CPX conducted annually by the US Army Logistics Center. The exercise provides training for CS and CSS participants in command and staff techniques. The goal is to eventually have, in lieu of LOGEX, a Corps conducted CPX with all CAPSTONE aligned CSS units using a logistics module.

f. Staff Exercises. These exercises, which train commanders and staff members without the use of subordinate elements, are encouraged, especially for newly organized units. Examples of training activities to train staffs are:

(1) Tactical exercises without troops (TEWT).

(2) Battle simulations (PEGASUS, CATTS, CAMMS, FIRST BATTLE).

(3) Map maneuvers.

(4) Terrain model exercises.

(5) Mobilization/deployment exercises.

g. Combat Service Support Tactical Readiness (COSSTAR) Training Program. The program, oriented toward wartime mission objectives, provides opportunities for realistic mission oriented training. CONUSA will determine whether COSSTAR will be used. COSSTAR will function as follows:

(1) The CSS Control Headquarters, under the supervision of the CONUSA, will plan, coordinate, and supervise combat service support at a selected AT site/installation.

(2) The CSS force will be tailored to supplement the site/installation capabilities. CSS units will be under operational control of a designated control headquarters and will operate in a field environment. Supported RC units, including those units with organic logistics units, e.g., divisions and brigades, will interface with the designated control headquarters for direct and general support. AT site/installation facilities will function only in a backup role.

3-5. MAINTENANCE TRAINING.

* a. General. Good maintenance is a significant factor in the ability of units to mobilize, deploy and conduct sustained operations. The reality of life is that we will never have all needed resources. Soldiers, therefore, must be taught to maintain and conserve assigned equipment. Maintenance training requires the same careful planning and aggressive execution as mission training. Maintenance must be performed in the field as needed and not deferred until the return to garrison. Soldiers must be taught to maintain and properly care for their assigned equipment.

* b. Unit. To increase unit maintenance proficiency, commanders must establish positive unit maintenance training programs. Maintenance training must be integrated into all appropriate aspects of the unit activities. Formal training must be reinforced with supervised OJT or refresher classes taught by qualified personnel. Training must emphasize preventive maintenance through operational equipment inspections and must stress practical hands-on experience. A sound organizational maintenance training program must include, but is not limited to:

(1) Officer and NCO classes on effective maintenance supervision.

(2) Ensuring that training periods include time for maintenance.

(3) Emphasis on operator maintenance to include before, during, and after operation checks (Preventive Maintenance Checks and Services) as part of the overall preventive maintenance program.

(4) Effective use of maintenance personnel.

* c. Intermediate Direct Support. Units will provide support to specific systems and their auxiliary equipment during IDT and AT. Commanders must establish positive intermediate (DS) maintenance training program to effectively train these units for their wartime mission. The training program will include, but is not limited to:

(1) Diagnosis and isolation of material or module malfunctions, adjustment, an alignment of modules which can be readily completed with assigned tools and Test Measurement and Diagnostic Equipment (TMDE).

(2) Unit maintenance on organic TMDE.

(3) Repair of unserviceable economically repairable material, which is beyond the capability of using activities. It will be on a repair and return to user basis.

(4) Operation of a direct exchange (DX) facility to include the repair of designated unserviceable modules and components.

(5) Performance of light body repairs to include straightening, welding, sanding, and painting of skirts, fenders, body, and hull sections.

(6) Stockage and issuance of authorized operational readiness float (ORF), Quick Supply Store, DX, and Class IX supplies or using activities.

(7) Evacuation of unserviceable end items and modules to designated facilities of the same or higher categories of maintenance when their repair is beyond authorized capability/capacity.

* d. Intermediate (general support). The fundamental purpose of these units is to support the theater supply system through repair of components and DX items. Maintenance at this level will be job or production-line operations, as appropriate, and will be performed by modular units composed of commodity oriented platoons. These units will organize teams to perform an area support role. Training programs for intermediate (GS) units must key on improving individual MOS proficiency and sustainment skills while also enhancing maintenance management and leadership skills in CAPSTONE command and control units. CAPSTONE headquarters will be the focal point to identify training priorities and monitor progress. Commanders should consider the following issues when establishing positive intermediate (GS) training programs:

(1) Training management - management of GS training initiatives for maximizing training must be compatible with and reinforce existing programs. The CAPSTONE command chain, particularly RC battalion, group COSCOM/support command units, should be involved with monitoring the training status of supported units.

(2) Training programs - training opportunities can be enhanced best by assigning live missions to maintenance units during IDT and employing three phased programs during AT. The first phase will continue to train individuals with their section/platoon at USAMC depot activities. The second phase will assign units to train collectively with similar AC units or with an installation/State AG TDA maintenance activity. The third phase will schedule an RC CAPSTONE alignment slice simultaneously but not necessarily at the same locations. Scheduling the three AT phases must not conflict with either New Tactical Systems (NTS) training or Overseas Deployment Training (ODT). A new concept, which is part of the maintenance training programs for the Reserve Components, is the use of Regional Maintenance Training Sites (RMTS) at various locations throughout CONUS. Future changes to this regulation will provide more definitive guidance on training requirements.

(3) Workloading - workloads for IDT live missions will be provided by CONUSA and State AG. FORSCOM and NGB (with USAMC assistance as needed) will furnish a suitable workload for AT. Pure GS workload will not be available to adequately train GS units without some injection of DS overflow.

e. MUSARC/TAG will ensure that UMMS facilitators are trained at all command levels.

3-6. TRAINING IN CIVIL DISTURBANCE CONTROL OPERATIONS. ARNG units assigned civil disturbance control missions by their State Adjutants General will be evaluated on their ability to operate in such missions (AR 350-7). These evaluations will be done within the ARNG chain of command. USAR units will conduct premobilization training in civil disturbance control operations only when prescribed in ARTEP or required by a civil disturbance control mission. USAR CS and CSS units will be prepared to support, within their MTOE missions, GARDEN PLOT task forces.

3-7. MEDICAL TRAINING.

a. Mandatory formal training is required for the award of medical MOS and on-the-job training may not be substituted. Medical MOS will not be awarded by any agency except as specifically authorized by the Commandant, Academy of Health Sciences, or the Commander, MILPERCEN.

* b. USAR AMEDD units are urged to seek training opportunities with civilian and government medical facilities and organizations under the formal Civilian Sponsored Unit Program (AR 140-1) or the Contract Training Program (CTP). If formal sponsorship is not desired by the civilian/government agency, USAR AMEDD units may still use such facilities, if a local Memorandum of Agreement (MOA) is established between the unit and institution. Such MOA will be nonlegal and will not set a contractual relationship. A MOA is used only when a formal sponsorship is not desired by the civilian/governmental agency; otherwise, a DA Form 361 (Civilian-Sponsored Unit Agreement) will be accomplished. In either case, the MOA or DA Form 361 will not be signed locally; rather forwarded through channels to the appropriate CONUSA for review and approval.

*3-8. SIDPERS TRAINING - PERSONNEL SERVICE/AG COMPANIES AND USA GARRISONS.

a. SIDPERS proficiency will be a major objective of training programs in battalions, separate companies, and detachments to ensure a smooth transition to mobilization and reduce extensive postmobilization training.

b. Units are required to develop a training program to ensure the capability to perform strength accounting and other SIDPERS operations after mobilization. Development of software to operate on Tactical Army Combat Service Support Computer System (TACCS) microcomputers to perform these functions is presently occurring. Future changes to this regulation will provide more definitive guidance on training requirements.

regiments, and battalions/squadrons are encouraged to conduct two CPXs each year; preferably one during AT, and a second one at a time other than AT. Company cells will participate with their higher headquarters in at least one CPX each year, where feasible.

(2) CS and CSS HHC/HHD, including division support commands, will conduct one CPX each training year. The CPX will be conducted under tactical conditions commensurate with that expected in execution of the unit's wartime mission. For this training, RC commanders may structure a composite force, preferably based upon CAPSTONE associations, by grouping separate company-size CS and CSS units with similar functional missions under a command and control HHC/HHD with a related Modification Table of Organization and Equipment (MTOE) mission. The exercise scenario should provide an environment matching that of the sector these units would occupy in the theater of operations. Where possible, the CPX should be conducted with type units which will normally be supported during wartime. CSS HHC/HHD will conduct one CPX every 3 years with CAPSTONE-aligned subordinate units down to company level. Exercise scenarios will be based upon the CAPSTONE mission and location.

c. FTX. FTXs will be conducted as prescribed in the appropriate ARTEP; FM 25-4, How to Plan, Conduct, and Control Training Exercises; and other appropriate training publications. As a minimum, each combat division will conduct one FTX of at least 5 consecutive days duration every 5 years during AT. Companies through brigades and armored cavalry regiments will conduct an FTX of at least 72 continuous hours duration during AT each year. The FTXs will include participation of all subordinate elements present at AT. Participation in a higher headquarters FTX will satisfy this requirement. CONUSA commander may approve downgrading FTX to CFX if available terrain will not support FTX.

d. Joint Readiness Exercises (JRX). Participation of RC units is desired in JRX to a degree with unit training needs and objectives. Policies and procedures for RC participation are in FORSCOM Regulation 350-5, AR 350-9 with FORSCOM Supplement, and FORSCOM Circular 350-7.

e. Logistical Exercises (LOGEX). LOGEX is a JCS-coordinated, DA DCSLOG-sponsored, CPX conducted annually by the U.S. Army Logistics Center. The exercise provides training for CS and CSS participants in command and staff techniques. The goal is to eventually have, in lieu of LOGEX, a Corps-conducted CPX with all CAPSTONE-aligned CSS units using a logistics module.

f. Combat Service Support Tactical Readiness (COSSTAR) training program. This program, oriented toward wartime objectives, provides opportunities for realistic mission-oriented training. CONUSA will determine whether COSSTAR will be used. COSSTAR will function as follows:

(1) The CSS control headquarters, under the supervision of the CONUSA, will plan, coordinate, and supervise CSS at a selected AT site/installation.

(2) The CSS force will be tailored to supplement the site/installation capabilities. CSS units will be under operational control of a designated control headquarters; will operate in a field environment; and, where possible, will participate in the tactical play of those units being supported. Supported RC units, including those units with organic logistics units (e.g., divisions and brigades), will interface with the designated control headquarters for direct and general support. AT site/installation facilities will function only in a backup role.

g. Formal staff evaluation. A formal external evaluation will be conducted at least every 3 years of the unit commanders and staffs assigned to the headquarters of combat divisions, combat brigades, division artillery, division support commands, armored cavalry regiments, battalions/squadrons, and CS/CSS Group HHC/HHD. The evaluation will assess the ability of the commander and staff to execute troop-leading procedures, proper staff functions, and command and control of their unit. Use of combat simulations (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.) will be the primary training aids in these evaluations. CONUSA commanders may modify the vehicle to administrative evaluations, based on local situations. Participation in a unit external ARTEP evaluation or FTX will satisfy this requirement.

h. Unit evaluations. To assist in completion of the unit assessment on the FORSCOM Form 1-R, Analysis of Training Performance of Reserve Components of the Army, the unit commander will state in the first paragraph of the Commander's Narrative Comments to the FORSCOM Form 1-R how the unit met exercise/staff training requirements during the current training year by listing each event conducted. The comments will, as a minimum, consist of five elements of information, as follows:

DATES	TYPE EXERCISE	LEVEL	SIMULATION USED	FIELD TRAINING
(1)	(2)	(3)	(4)	(5)

(1) Dates: self-explanatory.

(2) Type exercise: STAFFEX, CPX, FTX, CFX, LOGEX, MOBEX.

(3) Level: Only training which was conducted at the level organized, or higher, will be recorded (e.g., division, brigade, group, battalion/squadron, company, etc.).

(4) Combat simulations used: If any type of combat simulation was used, enter YES and state which simulation was used (e.g., ARTBASS, COMBATSIM, FIRST BATTLE: BC, etc.). If none was used, enter NO.

(5) Field training. Indicate by the word YES or NO whether the training was conducted in the field under realistic tactical conditions. If YES, add a ( ) and insert the number of consecutive hours trained under realistic tactical conditions.

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a. The MUSARCs will develop, conduct, and administer mobilization command post exercises to subordinate U.S. Army Reserve (USAR) units at least every 3 years. The STARC are encouraged to develop, conduct, and administer mobilization exercises to subordinate Army National Guard (ARNG) units triennially. In addition, RC units participating in Overseas Deployment Training (ODT) as a complete unit will incorporate an exercise of the unit's mobilization and deployment plans/procedures. Further, as a minimum, unit representatives will attend their mobilization station biennial coordination conference. This may be accomplished in conjunction with a scheduled test of the unit's mobilization and deployment process or during AT.

*3-9. PREPARATION/TRAINING FOR MOBILIZATION/DEPLOYMENT.

a. The MUSARCs will develop, conduct and administer mobilization exercises to subordinate USAR units at least every three years. The STARCs are encouraged to develop, conduct and administer mobilization exercises to subordinate ARNG units triennially. In addition, RC commanders will ensure that, as a minimum, unit representatives attend their Mobilization Station biennial coordination conference. This may be accomplished in conjunction with a scheduled test of the unit's mobilization and deployment process or during AT.

b. CONUSA and its field operating agencies (Readiness Groups), Mobilization Site (MS), support installations, MUSARC, and State Area Commands (STARC) will support RC units with resources to provide realistic preparation/training for mobilization/deployment. Training evaluation should be done during IDT and/or AT. The NGB sponsored Readiness for Mobilization Evaluation (REMOBE) provides an excellent vehicle for Phases I, II, and III evaluation, and may be a model for requesting administrative, logistical, movement support.

*3-10. NBC TRAINING.

a. The FORSCOM training goal for NBC is to prepare U.S. Army forces, individuals and units, to survive and operate effectively in an NBC environment. For Nuclear Capable/Field Artillery units see Appendix C.

b. NBC Training Objectives.

(1) Individuals should be able to:

(a) Demonstrate proficiency in selected Soldier's Manual NBC tasks at least once annually during concurrent and/or integrated training in a field environment.

(b) Demonstrate proficiency on NBC related tasks during administration of the Common Task Test.

(c) Conduct a portion of annual weapon qualification or instruction while wearing full protective clothing and equipment (MOPP level 4).

(d) Perform assigned wartime mission essential tasks while wearing full protective clothing and equipment.

(2) Units will be prepared to demonstrate their ability to conduct operations in an NBC environment to include:

(a) Prepare for operations in an NBC environment.

(b) Prepare for a nuclear attack.

(c) Correctly respond to initial effects of a nuclear attack.

(d) Respond to residual effects of a nuclear attack.

(e) Cross a radiologically contaminated area.

(f) Prepare for a friendly nuclear strike.

(g) Prepare for a chemical attack.

(h) Correctly respond to a chemical attack.

(i) Cross a chemically contaminated area.

(j) Prepare for a friendly chemical strike.

(k) Decontaminate unit personnel and partially decontaminate unit equipment.

(l) Plan for detailed decontamination of unit equipment.

(m) Use smoke to facilitate accomplishment of a mission; familiarize personnel with the problems associated with fire, maneuver, command and control, acquisition, tracking and engagement of potential targets while operating in smoke.

(n) Complete a mission while wearing full protective clothing and equipment (MOPP level 4).

(3) In order to make NBC training as realistic and effective as possible, units must:

(a) Integrate realistic offensive chemical warfare operations into CPX's/gaming simulations whenever possible.

(b) Integrate realism into NBC defense situations during FTX's by planning for and using as many training aids/devices/simulants as appropriate to create a realistic situation (CS grenades, PEG-200, BUSH, SPAL, smoke, artillery simulators, etc.).

(c) Insure that individuals complete a portion of individual weapon instruction while wearing full protective clothing and equipment (MOPP level 4).

(d) Insure that a portion of crew served weapons instruction, including aerial systems, is accomplished while crew members wear MOPP level 4.

(e) Ensure that NBC team members demonstrate their proficiency in a simulated tactical/field environment at least once annually.

(f) Make maximum use of MOS 74A, 54E personnel assigned to assist in the planning and conduct of training for an NBC environment.

(4) For RC training base units, NBC training should focus only on maintenance of proficiency in those tasks required to maintain individual survival skills and to train IET soldiers. Therefore, RC Training Divisions and Separate Training Brigade soldiers are required only to maintain proficiency in those NBC tasks included in common task manuals and common task tests.

c. Units must train for the full spectrum of the integrated battlefield. NBC situations must be overcome just like any other impediment to succeed in combat. When units move to the field, commanders insure that individual and unit NBC defense equipment is taken so its presence and use become second nature for the soldier.

d. CDE training requirements for Reserve Component units are contained in HQ FORSCOM letter, AFOP-FDO, dated 22 March 1983, Subject: FORSCOM CTA Premobilization/Deployment and Storage Policy.

*3-11. SUPPLY MANAGEMENT TRAINING.

a. General. Good supply management is essential to mission accomplishment. Authorized equipment must be on hand or on requisition and be accounted for properly. Excess equipment must be identified and disposed of expeditiously. Soldiers must be trained in the concepts of supply discipline.

b. Unit Level Training. Training time must be allotted so responsible officers can acquire and execute techniques for accomplishing the required inventories of property. Record keeping personnel, to include PLL clerks, must be allotted training time to acquire and execute those skills necessary to process receipts, issues, turn-ins and update accounting records. All unit personnel must be trained in supply dicipline.

c. Unit Supply Management System (USMS). MUSARC/TAG will ensure that USMS facilitators are trained at all command levels. Commanders, supervisors and supply personnel at all levels of command will participate in USMS workshop at least annually. Workshops will be scheduled on the YTP/YTC/MTS as appropriate. Intermediate (Direct Support/General Support) Supply units must be given the opportunity to practice their wartime mission in peacetime by performing hands-on support missions during IDT whenever possible.

*3-12. INTELLIGENCE TRAINING.

a. The FORSCOM training goal for intelligence is to prepare US Army forces to operate effectively in a tactical environment against hostile forces.

b. Intelligence training objectives are:

(1) Military Intelligence units and personnel, intelligence staff sections, and the individual soldier will be qualified to perform their intelligence duties, as appropriate.

(2) Military intelligence units and staff sections will satisfy the commander's needs for tactical intelligence.

(3) All units will be capable of operating on the dirty battlefield (e.g., EW).

(4) All units will be capable of maintaining operations security (OPSEC).

c. Specific responsibilities are outlined in Chapter 6, FORSCOM Reg 350-3.

*3-13. NEW EQUIPMENT TRAINING (NET) AND DISPLACED EQUIPMENT TRAINING (DET).

a. New Equipment Training (NET) is the train up on skills and knowledge to the unit receiving an item of equipment new in the Army inventory. New Equipment Training is facilitated by a NET Plan (NETP), developed by the equipment fielding agency in conjunction with HQ FORSCOM, and provides information on dates, times and units to be trained.

b. Displaced Equipment Training (DET) is training on equipment that is being displaced by the Army modernization process and scheduled for transfer to other units. Dependent on the extent of training required, a coordinated DET Plan (DETP) to train users, supporters, and trainers is developed by HQ FORSCOM for USAR units and by NGB for ARNG units.

c. The NET/DET planning process requires careful scheduling to ensure that all training is well-sequenced, professionally conducted and fully coordinated to improve the force readiness of Reserve Component units. Future changes to this regulation will provide more definitive guidance on the management of New and Displaced Equipment Training.

d. AR 350-35 is the key regulation on NET/DET and should be fully consulted during the units' training plan process.

FOR THE COMMANDER:

OFFICIAL:

DONALD P. PRESCOTT, JR.
Colonel, GS
DCS, Information Management

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