TC 7-0.2

TRAINING MEETINGS

JUNE 2025

DISTRIBUTION RESTRICTION: Approved for public release, distribution is unlimited.

HEADQUARTERS, DEPARTMENT OF THE ARMY

This publication is available at the Army Publishing Directorate site (https://armypubs.army.mil), the Central Army Registry Site (https://atiam.train.army.mil/catalog/dashboard) and on the Army Training Network (https:// https://atn.army.mil/interactive-training-doctrine).

Training Circular
No. 7-0.2

Headquarters
Department of the Army
Washington, DC, 09 June 2025

TRAINING MEETINGS

Contents

Page

Preface iii
Introduction v
CHAPTER 1 1
TRAINING MEETING FUNDAMENTALS 1
Overview 1
Purpose of Training Meetings 1
Training Meeting Objectives 2
Participants 5
CHAPTER 2 7
TRAINING MEETINGS BATTLE RHYTHM 7
Overview 7
Scheduling Training Meetings 7
APPENDIX A 13
PLATOON TRAINING MEETINGS 13
APPENDIX B 17
BATTALION AND BRIGADE TRAINING MEETINGS 17
APPENDIX C 19
T-WEEK CONCEPT AND PRE-EXECUTION CHECKS 19
Glossary 35
References 37
Index 39

Figures

Figure 1-1. Training battle rhythm 2
Figure 1-2. Example of event training objective 4
Figure 1-3. 8 Step Training Model Framework 4
Figure 1-4. Training meetings help keep UTP on track 5
Figure 2-1. Example pre-execution checks questions 10
Figure 2-2. Sample company training schedule format 12

DISTRIBUTION RESTRICTION: Approved for public release, distribution is unlimited.

Figure A-1. Recording Soldier individual tasks proficiencies in the SULT 14
Figure C-1 Example of event training objective 21
Figure C-2. Sample leader development plan for an armor company 27
Figure C-3. Sample logistic support plan for the armor company 28

Tables

Table 1-1. Illustrative T-Week concept 2
Table 1-2. Illustrative RC T-Month concept 3
Table 2-1. Training meeting agenda 7

Preface

TC 7-0.2, *Training Meetings* provides Army leaders the fundamental processes and procedures to plan and conduct training meetings. Users of this TC must familiarize themselves with Army training doctrine as described in ADP 7-0 and FM 7-0.

The principal audience for TC 7-0.2 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters must also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 6-27).

TC 7-0.2 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

TC 7-0.2 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of TC 7-0.2 is the United States Army Combined Arms Center. The preparing agency is the Training Management Directorate (TMD) of the United States Army Combined Arms Center – Training (CAC-T). Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Center – Training and Fort Leavenworth, ATZL-CTD (TC 7-0.2), 410 Kearny Avenue, Building 45, Fort Leavenworth, KS 66027-1356, or email trainingdoctrine@army.mil.

This page intentionally left blank.

Introduction

TC 7-0.2, Training Meetings, expands on the fundamental concepts of conducting training meetings, primarily at the company level, but techniques and concepts that can be applied at multiple echelons. It reflects training management as described in ADP 7-0 and FM 7-0. TC 7-0.2 guides leaders to develop necessary techniques to conduct effective training meetings, and tools that assist in planning and coordinating training events. Leaders are encouraged to expand, modify and develop their own techniques as required. This publication applies to all Army leaders and the three components of the Total Army: the Regular Army, the Army National Guard, and the Army Reserve.

TC 7-0.2 contains two chapters:

Chapter 1. Training Meeting Fundamentals discusses the purpose of training meetings and establishes three primary goals executed in three phases, in the process of conducting training meetings and event planning. It introduces the T-Week concept, which assists leaders by providing a methodological timeline to discuss event planning milestones.

Chapter 2. Training Meeting Battle Rhythm outlines specific techniques and agenda recommendations by phase. It describes participant roles and details each phase with techniques to assist in discussing training.

TC 7-0.2 contains three appendices:

Appendix A. Platoon Training Meetings provides platoon leaders with details on conducting effective training meetings at the platoon level.

Appendix B. Battalion and Brigade Training Meetings briefly describes participants and recommended agenda items.

Appendix C. T-Week and Pre-Executions checks is a detailed example of planning considerations from the development of the unit training plan through event execution and AAR.

This page intentionally left blank.

Chapter 1
Training Meeting Fundamentals

OVERVIEW

1-1. Preparation is crucial for effective mission-focused training. Training meetings are vital as they review past training, plan future events, synchronize resources and allow commanders to issue and adjust training guidance, keeping the unit training plan on course. These meetings also ensure smooth communication and coordination among unit leaders at all echelons. For additional techniques, you can check out the training meeting how-to video available on the Army Training Network (ATN) https://atn.army.mil/unit-training-management-(utm)#TrainingMeeting.

Note: Although this training circular focuses on the company level and below, training meetings held at the battalion and brigade are no less important and are equally vital to ensuring unit training proficiency. Training meetings at all echelons apply the basic ideas discussed in this TC.

PURPOSE OF TRAINING MEETINGS

1-2. The training management cycle is a continuous cycle of planning, executing and assessing and begins when commanders issue their Annual Training Guidance (ATG). An important aspect of the cycle is the continuous use of feedback to refine the training plan. This feedback takes many forms including personal observation, AARs, and informal evaluations. Subordinates provide their bottom-up feedback when they evaluate the training proficiency needs of the unit and individual Soldiers. Leaders provide top-down feedback when they conduct training meetings. The agenda of a training meeting includes reviewing past training, identifying and planning necessary retraining, planning and preparing future training, and exchanging timely training information between leaders. The training meeting is the best forum for discussing training assessments and unit, leader, and task proficiencies on a regular basis.

1-3. Company, troop, and battery training meetings are the center of gravity of unit training management. Regular Army (RA) and Reserve Component (RC) units serving on active duty conduct training meetings weekly.

1-4. RC units conduct training meetings monthly, normally during drill weekends. They focus on the next 30, 60, and 90 days and identify required facilities to support training events a year in advance. At battalion and higher RC echelons, if staff and training meetings are combined, there should be a clear separation of the two meetings. The training dates are locked 90 days out to ensure RC soldiers can coordinate with their employer.

1-5. At battalion and brigade levels, training meetings focus on overall ATG progress and ensuring training resources are forecasted, scheduled, and coordinated in time with supporting installation agencies and available when training begins.

Note: For all echelons and components, the goal is to complete the meeting in one to one and a half hours and should only focus on training.

1-6. Establishing a unit training battle rhythm is crucial for maintaining an effective and cohesive training schedule. Leaders alternate training events with training meetings. After a unit executes tasks during a training event, the leader assesses the unit's task performance and determines if the unit met the established training objectives for the event. Commanders use the unit's training battle rhythm to integrate and synchronize training activities, meetings, briefings, conferences, and reports. Establishing a training battle rhythm helps sequence and formalize these activities to regulate the flow and sharing of training information across the command. This structured approach ensures that training is continuous, coordinated, and effective. See figure 1-1.

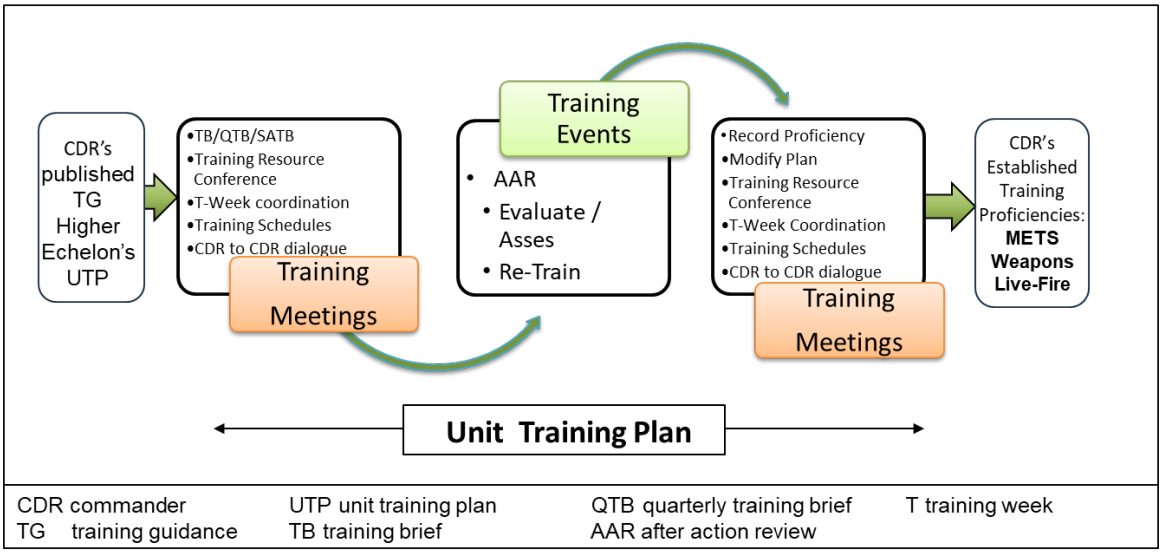


Figure 1-1. Training battle rhythm

TRAINING MEETING OBJECTIVES

1-7. The objectives of training meetings at every echelon are to review completed training, deconflict training issues, plan and prepare future training, and exchange timely training information between leaders. The T-Week concept provides a general framework and guide for planning and coordinating training events during training meetings. This planning technique identifies actions and activities to be accomplished prior to each training event. T-Week is the week of training execution; T-6 represents activities six weeks prior to execution, which is when the training schedules are approved. Table 1-1 illustrates the T-Week concept and timelines based on local command and installation requirements. Table 1-2 depicts a RC T-Month concept. See Appendix A for detailed T-week activity descriptions.

Table 1-1. Illustrative T-Week concept

T-Week	***Actions***
UTP publication to T-13	Identify major training facilities and resources needed
Week T-12	Conduct training event mission analysis
Week T-11	Refine training event requirements
Week T-10	Begin pre-execution checks
Week T-9	Confirm resource requests
Week T-8	Execute reconnaissance and lock in resources
Week T-7	Publish the training event orders (administrative/tactical/OPFOR)
Week T-6	Lock in training; complete risk assessment; publish training schedules
Week T-5	Complete plan and supporting products
Week T-4	Conduct certifications and complete prerequisite training
Week T-3	Conduct rehearsals
Week T-2	Finalize support and conduct OPFOR rehearsal
Week T-1	Draw equipment and supplies and execute subordinate rehearsals
T-Week	**Execute training**
Week T+1	Recover, conduct final AARs, and assess training

AAR after action review
OPFOR opposing force
UTP unit training plan
T training week

Note: Reserve component units should aggregate activities based on their monthly schedule and published unit training plan (UTP).

Table 1-2. Illustrative RC T-Month concept

T-Week	*Actions*
UTP publication to T-6	Identify major training facilities and resources needed
Month T-5	Conduct training event mission analysis; Refine training event requirements
Month T-4	Begin pre-execution checks
Month T-3	Confirm resource requests; Execute reconnaissance and lock in resources; Lock in training; publish training schedules
Month T-2	Publish the training event orders (administrative/tactical/OPFOR); complete risk assessment; Complete plan and supporting products
Month T-1	Conduct certifications and complete prerequisite training; Conduct rehearsals; Finalize support and conduct OPFOR rehearsal; Draw equipment and supplies and execute subordinate rehearsals
T Month	**Execute training;** Recover, conduct final AARs (ADVON draws equipment, training areas and supplies prior to execution)
Month T+1	Assess training

AAR	after action review	ADVON	advanced echelon	T	training month
OPFOR	opposing force	UTP	unit training plan		

TRAINING MEETING PHASES

1-8. With these objectives in mind, training meetings have three primary goals executed in three phases:

Phase I Assessment

1-9. Review completed training. Leaders discuss lessons learned from recent events and the achievement of training objectives. Discussions focus on the effectiveness of planning and preparation, resource coordination and availability, task execution to include evaluation and assessment. Leaders also determine if the training objectives were met, and if not, why. See figure 1-2 for an example of an event training objective. This includes identifying requirements for retraining tasks not performed to standard and outlining a plan to retrain. Additionally, discuss any scheduled training not performed and the reasons why. This portion ends with an overview of training proficiency. The commander updates the unit's mission essential tasks list (METL) and battle tasks assessments as required.

Phase II Coordination

1-10. The focus is on detailed resource and leader coordination for the next training events scheduled (T-5 to T-1). Update and confirm T-7 and T-6 draft training schedules. Each training event is discussed in detail, re-confirming the training objectives, ensuring every aspect of planning and preparation is synchronized. Of particular interest are the resources needed to train, to include all classes of supply, training areas, convoy clearances and all administrative requirements. During this discussion, leaders provide updates on the status of the training event planning and resource coordination, and any anticipated shortfalls and how these are mitigated. The units T-Week format for each event is critical to ensuring future training events occur without delay due to a lack of resourcing and planning. The commander reviews major events scheduled from the publication of the UTP to T-8.

Phase III Event Planning

1-11. After publishing the UTP, and each time an event is identified and placed on the calendar, the commander builds a training objective for each event. Training objectives describe the specific tasks trained during the event, the commander's intent and anticipated proficiency at the end of the training. See figure 1-2. At the company level and below, the 8-step training model offers a flexible simple checklist to ensure

timely completion of essential planning, coordination, and necessary actions for each event. See figure 1-3. The Interactive Training Doctrine page on ATN provides detailed information on "Plan an Event" best practices. See https://atn.army.mil/interactive-training-doctrine. During training meetings, the events primary trainer can discuss the status of the future event. The commander (or platoon leader if a platoon training meeting) provides additional verbal or written guidance in support of the planning effort. This guidance ensures the continuity of the unit's training progress while aligning with the training guidance and objectives set by the next higher commander.

Company STX for Conduct an Attack, Training Objectives

Task(s) Focus:
*Conduct an Attack, Armor & Mechanized Infantry Co Tm (ABCT) (**17-CO-1094**)*
Integrate Direct Fires - Company (***07-CO-3027***)
Integrate Indirect Fire Support - Company (***07-CO-3036***)

Desired End State: Achieve a 'P' proficiency rating in all the listed collective tasks in preparation for the BN FTX.

STX	situational training exercise	CO	company	BN	battalion	P	practiced
Co Tm	company team	FTX	field training exercise			ABCT	armored brigade combat team

Figure 1-2. Example of event training objective

Step 1: Plan the training. *Define objectives, gather resources, and set the timeline.*
Step 2: Recon training sites. *Verify the location meets training requirements.*
Step 3: Issue the OPORD: *Distribute the training plan to all involved personnel.*
Step 4: Train and certify primary trainers: *Ensure trainers and leaders are well-prepared.*
Step 5: Rehearse: *Primary trainers practice the training event.*
Step 6: Execute: *Conduct the training as planned.*
Step 7: Evaluate: *Measure performance against standards (T&EO) and conduct AAR*
Step 8: Retrain: *Address deficiencies identified during evaluation, retrain.*

T&EO	training and evaluation outline	AAR	after action review

Figure 1-3. 8 Step Training Model Framework

1-12. Successful training meetings—

- Verify the tasks and training objectives for upcoming events, focusing on mission essential tasks (METs) or battle tasks.
- Synchronize unit METs or battle tasks with training events.
- Delegate and confirm responsibilities critical to executing events.
- Review and confirm resource requirements and their status.
- Ensure communication and coordination between leaders.
- Refine the training focus—METs or battle tasks and training objectives—as necessary.

1-13. The week following a training event, the commander assesses the unit's performance of the tasks and weapons trained on feedback from observed task performance. The commander ensures that the assessment is recorded. See figure 1-4.

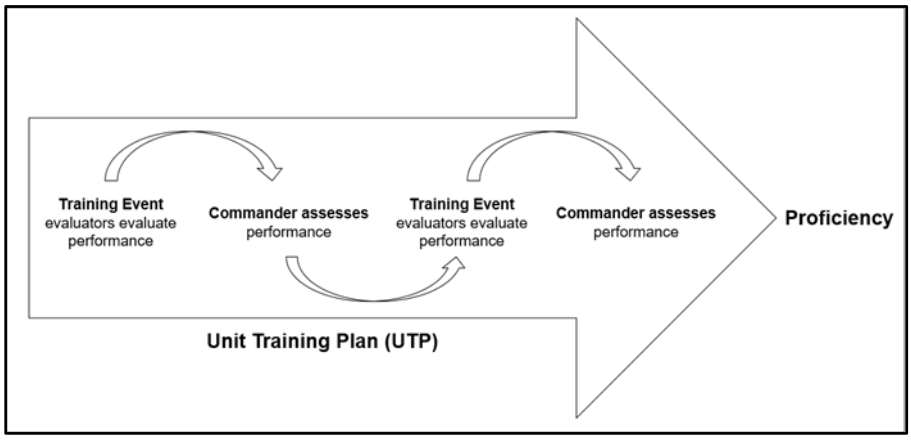


Figure 1-4. Training meetings help keep UTP on track

1-14. Commanders manage and coordinate each training event to ensure the UTP is executed as designed. If modifications to the UTP are suggested based on the unit achieving (or not achieving) specific, published training objectives, then the commander in dialogue with the higher commander gives additional training guidance during the training meeting. This guidance drives future training event planning and ultimately the UTP.

PARTICIPANTS

1-15. Leader participation is essential for a successful company training meeting. The commander determines the participants to attend. Paragraphs 1-16 through 1-24 list participants who should routinely attend company training meetings and their associated responsibilities.

COMPANY COMMANDER

1-16. The commander facilitates the training meeting and ensures the meeting agenda is followed. Prior to the meeting, the commander updates the assessment of the company's training proficiency and progress in meeting UTP training objectives. The commander reviews the assessment of the unit METs, reviews the company long-range training calendar, upcoming training schedules, and upcoming training event operations orders. The commander then provides guidance for upcoming events and adjusts the mission focus for future training events based on this review. Next, the commander confirms the status of resource requests and their requirements. The commander updates the training estimate—to include MET assessments, training risk status of external resources, and status of trainers—and specifies the individual Soldier tasks for hip-pocket training with advice from the company first sergeant.

EXECUTIVE OFFICER

1-17. In the absence of the commander, the executive officer runs the training meeting. This officer also coordinates training for all the Soldiers in sections or attachments without platoon leaders or platoon sergeants. The executive officer reviews the current assessment of the unit METs in dialogue with the company commander. The executive officer provides the status of resources to support upcoming events and identifies resource issues affecting upcoming training. Additionally, the executive officer identifies and consolidates new resource requirements based on adjusted collective tasks to train for upcoming events.

FIRST SERGEANT

1-18. The first sergeant is the senior enlisted advisor to the commander on all issues that affect not only individual training but also collective training. The first sergeant reports on individual tasks progress as well as on the status of training warrior tasks and battle drills. The first sergeant provides guidance and advice on training plans and reviews pre-execution checks discussed during the training meeting. Additionally, the first sergeant actively participates in the development of training plans for platoons (battle tasks and identification

of resource requirements). The first sergeant advises the commander on the selection of individual Soldier tasks for hip-pocket training. The first sergeant also discusses the status of leader's time training (LTT).

PLATOON LEADER

1-19. Based on training conducted, platoon leaders brief their evaluations of battle tasks. They also brief on leader tasks, warrior tasks, and battle drill proficiencies of their platoon. Platoon leaders recommend adjusting the mission focus (battle tasks) for upcoming events based on their evaluations. Additionally, they confirm previously submitted resource requirements for upcoming events, or they identify new resource requests based on changes to training for an upcoming event.

PLATOON SERGEANT

1-20. Platoon sergeants provide their evaluation of section- or crew-level and individual tasks based on training conducted. They observe and receive feedback from squad leaders on the status of individual training conducted and support the company's METs. Platoon sergeants brief the status of specific pre-execution checks—including the status of trainers, resources, tasks to train, or site reconnaissance—for upcoming events. Additionally, platoon sergeants provide input to any changes—such as battle tasks, warrior tasks, battle drills, and resource requirements for upcoming events.

SUPPORTING STAFF NONCOMMISSIONED OFFICER

1-21. Other key staff NCOs attend training meetings and advise the commander on the status of specialized training. For example, the battalion master gunner works with the company first sergeant to track individual and crew-served weapons qualifications and helps leaders with gunnery qualification requirements. Other key battalion or brigade NCOs identify and advise company leaders on opportunities to integrate specialized training into upcoming events. Additionally, they advise leaders on specialized resource requirements as needed.

SUPPORTING MAINTENANCE PERSONNEL

1-22. Supporting maintenance personnel coordinate the maintenance efforts of the company and work with the commander and executive officer to ensure timely support is provided. Supporting maintenance personnel provide input on the status of maintenance training in the company, recommend maintenance-related training, and inform the commander of scheduled services and inspections that may impact training. Additionally, they may advise the commander on maintenance training requirements based on an evaluation of training previously conducted.

SUPPLY SERGEANT

1-23. Supply sergeants provide input to the commander on supply-related issues, inspections, and inventories. Supply sergeants also work with the executive officer and first sergeant to coordinate necessary support from outside sources. They assist the executive officer and first sergeant in identifying, coordinating, and resourcing logistic support requirements—internal and external—for future training events.

ATTACHED AND OTHER SUPPORT LEADERS

1-24. Other leaders attend training meetings to coordinate their training efforts with those of the company. For example, the leader of an attached target acquisition radar section may attend the meeting. Habitual attachments, such as medics or fire support personnel should also attend. These leaders provide their evaluation of tasks and battle drills previously trained. They confirm the tasks to train and the status of resource requirements for upcoming events. Commanders fully integrate and support the training of all habitually associated units. RC companies may have personnel associated with the RA attend training meetings. These personnel bring valuable experiences and the latest training techniques from RA units.

Chapter 2

Training Meetings Battle Rhythm

OVERVIEW

2-1. Training meetings have a set battle rhythm and routine. They occur at the same time and place each week and follow a set agenda. Company training meetings include updating company METs or battle tasks and coordinating training. Lastly, training meetings include a review of pre-execution checks as well as a review of plans for future training.

SCHEDULING TRAINING MEETINGS

2-2. Generally, leaders conduct training meetings on the same day and time each week and keep them as a recurring entry on the unit training schedule. This regularity provides a degree of battle rhythm in training, consistency, and predictability. As necessary, leaders can conduct training meetings using collaborative electronic means, like a scheduled meeting via Army 365 resources.

2-3. Leaders consider several factors before selecting a time to conduct training meetings. Main considerations include—

- Enabling leaders to attend.
- Minimizing training disruptions.
- Allowing subordinate leaders time to prepare.
- Local policy.
- Making it a routine inclusion on the unit training schedule.

2-4. RC company commanders encounter more challenges when scheduling training meetings. They have three alternatives:

- Conduct the meeting during a regularly scheduled drill period.
- Conduct the meeting during an additional training assembly.
- Conduct the training meeting during a "for points only" or non-paid assembly.

TRAINING MEETING AGENDA

2-5. The agenda is keyed to the T-Week concept (see a detailed discussion in appendix A). There are three phases to company training meetings. The first is used to assess previous training. The second is used to coordinate upcoming events (weeks T-5 through T-1 then update and confirm T-7 and T-6). Also, conduct a review of the major milestones included from the beginning of the UTP to T-8. The final phase is used to plan training for future training events. The agenda maintains a focus for all to see, understand, and follow. See table 2-1.

Table 2-1. Training meeting agenda

Phase I: Review previous week's training (T-Week); platoon training evaluations
Phase II: Coordination for weeks T-5 through T-1 training; Future planning (weeks T-7 and T-6), including a review of major milestones (week T-8 through UTP publication)
Phase III: Event planning and pre-execution checklist review
T training week UTP unit training plan

Agenda Items

2-6. **Phase I**: The first goal of the training meeting agenda, the commander reviews the previous week's training:

- Update platoon or subordinate echelon task evaluation, to include battle tasks and individual tasks, warrior tasks, and battle drill training.

- Identify training not conducted; discuss why this occurred and how to mitigate future occurrences.
- Commander updates company MET assessments.
- Identify retraining required.

2-7. **Phase II**: The second goal of the training meeting agenda, the commander *coordinates* by:

- Reviewing fragmentary orders (FRAGORDs) that include new or updated command training guidance.
- Conducting pre-execution checks weeks T-5 through T-1.
- Refine draft training schedules before submission to battalion (T-6, T-7).
- Review major T-Week milestones for weeks T-8 and beyond; assign responsibility for the tasks, events, and coordination; and receive updates.
- Identifying any changes to upcoming events.

2-8. **Phase III**: The third goal of the training meeting agenda, the commander discusses future event planning:

- Review battalion and company long-range training calendar for adjustment as needed.
- Provide commanders with updated planning guidance for events (adjust mission focus of events to include any updates to the event training objectives).
- Demonstrate how platoon battle tasks support company METs (from the company UTP).
- Have primary event trainers update the event planning and progress.
- Confirm and identify additional resource requirements.

Phase I: Review Last Week's Training

2-9. In the first goal, commanders begin the meeting by discussing the training week just completed. The feedback input by the platoon leaders and platoon sergeants is critical to assessing METs, leader task, and individual task proficiencies of the unit. Company leaders discuss the agenda items listed in paragraphs 2-10 through 2-13. Commanders then ensure the assessments are recorded.

Platoon Evaluation

2-10. Platoon leaders and platoon sergeants evaluate tasks and other collective task proficiencies as well as Soldier proficiency since the last training meeting. The sources of the platoon evaluation may be formal or informal and based on the task T&EO and other forms of feedback. A platoon evaluation includes—

- Collective tasks, battle tasks, leader tasks, Soldier tasks, warrior tasks, and battle drills.
- The proficiency rating—fully trained (T), practiced (P), and untrained (U)—of all training conducted by the platoon assessments from T&EOs (also GO and NO-GO results from the performance steps, as necessary and individual tasks trained).

Training Shortfalls

2-11. As each platoon completes task evaluations, leaders address training shortfalls. A training shortfall occurs when a unit plans training but does not conduct it. Platoon leaders explain to the commander the reasons for not executing training and the plans to retrain the tasks missed. A training shortfall also occurs when a unit fails to meet training objectives. If a unit fails to meet objectives, it retrains on those tasks until it earns a fully trained (T) or practiced (P) proficiency rating as indicated by the training objective. Commanders record training shortfalls that include—

- Training planned but not conducted (including discussion of tasks not trained).
- The reason for not executing training.
- A retraining plan, if needed.

2-12. Completed T&EOs may reveal training that is incomplete or not conducted to the Army standard. Leaders conduct retraining at the first opportunity, ideally during the same training period. However, when this cannot happen, leaders may need to adjust subsequent training events (adding or subtracting tasks to train) to retrain on those tasks on which the unit did not meet the standard. The commander then adjusts the UTP for future events.

2-13. In reviewing retraining requirements, company leaders consider:

- The number of Soldiers or elements involved.
- The sequential order of retraining with other planned training. Leaders determine if one task needs to be trained before proceeding to the next task.
- Resource availability (such as ranges, instructors, and logistics).
- Original planning and modification for the task, as necessary.
- The time and place to conduct rescheduled training at the first available opportunity.
- The resources available, particularly the resources needed to retrain a task. Retraining takes priority over training new tasks.

Updated Mission Essential Tasks Assessments

2-14. Once subordinates provide their evaluations, the commander and first sergeant provide their input to training conducted and identify any training shortfalls. This process not only ensures a common understanding of the commander's training end state (based on the unit mission and guidance) for the unit but also develops subordinate leaders. Through this open dialogue, commanders hold their subordinate leaders responsible for training their respective organizations. This is a critical aspect of the process as it is imperative that leaders develop subordinates.

2-15. After all platoons complete their training evaluations and discuss any training shortfalls, the commander—with input from the first sergeant, platoon leaders, and executive officer—ensures that company MET assessments are recorded for future reference and readiness reporting requirements.

PHASE II: COORDINATION

Short-Range Training

2-16. Coordination for training (weeks T-5 through T-1) requires a review of command guidance and pre-execution checks.

Review of Training Guidance

2-17. During a review of training guidance, the unit reviews FRAGORDs or any other new or updated guidance that impacts training (weeks T-6 through T-1). Commanders convey the purpose of the training and the desired end state, but exercising command and control, they leave the how to achieve results to subordinates. This latitude allows subordinates to use their critical and creative thinking to support the commander's guidance and vision. Additionally, leaders understand and assess the impact of this command guidance on the current training plan, discussing this impact and its associated risks.

2-18. Leaders discuss any adjustments to the current training plan to clearly understand the impact on the commander's end state for upcoming training. Once leaders understand the mission focus for upcoming events, the company leadership reviews key aspects of the pre-execution checks for these events.

Pre-execution Checks

2-19. Pre-execution checks are procedures, usually using checklists, employed to ensure all planning and prerequisite training (collective, Soldier, and leader) has been conducted prior to the execution of training. These are not precombat checks. A critical part of the training meeting is the discussion of pre-execution checks. Pre-execution checks are developed by the chain of command, and responsibility for their execution is fixed to ensure training is resourced and conducted properly. As units develop training schedules more fully, these checks become increasingly detailed. Pre-execution checks provide the attention to detail that units need to ensure that units use training time and other resources efficiently. See appendix A for details.

2-20. Units modify and refine their pre-execution checklists based on specific organizational requirements and mission. See figure 2-1 for sample questions for the pre-execution checks.

2-21. By reviewing pre-execution checks, the commander ensures training events are planned, prepared, and coordinated with all elements of the company. The time for the company to complete the checks depends on unit and organization SOPs. It is imperative that the company commander understands installation resource timeline requirements. RA commanders plan one to six weeks out (or even further based on requesting

timelines for resources) when reviewing pre-execution checks. RC commanders plan at least three months out. Within these training windows, commanders review pre-execution checks in reverse order. Commanders start at the last week (week T-1 for RA or last month for RC) and work down until the next training period is covered in detail. The unit training SOPs always include pre-execution checks.

2-22. The primary trainer indicated on the training schedule briefs pre-execution checks. If the primary trainer is the platoon sergeant, then the platoon sergeant briefs the pre-execution checks during the training meeting. For almost every training event for platoon and below, the platoon sergeant is the key coordinator. The platoon sergeant coordinates the efforts of other NCOs in the platoon and ensures that training is thoroughly planned and prepared.

- Has unit integrated the lessons learned since the last time they conducted training?
- Is the opposing force equipped and trained (if applicable)?
- Has unit integrated attached elements into planning and execution of training?
- Has unit completed a DD Form 2977 (Deliberate Risk Assessment Worksheet)?
- Do trainers have the list of tasks and training objectives to be trained?
- Have leaders identified prerequisite tasks for the training event? Are Soldiers trained on prerequisite tasks prior to the event?
- Does unit have leaders certified to conduct range operations?
- Are trainers identified and available for training?
- Do trainers have training and evaluation outlines for all tasks to be trained?
- Do trainers have a copy of the operation order?
- Has unit programmed rehearsal time for trainers?
- Has unit requested training ranges, facilities, and training areas?
- Has unit conducted a reconnaissance?
- Does unit have range or maneuver books on hand?
- Has unit submitted and received approval for convoy clearances?
- Has unit identified, requested, and approved training aids, devices, simulators, and simulations (TADSS)?
- Can trainers properly operate all TADSS?
- Has unit requested Class I (food)?
- Has unit requested and picked up Class II (fuel)?
- Has unit requested and picked up Class V (ammunition)?
- Has unit requested transportation?
- Does unit have sufficient expendable supplies on hand?
- Has unit de-conflicted external taskings and appointments?
- Has unit scheduled time for retraining?
- Has unit specified the recovery plan in the operation order?
- Has unit scheduled time for after action reviews?
- Has unit coordinated the back brief for the chain of command?

Figure 2-1. Example pre-execution checks questions

PHASE III: PLAN FOR FUTURE TRAINING AND REVIEW UPCOMING TRAINING EVENTS

2-23. In the third phase of the training meeting, the commander discusses future planning. Agenda items for this phase include the following:

- Review the battalion or company UTP including its calendar for adjustments.
- Provide the commanders with updated planning guidance for events (training objectives).
- Demonstrate how platoon battle tasks support company METs.
- Review draft training schedules for weeks T-7 and T-6.
- Confirm and identify additional resource requirements.
- Identify individual tasks for hip-pocket training (in consultation with the first sergeant).

2-24. The company commander checks the battalion UTP. Events indicated on the battalion long-range training calendar or found in the UTP are put on the company training schedule first. After these battle-focused events are posted, the commander issues guidance—company tasks to train and the end state proficiency of tasks trained (training objectives)—for these future events. These events support the company's METs from the UTP and the battalion's battle focus for the event. The commander's guidance starts the planning process to support the company's training focus, identify tasks, and develop pre-execution checks to fix responsibilities.

PLATOON LEADER AND PLATOON SERGEANT INPUT

2-25. Based on their training assessments, platoon leaders and platoon sergeants review current events identified in the company UTP and validate tasks to train to improve proficiency ratings. Additionally, these leaders discuss resource requirements. Platoon leaders and platoon sergeants brief the resulting plans (adjusted training focus for future events) to the commander during the training meeting.

TRAINING SCHEDULE DEVELOPMENT

2-26. Training schedules are the company's primary source that lists training activities and events planned for any given day. Training schedules are developed by the company commander and approved by the battalion commander. Companies publish schedules at T-6 weeks for RA or T-90 days for RC units prior to training execution. Leaders post these schedules in company common areas or provide them to Soldiers digitally. At a minimum, company training schedules include the following information (see figure 2-2 for an example):

- ***When—*** training occurs (date, time start, and time end).
- ***Who—*** (attendees).
- ***What*** —tasks trained (task title and numbers for reference).
- ***Trainers—*** (primary and alternate).
- ***Uniform and equipment***.
- ***Where—***location (such as training areas or facilities).
- ***References***—(such as tasks:07-PLT-1092 Attack; FM 6-22 or ATP 3-21.8).
- ***Authentication***—approving authority (company commander signature as well as battalion commander approval and signature).

2-27. Commanders receive input from all platoons and other elements of the company before drafting the training schedule. Because of support limitations or other conflicts, the commander may have to disapprove a training event that a platoon requested or move it to another week (for RA units) or month (for RC units).

2-28. Prior to week T-6, the company commander submits training schedules to the battalion commander for approval. Following approval and at week T-6, the commander publishes the schedule and locks in the training events and activities (no un-programmed changes).

2-29. Without these essential pieces of information, the Soldier does not have a complete picture of daily training activities. Training schedules provides unit Soldiers with the necessary information to prepare for the weeks training in advance.

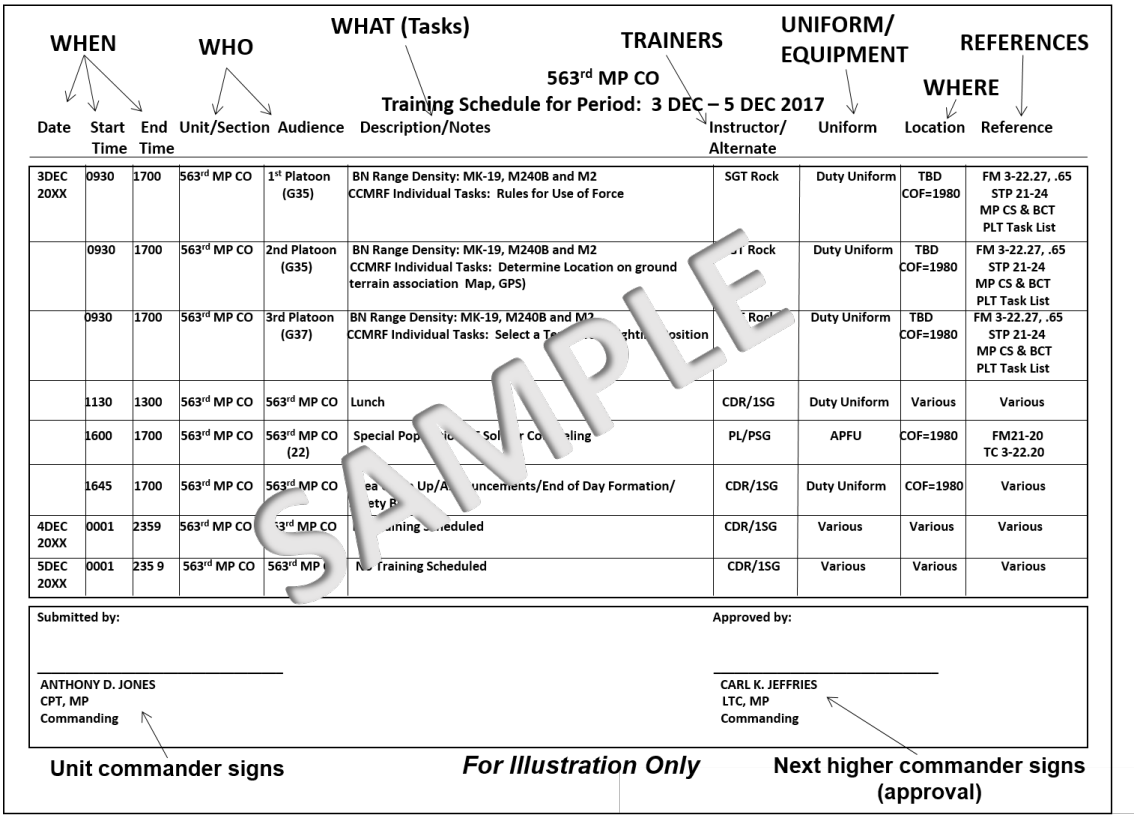


Figure 2-2. Sample company training schedule format

2-30. Commanders may publish training schedules by various means and use the Army's current training system of record, if they follow the appropriate content listed above and found in FM 7-0. The Digital Training Management Systems (DTMS) provides an easy format for building training schedules and includes a process for submission and approval. Units using DTMS also have the advantage of allowing soldiers to view the unit's training schedule from ATN and on a personal device. For an instructional video on build training schedules in DTMS, follow this link: https://atn.army.mil/schedule-training-and-approval

Appendix A

Platoon Training Meetings

OVERVIEW

A-1. Platoon training meetings coordinate training efforts, share training feedback from subordinate leaders and provide the platoon leader a forum to issue training guidance. They also provide platoon leadership with the opportunity to discuss and prepare for the weekly company training meeting. Only training is discussed to ensure meeting task and purpose. The Army Training Network (ATN) provides a video outlining how to conduct a company training meeting. It also includes how platoon level input is essential to an effective company meeting: https://atn.army.mil/unit-training-management-(utm)/unit-training-management-(utm)#TrainingMeeting

A-2. Platoon training meetings have three objectives:

- Gather training feedback and assessments from subordinate leaders.
- Discuss preparations for short-range training events (weeks T-6 to T).
- Discuss preparations for mid-range training events (weeks T-16 to T-7).

ORGANIZATION AND RESPONSIBILITIES

A-3. Platoon training meetings are less formal than company training meetings and are conducted every week on the same day and time (monthly for RC). They are conducted prior to the company training meeting to review and update platoon training information. They are short, concise, and generally last no more than 30 minutes. The platoon leader establishes an atmosphere of open and frank two-way dialogue with subordinate leaders. Attendees include:

- Platoon leader.
- Platoon sergeant.
- Squad leaders.
- Section, team, or crew leaders.
- Others as necessary.

A-4. The platoon sergeant ensures all NCOs are present and prepared for the meeting. Prior to the meeting, NCOs update Soldier training data in the digital training management system (DTMS) or, using the ATN interface to DTMS, the small unit leader tool (SULT). The SULT makes it easy for small unit leaders to quickly update Soldier training data without having to have access to DTMS. Information for implementing use of the SULT is found on ATN: https://atn.army.mil/small-unit-leader-tool. NCOs record Soldier:

- Height/Weight.
- Weapons assignment.
- Weapons qualification.
- Individual Critical Task List (ICTL).
- Army Warrior Tasks (AWT).
- Expert badge.

A-5. For example, when updating individual MOS task proficiencies, a squad leader goes to ATN> opens the SULT> and records individual training for each Soldier under ‘Record Mass ICTL.’ See figure A-1.

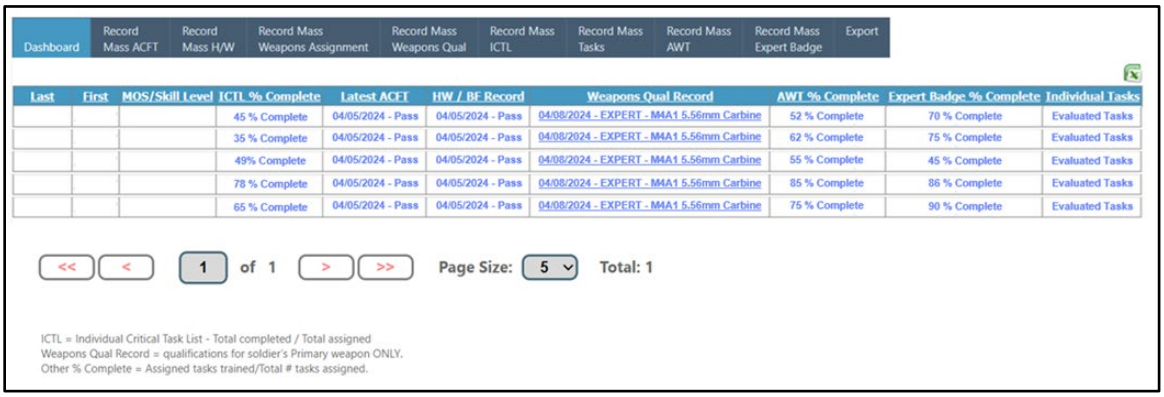


Figure A-1. Recording Soldier individual tasks proficiencies in the SULT

A-6. NCOs attend the meeting prepared to discuss training and bring:

- Paper and pen/pencil, tablet, laptop, etc.
- Notes on training observations.
- Training schedules.
- Calendar.

AGENDA

A-7. Platoons follow an agenda to allow a quick and focused meeting. An example of a platoon training meeting agenda includes:

- Squad or section training situation report (SITREP).
- Platoon leader's training SITREP.
- Preparations for training.
- Future training.
- Opportunity training focus areas.
- Platoon leader training guidance.

Squad or Section Training SITREP

A-8. Squad leaders provide the platoon leader with their current training SITREP. The report focuses on squad/section battle tasks, weapons, and collective live-fire proficiencies.

A-9. The purpose of the squad or section training SITREP is to get timely feedback directly from first-line leaders. If the squad can or cannot perform tasks to standard, then the leader states this during the discussion. As a minimum, the squad/section SITREP includes:

- Current squad/section battle task, weapons, and collective live-fire proficiencies.
- Squad/section training conducted the previous week.
- Training planned but not conducted and why.
- Squad/section training next 30 days.
- Training resource requirements.

Platoon Leader's Training SITREP

A-10. Based on the squad/section SITREPs and other feedback, the platoon leader provides platoon leadership an overall SITREP of platoon training proficiencies. Elements of the platoon training SITREP include—

- Current platoon battle task, weapons qualification, and collective live-fire task proficiencies.
- A plan to improve or sustain proficiencies.

Preparations for Training

A-11. To prepare for training, the platoon sergeant ensures NCOs:

- Familiarize themselves with the company UTP, training events and training objectives.
- Prepare to discuss training resource requirements, like training aids, devices, simulators, and simulations (TADSS).
- Prepare support personnel (such as the opposing forces (OPFOR, role players, etc.).
- Prepare their Soldiers (prerequisite training).

A-12. During the platoon meeting, squad leaders discuss the specifics of training events covering:

- Status of pre-execution checks.
- Rehearsal plans.
- "Homework" requirements.
- Any unresolved issues.

A-13. Platoon sergeants maintain the tempo of the meeting by prompting squad leaders with questions and suggestions. Platoon sergeants keep the meeting from straying to other issues and focus it solely on platoon training.

Opportunity Training Focus Area

A-14. Opportunity training (also referred to as 'hip-pocket training') consists of training individual tasks or crew-based skills when there are inactive periods (down time) during scheduled training. It's used for improving or sustaining individual task proficiencies when time is available.

A-15. Platoon training meetings obtain feedback from subordinate leaders on tasks/skills requiring improvement or need to be sustained. Opportunity training gives leaders the flexibility to fill gaps in scheduled training making training time more effective and efficient.

A-16. The platoon leader and platoon sergeant review and approve tasks/crew drills for opportunity training during platoon training meetings. Leaders pre-select these tasks based on individual/crew proficiency. Once approved, leaders are prepared and ready to execute and evaluate the tasks at any time when the opportunity presents itself. Training time is limited—so leaders ensure no training time is wasted.

A-17. Tasks and skills approved for opportunity training must support commander prioritized proficiencies (METs/battle tasks, weapons, and collective live-fire tasks). Leaders limit tasks/skills to those easily trained in 10 to 20 minutes and require little or no external resources.

Platoon Leader Training Guidance

A-18. At the end of the training meeting, the platoon leader issues clear and concise training guidance and communicates additional command information as needed. The platoon sergeant covers any specific NCO guidance from the company first sergeant and/or battalion command sergeant major. The platoon is now prepared for the company training meeting.

TIPS FOR A SUCCESSFUL MEETING

A-19. The following techniques help platoon leaders ensure an effective, efficient platoon training meeting:

- Conduct the meeting at the same time and place each week and prior to the weekly company training meeting (month for RC).
- Enforce the use of leader books and ensure entries are current and recorded in each leader's Small Unit Leaders Tool (SULT) on ATN.
- Don't completely dominate the discussion - listen when subordinates contribute.
- Confirm the status of upcoming training events (pre-execution checks). Highlight issues affecting the event (resource shortfalls, coordination issues, personnel issues, etc.).
- Don't wait until the training meeting to act on critical/unresolved training issues.
- Focus on training issues only. Discuss unit administrative issues for another meeting (schools, awards, professional development, etc.).
- Assign tasks to personnel with dates to accomplish.

This page intentionally left blank.

Appendix B

Battalion and Brigade Training Meetings

OVERVIEW

B-1. Brigades normally conduct training meetings monthly and battalions conduct training meetings at least bi-weekly. RC brigades typically conduct meetings quarterly, while battalions conduct training either monthly or bi-monthly. At these echelons, commanders refine mid-range training guidance, plans, and training calendars. They focus on overall long-range training plan progress and ensure training resources for subordinate organizations are resourced. Commanders also monitor and aggressively eliminate potential training distractors impacting planned training. Attendees at these echelons include—

- Commander.
- Deputy commander (brigade-level, unit dependent).
- Executive officer.
- Command sergeant major.
- Battalion commanders, command sergeants major and S3 (at brigade-level); company commanders and first sergeants (at battalion level).
- All primary coordinating staff (such as the S-1, S-2, S-3, etc.).
- Key staff officers and NCOs.
- Supporting and supported unit representatives.
- Installation support representatives as required (like the installation directorate for plans, training, mobilization and security (DPTMS)).

B-2. As the case with all echelons, **Training and only training is discussed** during training meetings. The goal is to complete the meeting in one to one and a half hours. The agenda items covered at brigade and battalion training meetings include—

- Training proficiency overview.
- Training conducted (previous period).
- Training planned and not conducted (and why).
- Training highlights (to include training events for the next 45 days down to company level). Subordinate commanders in coordination with the S-3 nominate these highlights.
  - (RC period covered is quarterly).
- Installation training resource conferences (TRCs) scheduled for the next 60 to 90 days and the status of training resource requests
  - (RC covers 6 months).
- Staff training projected for the next 45 days.
  - (RC quarterly).
- Leader development planning.
- Issues affecting the resourcing of subordinate unit training.
- Commander's mid-range (semi-annual and quarterly) training guidance.

RESERVE COMPONENT CONSIDERATIONS

B-3. Brigade and battalions typically conduct training meetings quarterly.

This page intentionally left blank.

Appendix C

T-Week Concept and Pre-execution Checks

PURPOSE

C-1. The T-Week concept is a backward-planning technique used to project critical actions and activities (pre-execution checks) when planning and preparing training events. Using 'T-week' as the week of execution and working backward to today (for example, if the unit is eight (8) weeks from conducting a training event), today would be referred to as 'T-8' (T minus eight), etc. Each week before the execution of training requires planners to identify and coordinate all necessary actions and resources carefully. These may include coordinating training areas, publishing OPORDs, requisitioning Class V, requesting convoy clearances, etc.

C-2. The degree of difficulty in planning training events varies. For example, preparations for conducting a class are significantly simpler than planning an FTX. Complex, multiechelon training events require more time to plan, resource, and coordinate.

Note: Reserve component units should aggregate activities based on their monthly schedule and published UTP

OVERVIEW

C-3. Planners use the T-Week concept as a guide to assist in planning training activities that should occur in anticipation of each event. Each T-Week has an associated series of training activities that help guide planners and advise the commander of the actions the unit must accomplish to execute an effective training event. During training meetings, T-weeks provide a common framework of reference when discussing actions taken when planning each training event.

C-4. The anchor point for the T-Week concept is the week training is executed. This is designated as T Week. A minus sign (-) indicates the number of weeks prior to a particular training event execution. For example, T-5 is five weeks before the training event occurs. A plus sign (+) indicates the number of weeks following the event, for example, T+1 is one week after the training event. Units modify the T-Week concept to mirror their own local and command training requirements. See table 1-1 on page 2 as it breaks down hypothetical major T-Week activities.

C-5. The rest of this appendix breaks down major T-Week activities by week. Although this appendix contains extensive descriptions, they do not account for an individual unit or installation's particular resource requirements for planning and coordination. Additionally, each major training event falls into its own T week construct as various points on the long-range, mid-range, and short-range planning horizons.

UNIT TRAINING PLAN PUBLICATION TO WEEK T-13: IDENTIFY MAJOR TRAINING FACILITIES

C-6. Before the UTP is published during the planning process, trainers begin to identify the major training resources and facilities that each training event will require. As soon as leaders identify the need for specific training resources and facilities, trainers actively begin to secure these for training. Successful planners and trainers require extensive knowledge of facilities available on the installation. The installation Directorate of Plans, Training, Mobilization and Security (known as DPTMS) is the primary source for the commander and trainers and planners. This installation directorate documents, manages and schedules locally available training resources. These resources fall under the Army training support system. (See AR 350-2.)

TRAINING SUPPORT CENTER RESOURCES

C-7. An installation training support center is an organization that supplies training aids, devices, and facilities. Different installations offer different resources. A training support center may have the following resources available:

- Training land and training areas.
- Indirect firing points.
- Range facilities (to include multipurpose range complex, if available). Such facilities include range control facilities, processes, and may have certification requirements.
- Classroom facilities.
- Live, virtual, and constructive facilities.
- TADSS and TADSS warehouse.
- Medical Simulation Training Center.
- Flight simulators.
- Multiple Integrated Laser Engagement System (known as MILES) sets.
- Engagement Skills Training (known as EST) 2000.
- Improvised mock explosive training devices.
- Call for Fire Trainer (known as CFFT).

C-8. Early planning enables planners to schedule and lock in training facilities and resources for a unit. Depending on the installation, certain facilities are more heavily used than other facilities. Effective planners understand when and how to schedule such vital facilities. Once they schedule and reserve a facility for a unit, the commander ensures the unit occupies and uses the facility on the date and at the time scheduled. If planners or leaders cancel a training event, they do it as far in advance as possible so other units can schedule and use the facility.

INSTALLATION PLANNING AND FORECASTING TOOLS

C-9. Most installations publish a local supplement to provide training support requests for local procedures, tools, and timelines. Some supplements provide links to common forecasting tools, requesting tools, and unique training resources, such as—

- Total Ammunition Management Information System (known as TAMIS).
- Range Facility Management Support System (known as RFMSS).
- Integrated Training Area Management (known as ITAM).
- Mission training complexes.
- Training support centers.
- Medical evacuation (known as MEDEVAC) procedures and frequencies.

C-10. S-4s also publish procedures for all other classes of supply and services, food service, maintenance and transportation support, and nonstandard support items such as chemical latrines.

C-11. As the unit refines the plan, planners may need to cancel or modify training activities (planners do not cancel or modify activities when the unit is less than 6 weeks from that training). When planners identify that the unit will not need facilities and ranges early enough in the planning cycle, then other units can use the facilities. Installations usually conduct installation-level resource synchronization conferences to schedule and lock in major facilities—check with your brigade and battalion S-3 for details. These conferences may be quarterly, semi-annual, or annual. They provide all units on the installation visibility of facility usage and availability for unit scheduling. Such facilities can include ranges, railhead training facilities, and simulation centers.

WEEK T-12: CONDUCT TRAINING EVENT MISSION ANALYSIS

C-12. In week T-12 of an upcoming event, planners initiate military decision-making process (MDMP) at the battalion level and troop leading procedures (TLP) at the company, for the event. Gathering the information required to conduct training event planning is critical to developing successful events. Planners use historical information to begin mission analysis. Examples include AARs, inspection results, OPORDs, and troop lists. Historical information provides planners with the starting point to shape future planning and for training assessment analysis.

SELECTED EVENTS

C-13. Commanders refer to the approved UTP to re-confirm the event dates and training objectives selected to train for each training event. Each training event requires a high degree of planning and coordination weeks

in advance of execution. The resulting mission analysis ensures that planners account for the training event and the correct METs aligned in the UTP as they begin planning for the training event.

PREREQUISITE TRAINING

C-14. Prerequisite training is any training that a unit completes or must achieve proficiency in before the planned training event. Prerequisite events can be at any level event—such as classroom instruction, STXs, FTXs, and command post exercises—and are usually required at each progressive level of training difficulty. Commanders determine which events are prerequisites and ensure units perform the tasks to standard prior to beginning the next training event in the UTP. The Combined Arms Training Strategy (CATS) is the primary resource to view the proponent-recommended prerequisite training. In the end, the commander decides whether to perform the CATS's recommended prerequisites, reduce or increase the CATS recommended frequencies, or choose a different prerequisite event based on the commander's experience.

Note. The CATS Report (found in the unit's CATS) uses the term training gates to describe the recommended prerequisite events as well as the sequence (crawl-walk-run) for the events.

WEEK T-11: REFINE TRAINING EVENT REQUIREMENTS

C-15. In week T-11, planners refine training event requirements. As the unit works through planning for the training event, planners require key pieces of information. An approved UTP contains initial training objectives for each training event, additional guidance, and MET or collective task proficiency requirements. Commanders and staff review training objectives and refine them as necessary as well as identify additional tasks to train during the event. After refining objectives and tasks, commanders and staff refine the associated requirements for the objectives and tasks. These requirements can include facilities, resources, or materiel. Commanders and staff refine these objectives and tasks as they execute the UTP and plan, prepare, execute, and assess each training event. Because every plan is fluid and accounts for adjustments, commanders and staff adjust the training objectives for each event during planning to reflect proficiencies mastered or required retraining after each event. See figure C-1 for a sample training objective for an FTX. Conduct an Attack, 17-CO-1094; Conduct Area Security, 07-CO-1272; Breach an Obstacle, 17-CO-3070.

17 – 21 February 2025
FTX Armor Company, Training Objectives

Task(s):	ENDEX Task Proficiency
Conduct an Attack, 17-CO-1094	T
Conduct Area Security, 07-CO-1272	P
Breach an Obstacle, 17-CO-3070	P

CO	company	P	practiced
ENDEX	end of exercise	T	trained
FTX	field training exercise		

Figure C-1 Example of event training objective

C-16. The UTP states a broad end state for each training event expressed as a training objective(s). Based on the commander's current assessment of unit training made during training meetings, training objectives may require refinement. This refinement ensures that the unit continues to progress at the training levels required to attain MET or collective task proficiency on time. An event end state clearly defines the task proficiency rating required at the end of the event. The end state focuses on the selected METs or collective tasks as well as on leader and individual Soldier training objectives.

C-17. After the training objectives for the event are refined, commanders and trainers refer to each task's T&EOs. This reference ensures the unit and evaluators can identify the standards for the tasks—evaluators also evaluate the training. A unit TDA—for units without proponent-published T&EOs for their tasks—may lack established standards. When no published task standard exists, the commander determines the conditions and standards, the next higher commander approves these, and the proponent is notified of the need to establish a T&EO for the task.

C-18. Users can find T&EOs via the "Task Search" on the ATN homepage. Users can also access T&EOs via the CAR, CATS and DTMS. Planners publish the applicable task T&EOs by task number and title in the OPORD and in separate packets to evaluating personnel. This ensures that commanders, planners, evaluators, and leaders at every level can reference and refer to published task standards prior to the commencement of the training event.

C-19. Based on the commander's assessment of training during training meetings leading up to the event, planners may need to refine or restate the training objective. This refinement ensures that the unit continues to progress at the training levels required to attain MET proficiency on time. The event end state should clearly define the performance proficiency level required at the end of the event. The end state focuses on METs as well as on leader and individual training objectives. Any refinement to the training objective includes refining requirements needed to complete the new objectives. For example, planners may need to schedule a range training event.

C-20. In refining event training objectives, CATS provide additional recommended event details to consider. For example, commanders consider the integration of combat multipliers while conducting multi-echelon training whenever possible. This integration optimizes the time available and ensures the unit trains as it will fight. The CATS also recommends the training audience to optimize the number of individual Soldiers trained during each event.

Training Event Planning Guide

C-21. Commanders provide pre-execution guidance to subordinate units early in the planning process. This ensures they meet the commander's guidance throughout the planning process. This guidance helps keep subordinate leaders and planners in synch with the commander's vision for the event. Pre-execution guidance can include the following:

- Review AARs from previous events.
- Review training objectives for the event.
- Review applicable T&EOs for each MET trained.
- Review major resource requirements from the UTP.
- Train during normal duty hours unless requested otherwise.
- Identify and assess prerequisite training.
- Update during unit training meetings.

C-22. See also FM 7-0 appendix F and TC 7-101 for developing and designing exercises. During week T-11, planners review the pre-execution guidance and refine the requirements as necessary.

Evaluator and Opposing Force's Duties

C-23. Based on the event training objectives, commanders determine the duties for evaluators and OPFORs. Successful planners clearly identify each part of the event to include the requirements and purpose. Planners also identify, qualify, and later refine supporting individuals (internal or external resource requirements) for an event. These personnel should be disinterested persons regarding the outcome of the training event—typically personnel from outside the evaluated unit. In support of evaluator and OPFOR personnel duties, units often provide standard evaluator packets based on their SOPs, so evaluators understand how the unit operates tactically.

WEEK T-10: PUBLISH WARNING ORDER AND BEGIN PRE-EXECUTION CHECKS

C-24. In week T-10, commanders publish the WARNORD and begin pre-execution checks. Commanders conduct an initial countertask analysis. This analysis identifies requirements to train the tasks selected for the

event, such as OPFOR actions required to stimulate the collective tasks. These tasks correlate directly to the training environment identified in the higher unit training WARNORD. Additional resources are available through the TRADOC Intelligence Support Activity (known as TRISA), Contemporary Operational Environment and Threat Integration Division (known as CTID) site, and the Training Brain Operations Center. AR 350-2 discusses roles, responsibilities, and details on the training environment and OPFOR resources.

OPERATIONAL ENVIRONMENT

C-25. As part of the training environment identified in the WARNORD, the staff analyzes potential operational environments to provide the requisite amount of realism to the training. A training environment that properly replicates a potential operational environment provides a higher degree of fidelity to the training scenarios developed in support of the event. Ultimately, it makes the training more challenging and realistic for the unit and at the Soldier level. When published in the WARNORD, information regarding the training environment helps subordinate units identify the necessary training resources to coordinate prior to the event.

C-26. Defining the training environment involves determining the tasks trained, the necessary OPFOR counter tasks, and variables that provide the necessary physical, mental, and ethical stressors. The training environment provides a generalized representation of potential enemies and projected operational environment conditions that challenge unit task execution. For example, when this information is published in a WARNORD for a mission rehearsal exercise where an operational environment is known, trainers apply known information from the theater of operations to make training more realistic.

TRAINING SUPPORT

C-27. Training support includes selecting training environments, developing a base tactical scenario, and publishing a WARNORD. Once the tasks and the training environment are determined for an event, the training support enablers are selected. Training support consists of training Aids, devices, simulations and simulators (TADSS), facilities (mission training complexes and ranges), and services (personnel running the ranges).

Select Training Environments

C-28. Collective training events take place in three types of training environments: live, virtual, and constructive. Planners consider employing each environment independently (the easiest to plan and prepare) or a combination of two or more environments to meet the objective. If using more than one training environment, then leaders use either a blended training environment (BTE) or an integrated training environment (ITE.) Planners choose the environment based on the environment that best enables the unit to accomplish its training objectives in the training time allotted.

C-29. Just as a leader understands an operational environment in combat, a leader understands the training environment for a training event. Leaders and trainers take the initiative, quickly develop partnerships with the right people—personnel at the Directorate of Plans, Training, Mobilization and Security; range control, and the mission training complex—and familiarize themselves with training capabilities. Subsequently, they take subordinate leaders on a terrain walk of those facilities and capabilities.

Develop a Base Tactical Scenario

C-30. A primary driver to the training event is the development of a tactical scenario. The tactical scenario provides a realistic backdrop to training when it properly replicates an operational environment. Focused on the training objectives to achieve during the event, a tactical scenario simulates the situations that cause the unit and Soldiers to act and react to specific situations, whereby the training objectives (collective tasks) can be evaluated and assessed. After determining the OPFOR requirements, develop a basic concept for scripting and role-playing that supports the tactical scenario. The creation of the master scenario event list (MSEL) will aid in controlling the event to achieve the desired training objectives. All the information gathered and developed during weeks T-11 and T-10 inform the commander of the personnel, logistics, and other resource requirements to support the performance of the training event.

Publish Warning Order

C-31. Once planners compile the information gathered and developed during weeks T-11 and T-10, the commander issues a WARNORD tasking subordinates and requiring coordination to support the event. The staff distributes the WARNORD at the end of mission analysis to facilitate parallel planning at the subordinate unit level. At a minimum, the WARNORD contains the training audience, training objectives, location, date, resources, and personnel support requirements and training environment guidance.

PRE-EXECUTION CHECKS

C-32. Pre-execution checks are informal checks that units complete to coordinate prior to conducting training events; these are not precombat checks. The chain of command develops these checks to prepare participants systematically and to ensure that unit's resource and properly conduct training. As units develop training schedules, the checks become increasingly detailed. Pre-execution checks provide the attention to detail needed to use resources efficiently.

C-33. Pre-execution checks are an important component of preparation for training events. A unit goes through the checks intending to have a YES for every response. Checks with a NO response require the unit to make corrections. Sample questions for a pre-execution checklist can include the following:

- Is the current level of collective or individual task proficiency rating a trained or fully trained?
- Have the lessons learned from the last time training been applied?
- Has the OPFOR been equipped and trained (if applicable)?
- Are combat multipliers integrated into planning and execution of training?
- Has a risk assessment been completed? Have safety considerations been completed?
- Are Soldiers trained on prerequisite tasks?
- Has the appropriate training support been requested?
- Has reconnaissance of the training site been conducted?
- Are ranges and maneuver books on hand?
- Are leaders certified to conduct range operations?
- Are leaders briefed on environmental considerations?
- Have convoy clearances been submitted and approved?
- Have TADSS been identified, requested, and approved?
- Can trainers properly operate all TADSS?
- Has Class I been requested?
- Has Class III been requested and picked up?
- Has Class V been requested per ammunition supply point requirements and picked up?
- Has transportation been requested?
- Are sufficient expendable supplies on hand?
- Is a rehearsal time scheduled for trainers?
- Has a backbrief for the chain of command been coordinated?
- Are times scheduled for AARs at the end and throughout the exercise?

WEEK T-9: CONFIRM RESOURCE REQUESTS

C-34. In week T-9, commanders confirm resource requests. When the UTP is published to week T-13, the UTP identifies major resource requirements and the planners requisition and schedule all supporting resources with the local installation. In week T-9, commanders and staff confirm resources requisitioned before week T-13 to ensure their availability when and where needed during T-Week. The unit also continues to review and refine requirements for every class of supply to support both the administrative and tactical executions of the training event. Planners can access general resource requirements (Classes V and IX) and other information in the CATS. The commander modifies these general requirements based on the desired end state of training or the local training environment. Planners draw and confirm resource estimates from three main sources: CATS, tactical logistic planning tools, and request support.

C-35. Security classification of a training event and its associated measures can impact the administrative resource requirements. The higher the classification of an event, the more limiting the resources. For example, a training event with a higher classification may require more guards, protocols, and destruction capabilities.

COMBINED ARMS TRAINING STRATEGY

C-36. The CATS provides proponent-recommended resources necessary to conduct training. It provides units with a good starting point to begin determining their requirements. Successful planners review historic documentation from previous training events and gather experience from the commander and staff. Planners then refine and improve data gathered from the CATS and forecast their unit needs. The more resource-constrained the training environment, the more likely leaders will use virtual, constructive, or combined capabilities to support training.

C-37. After determining OPFOR requirements and the tactical scenario, commanders make a more informed estimate of the TADSS required to support the training event. The CATS contains general TADSS recommendations for each training event. The commander modifies the recommended TADSS based on the desired end state of training and the local training environment. Commanders and planners use the TADSS to refine or research their requirements. The CATS provides TADSS's descriptions, contacts for every installation, and a list of resources and supporting materials. Successful trainers check in with their local installation-level TADSS office first to determine locally available resources and to coordinate off-installation support when needed.

TACTICAL LOGISTIC PLANNING TOOLS

C-38. Commanders and planners use installation planning tools to confirm resource requests. Various planning tools such as the operational logistic planner are available for planning every class of supply. The operational logistic planner is the official U.S. Army tool for planning tactical logistic requirements, but other planners are readily available.

REQUEST SUPPORT

C-39. Almost every resource and class of supply has different systems, websites, procedures, and timelines for forecasting and requesting. Effective training requests require commanders and planners to verify that the installation or approval authority processes their requests promptly. Requests are processed as soon as possible and in accordance with the required timelines set by higher.

WEEK T-8: EXECUTE RECONNAISANCE AND LOCK IN RESOURCES

C-40. In week T-8, commanders execute reconnaissance and lock in resources. After determining the training environment and required training support resources, commanders conduct an initial reconnaissance of the training sites and facilities. A thorough and detailed reconnaissance ensures that the training environment provides the necessary conditions to facilitate the training of the collective tasks to the level of fidelity needed. This reconnaissance enables commanders to identify details to complete the plan, specifically the simulations architecture possibilities and limitations. This reconnaissance also helps commanders identify any previously overlooked resources and other issues including security issues, traffic control, and possible route concerns. Reconnaissance requires the following minimum personnel: leaders, evaluators, trainers, and OPFOR personnel.

TRAINING AREA RECONNAISSANCE QUESTIONS

C-41. A unit strives to have a YES or clarification for every response. Questions with a NO or vague response require the unit to make corrections. During the initial reconnaissance, the commander and planners answer the following administrative questions:

- Are reconnaissance personnel familiar with the training event OPORD and commander's guidance?
- Are there safety-related environmental factors (flash flood area, electric hazards, or wildlife)?
- Does the terrain support administrative employment of equipment and personnel? How?
- Are sleep areas located in an acceptable area?
- Is the maintenance area acceptable?
- Is the distance from garrison less than one mile?
- Is the amount of fuel required acceptable and sustainable? Confirm.
- Is heavy equipment transport an option?

- Are maps available?
- Is satellite imagery updated?
- Is the resupply point located in an acceptable area? Confirm.
- Can roads and bridges support heavy vehicle crossing? Confirm.
- Is the road network in the training area sufficient to support the operation?
- Does the traffic flow inside the area of operations need to be marked?
- Is there an area sufficient for aerial medical evacuation?
- Are civilians cleared from the area? Confirm.
- Does logistic support exist on site? Does it include water, electricity, and sewer?
- Does fixed site support exist on site? What type is it? Will it support the commander's objective?
- Is the access control point located in an acceptable area?

C-42. During the initial reconnaissance, commander and planners answer the following tactical questions:

- Can the terrain support the commander's training objectives?
- Is the area large enough to support the required unit-level maneuver?
- Does the terrain support tactical employment of equipment and personnel? How?
- Is the fuel point located at an acceptable distance? Confirm.
- Is the ammunition distribution point located at an acceptable distance? What is the blast area?
- Is the network available (for example cell phones or satellite)?
- Are the command post and alternate command post located in acceptable areas?
- Is the amount of Class IV required acceptable and sustainable? Confirm.
- Is the prisoner exchange point acceptable and sustainable?
- Are enemy avenues of approach located? Identify locations.
- Are fields of fire identified? Identify areas.
- Is the safety danger zone identified? Identify area.
- Are the observation posts located in acceptable locations? Identify locations.
- Are alternate and secondary positions in acceptable locations? Identify locations.
- Does terrain facilitate traffic management?

LOCK IN RESOURCES

C-43. Following initial reconnaissance, commanders and planners re-confirm that all resources are locked in (request receipts verified and recorded in memo format) to ensure all equipment, facilities, and supplies are available for training. Effective commanders and planners check the local installation requirements for locking in resources. They often manage training resources via annual, quarterly, and weekly conferences or meetings. Common examples of such meetings include but are not limited to—

- A monthly training resource conference.
- A weekly range and training area scheduling conference.

WEEK T-7: PUBLISH THE TRAINING EVENT ADMINISTRATIVE OPERATION ORDER

C-44. In week T-7, commanders publish the training event OPORD. After the commander has approved the plan, the OPORD covering the administrative details is published. Planners use the standard five-paragraph order format with required modifications to the annexes to reflect training-specific requirements.

C-45. The base OPORD for the training event coordinates the actions necessary to manage the execution of the event. This does not include the plan and MSEL. The OPORD identifies the collective and individual tasks to train, and the desired levels of task proficiency expected to be reached by the conclusion of training. The OPORD also addresses the actions to be taken to retrain the collective and individual tasks during the event if the desired end state is not achieved. The staff can publish annexes later as a follow up.

C-46. Planners add the friendly force (training audience) and the OPFOR troop list to the published OPORD. The OPORD identifies trainers and evaluators. At seven weeks out, specific names may not yet be available; however, the OPORD identifies the grade and background necessary to fill the positions. These details help

a subordinate or coordinating unit fill the tasking for support through higher headquarters. If planners know the names of individuals, this information is included in the OPORD.

C-47. The execution paragraph of the OPORD identifies the leader development plan. This plan addresses prerequisite training leading up to the event, the event itself, and the follow-on post event reviews. Effective training for leaders grows increasingly difficult and complex resulting in adaptable and agile leaders. Figure C-2 illustrates a leader development plan for a company-level training event. Conduct an Attack, 17-CO-1094; Conduct a Defense 17-CO-1030; Conduct Area Security, 07-CO-1272; Breach an Obstacle, 17-CO-3070.

17 – 21 February 2025
FTX Armor Company, Leader Development

METs or tasks to train:

Conduct an Attack (17-CO- 1094)
Conduct a Defense (17-CO-1030)
Conduct Area Security (07-CO-1272)
Breach an Obstacle (17-CO-3070)

Leader Objective: Demonstrated ability to make sound tactical decisions enabling unit battlefield success.

Leader Training:

Crawl:

Conduct professional development classes – Attack (week T-8); Deliberate Breach (week T-7); Defend (week T-6); and Area Security (week T-5).
Review unit SOPs, Collective Task T&EO, and TTP (check on learning during rehearsal).
Develop Individual Training Objectives at all echelons (week T-10).
Conduct leader certification training as necessary (like training areas, driver training, and more)

Walk:

Squad Rehearsal (week T-3); Platoon Rehearsal (week T-2); Company Rehearsal (week T-1)
Conduct Pre-Execution Checks (weeks T-10 – T-1)
Conduct Pre-Combat Checks (T-Week)

Run:

Conduct informal after action reviews at all echelons (T-Week)
Conduct leader performance feedback at all echelons
All leaders facilitate a positive learning environment (T-Week)

FTX field training exercise
SOP standard operating procedure
T&EO training and evaluation outline
TTP tactics, techniques and procedures

Figure C-2. Sample leader development plan for an armor company

C-48. The logistic plan to support the training event is the last critical piece of the OPORD. This plan addresses the resources requested in week T-9. The logistic plan also lays out the coordination requirements for attached support, such as medical, maintenance, chemical, engineer, and military police support. Figure C-3 depicts an example of a logistics support plan for a company-level training event.

17 – 21 February 2025
Field Training Exercise Armor Company, Logistics Support

Logistics Support Objective: Provide continuous logistic support to the company, OPFOR, and attachments during the FTX.

Class I: Ration cycle M-M-A, Battalion logistics operations 1500 daily at designated resupply point. Estimated headcount – 96; OPFOR – 32. 2 days of supply on hand basic load.

Class III: Resupply daily; estimated fuel consumption – 430 gal per day; OPFOR– 300 gal per day. Oil as required.

Class IV: Located at the designated Class IV point; issue on order.

Class V:

L602 – 504
K866 - 6
A080 – 4,080
G950 – 8
L367 – OPFOR 25
L709 – OC/T 30
LG936 – OC 8

Resupply from ammunition holding area to ammunition supply point on T-Day 1. Distribution on order.

Class VIII: Combat lifesaver bags fully supplied (1 per vehicle); medical attachment with basic load.

Class IX: Prescribed load list items available on request.

Medical: Medical team attached to the company; combat lifesavers trained – one per vehicle.

Maintenance: Company maintenance and recovery team attached.

FTX field training exercise gal gallon OC/T observer-controller trainer OPFOR opposing force

Figure C-3. Sample logistic support plan for the armor company

C-49. After commanders identify and request TADSS requirements, commanders schedule the training necessary to ensure trainers and operators are trained and certified prior to the event.

WEEK T-6: LOCK IN TRAINING AND PUBLISH SCHEDULES

C-50. During week T-6, commanders lock in training and publish training schedules. Failure to lock in training and adhere to published training schedules can ruin the unit's ability to execute effective training. The act of locking in training creates an atmosphere in which leaders and Soldiers at all levels build confidence in the unit's leaders to ensure training is predictable, protected, and supported by the chain of command. Such discipline sends the message that training and leader development rank as unit priorities.

C-51. Training schedules are published at the company level. Unit commanders issue training schedules as a written order and use them as the primary means to communicate the scheduled training to Soldiers. Training schedules are usually organized by or coincide with training weeks and cover a full week or more. Units publish training schedules week T-6 from training. Training schedules are signed by the company commander and approved by the battalion commander. The commander ensures that training schedules are conspicuously posted in the company area and electronically provides them directly to unit personnel as necessary.

C-52. The unit staff completes and submits a DD Form 2977 (Deliberate Risk Assessment Worksheet) to the higher commander for review and approval. More important than completing the form is the mental process used by the commander to identify and mitigate safety risks. Often, identifying the right leader positioned at the most dangerous place or time for the unit is the best mitigating control measure. See ATP 5-19 and the U.S. Army Combat Readiness Center's Risk Management courses for mitigating risk.

WEEK T-5: COMPLETE PLAN AND PROVIDE SUPPORTING PRODUCTS

C-53. At week T-5, commanders complete the plan and provide supporting products. After publishing the OPORD, locking in the resources, and publishing the training schedule, the staff can begin to complete the rest of the plan.

COMPLETED PLAN

C-54. The plan covers both the friendly force and OPFOR. The plan drives the training to meet the training objectives. The week T-5 plan identifies both the training audience and the OPFOR to ensure the staff synchronizes and focuses on all training aids. If training involves multiple training support enablers, then the staff identifies the audience and participants. Units will require assistance from a local mission training complex to ensure data are uploaded into the simulation.

COMPLETED MASTER SCENARIO EVENTS LIST

C-55. Units develop a master scenario event list (known as MSEL) at week T-10 to develop the training scenario and set the conditions for the unit to display proficiency in the tasks evaluated during the training. The MSEL drives OPFOR actions that stimulate a friendly force reaction. A MSEL scenario is developed chronologically to stimulate friendly force actions from the beginning of the exercise to the end. The MSEL also provides stimulus for evaluators to observe and evaluate the selected training objectives.

EXERCISE CONTROL PLAN

C-56. Developing an exercise control plan helps synchronize and manage the training event. A small-unit training event may have a simple graphic with timelines and control measures. A large-scale event may include a complex scenario, white cell personnel and equipment, evaluators, and rules of engagement. In addition to the scenario, a higher headquarters develops an OPORD to drive the training event.

EVALUATOR PLAN

C-57. The evaluator plan addresses (by name) the evaluators and the evaluation plan. It outlines how the evaluators (by name) are supported with supplies (and from whom) and details the evaluators' duties. The evaluator plan itemizes the evaluator packet contents. For example, the evaluator packet might contain unit SOPs, T&EOs, doctrine, pyrotechnics (Class V) on hand, and a Multiple Integrated Laser Engagement System (known as MILES) sets. Evaluators read and make themselves familiar with both the friendly force and OPFOR plans as well as attend key unit events (such as backbriefs, rehearsals, and precombat checks).

C-58. Evaluators ensure all systems work properly prior to the training event to ensure accurate outcomes. Evaluators familiarize themselves with the training support systems used for the event. Effective evaluators conduct workarounds if live or simulated conditions cannot portray the realism necessary to achieve the training objectives. As with the leaders, evaluators ensure the unit conducts the training event safely. They address unsafe acts immediately.

EVALUATION PLAN

C-59. The evaluators may be internal or external to a unit. Evaluators have a copy of the collective and individual tasks' T&EOs and are familiar with the scenario to ensure proper evaluation. Upon completion, evaluators give evaluation packets to the commander for the commander's assessment.

WEEK T-4: CONDUCT CERTIFICATIONS AND COMPLETE PREREQUISITE TRAINING

C-60. During week T-4, commanders conduct certifications and complete requisite training. Evaluators report to the commander. They understand the collective tasks they are evaluating, the scenario, and the training environment. Commanders ensure the evaluators are prepared. The plan has all link-up times and lists items evaluators need to bring—T&EOs, references, and support if necessary. Evaluators also backbrief the commander prior to execution to ensure everyone is synchronized.

C-61. OPFOR leaders brief the commander on their plan. The commander may adjust the OPFOR plan based on the training objectives. OPFOR capabilities should be sufficient to ensure flexibility during the event. The commander or designated representative certifies that the OPFOR's portrayal is correct. The OPFOR correctly portrays the threat and prepares to execute threat TTP. The OPFOR identifies countertasks so that it will prompt the unit to train and perform the collective and individual tasks to the Army standard (as stated in the T&EO).

TRAIN THE TRAINERS

C-62. Qualified and competent trainers are critical in delivering quality, effective training to the unit. Trainers demonstrate task proficiency before teaching a task to others. Commanders and leaders ensure that trainers are prepared to conduct performance-oriented training to standard. They ensure adequate preparation time so the trainers—

- Understand the commander's guidance and intent for the event.
- Know the tasks, conditions, and standards to be performed.
- Have demonstrated their ability to execute the task(s) to standard.
- Review references such as FM 7-0, T&EOs, CATS, Soldier's manuals, field manuals, technical manuals and unit tactical SOPs (known as TACSOPs).
- Gather and prepare training support items.
- Conduct a reconnaissance of the training site prior to training.
- Prepare the training and materials needed.
- Integrate the risk assessment process.
- Schedule rehearsals for themselves and other trainers.
- Plan, prepare, and rehearse the conduct of AARs.

CERTIFICATION

C-63. Certification is a measure of individual, crew, or team technical proficiency. Unit commanders are responsible for creating and managing unit certification programs. Certification is not a normal part of day-to-day training. A higher headquarters decides to require certification after a deliberate process. Certification requirements for evaluators and individuals to supervise live-fire ranges and EXEVALs illustrate individual technical proficiencies that commanders may require to support training. Often commanders apply certification to processes and procedures that support training and operations, like conduct of live-fire ranges.

C-64. Commanders may require certification to confirm a unit's collective training proficiency to perform a specific type of mission or task. The certification of an infantry squad tasked to conduct a specific stability or support task illustrates unit collective certification. Higher headquarters on a by-exception basis normally directs this confirmation requirement.

WEEK T-3: CONDUCT REHEARSALS

C-65. At week T-3, commanders conduct rehearsals. Prior to conducting a rehearsal, staffs conduct the final reconnaissance of the training site. Staffs completed the initial reconnaissance at T-8 (five weeks previously). Since that time, changes may have occurred. Sometimes these changes alter the plan slightly, such as changing the location of the assembly area or the route to the training area. The staff publishes new timings or graphics in a FRAGORD.

C-66. A rehearsal is a session in which a staff or unit practices expected actions to improve performance during execution (ADP 5-0). Units conduct rehearsals before training events and early enough to conduct multiple rehearsals, if necessary. Rehearsals provide an invaluable means of ensuring actions are synchronized and executed to standard. Rehearsals also provide a mechanism for leaders and Soldiers to visualize what is supposed to happen and to correct deficiencies during subsequent rehearsals, if necessary. Rehearsals allow leaders to—

- Identify weak points in the plan.
- Teach effective training techniques.
- Coach trainers until they feel comfortable.
- Ensure safety and environmental considerations are met and updated.
- Determine if subordinate leaders are tactically and technically proficient.

- Determine how the trainer will evaluate the Soldier's or unit's performance.
- Assess subordinate trainer competencies and provide feedback.
- Give subordinates confidence in their ability to train or operate.

C-67. FM 6-0 discusses rehearsals at length. Some leaders use the following checklist as a guide for conducting rehearsals:

- Rehearsal agenda.
- Roll call.
- Participant orientation to terrain.
- Location of local civilians.
- Enemy situation brief.
- Friendly situation brief.
- Description of expected enemy actions.
- Discussion of friendly unit actions.
- Review of notes made by the recorder.

WEEK T-2: FINALIZE SUPPORT AND CONDUCT OPPOSING FORCES REHEARSAL

C-68. At week T-2, commanders finalize support and conduct an OPFOR rehearsal. Staffs submit all administrative clearances and requests as necessary. These clearances and requests can include convoy clearances, wash rack requests, and range requests to include surface danger zone schematics.

SUPPORT FINALIZED

C-69. Commanders and planners complete a final review of all support requests for the event. They check and double check these to ensure that the support required and requested for the event in the weeks prior to week T-2 will be present for T-Week. This includes a final check of all classes of supply, all ranges, training areas, TADSS, and all other required training support. This includes making personal contact between unit planners and facility and support managers. In many cases, training events fail because the unit did not make these crucial final support checks, which result in training planned but not conducted.

TRAINING AIDS, DEVICES, SIMULATORS, AND SIMULATIONS CERTIFICATION TRAINING

C-70. Units conduct TADSS certification training for trainers as scheduled during week T-7.

OPPOSING FORCE REHEARSAL

C-71. The OPFOR conducts a rehearsal to ensure its plan facilitates the friendly force achieving its training objectives. This rehearsal includes the administrative movement and preparation for the event as well as the plan. The rehearsal enables subordinates to synchronize their plans with each other and enables leaders to address possible decision points. Evaluators attend the OPFOR rehearsal to ensure they fully understand the execution of the event.

WEEK T-1: DRAW EQUIPMENT AND SUPPLIES AND EXECUTE SUBORDINATE REHEARSALS AND CHECKS

C-72. At week T-1, if not previously done, the unit draws all required equipment and tests it to ensure it operates, thereby providing time to work through problems before the event starts. Training support centers have exchange procedures for swapping unserviceable TADSS for serviceable items (if enough items are available). Units should plan sufficient time to exchange TADSS items, as necessary.

TRAINING SITE PREPARATION

C-73. Commanders conduct all final site preparation during week T-1. If using a mission training complex to support training, commanders complete all preparations of the TADSS to be used.

UNIT REHEARSAL

C-74. Commanders conduct a unit rehearsal to ensure the plan is synchronized and enable leaders to make decisions at the right time. The evaluators attend the friendly force rehearsal to ensure they fully understand the execution of the event. The rehearsal can facilitate adjustments to the MSEL.

COMMUNICATIONS CONNECTIVITY TEST

C-75. Leaders conduct communications testing one week out from the event. This includes all unit communications devices, command and control systems, and TADSS connectivity, such as the Multiple Integrated Laser Engagement System (known as MILES) equipment. Additionally, this includes any devices needed to support constructive or virtual training environments that drive the training event. Evaluator communications checks are also conducted during this week.

T-WEEK: EXECUTE TRAINING

C-76. At T-Week commanders execute training. This execution entails executing the tactical plan as outlined in the tactical OPORD, conducting precombat checks, drawing supplies, conducting training, conducting informal AARs, leading hip-pocket training as time is available, and retraining tasks not trained to standard.

PRECOMBAT CHECKS

C-77. T-Week begins with precombat checks. Units conduct these detailed final checks immediately before and during the execution of training and operations. Units include these checks in unit SOPs. Normally, units conduct them as part of TLP. These precombat checks can be as simple or as complex as the training or operation dictates. Units start precombat checks—such as applying camouflage, setting radio frequencies, and distributing ammunition—in garrison and complete them in the assembly area or in the training location. Commanders allocate sufficient time for subordinate leaders to execute precombat checks and inspections to standard. Precombat checks can include the following:

- The tactical OPORD is briefed, and leaders and Soldiers know the expectations and the commander's intent.
- Unit completed safety checks and briefings.
- The unit has all required TADSS on hand and operational. For example, the unit has MILES equipment and properly zeroed it.
- Unit completed before-operations preventative maintenance checks and services on vehicles, weapons, communications, and other equipment.
- Unit inspected equipment. For example, unit inspected compasses, maps, and binoculars.
- Unit inspected and camouflaged Soldiers and equipment. For example, unit inspected identification cards and driver's licenses as well as camouflaged weapons.
- Unit checked Soldier packing lists and enforced any discrepancies.
- Unit verified medical support present and prepared.
- Unit completed communications checks.
- Unit verified ammunition (Class V) drawn, accounted for, prepared, and issued.
- Unit checked and confirmed vehicle load plans as well as secured the cargo.
- Unit verified rations (Class I) drawn and issued.
- Unit briefed and dispatched quartering party.
- OPFOR personnel deployed and ready to execute their OPORD.

DRAW SUPPLIES

C-78. Successful units draw and inventory supplies at the beginning of the training week. The installation distributes classes of supply within the plan to ensure the event is properly resourced. Leaders report any shortage of requested supplies immediately.

CONDUCT TRAINING

C-79. The unit executes the plan developed and published earlier. While conducting training, the unit performs individual and collective tasks to the published standard as the plan and tactical situation evolves

based on OPFOR action and reaction. Concurrently, the evaluation plan is executed—evaluators observe and capture compliance with T&EO performance steps and measures—and staffs compile feedback. As the plan develops, the unit tests its TTP, identifies new TTP, and develops or implements other TTP. The commander and all unit leaders are present and engaged and perform their tactical duties consistent with the plan.

INFORMAL AFTER ACTION REVIEWS

C-80. Evaluators and leaders conduct informal AARs at all levels (from crew to battalion). They can be done for a unit or an individual. They may be scheduled or as needed during the training. Evaluators and leaders can record observations, insights, and lessons for future use to identify trends and prevent recurrences of bad practices. See TC 7-0.1 for more details on conducting AARs.

HIP-POCKET TRAINING

C-81. Hip-pocket training usually consists of individual tasks selected by the commander on which a unit can train when it experiences inactive periods during scheduled training. Hip-pocket training is another technique for managing sustainment training. The company commander selects tasks for this training so that the unit uses training time productively.

C-82. Hip-pocket training provides leaders with confidence in their ability to train, which results in a more efficient use of Soldiers' time. While the tasks selected for this type of training are usually individual tasks requiring sustainment training, leaders can inject new training (if time), training levels, and circumstances allow. Ideally, leaders train selected tasks in 15 to 30 minutes. Initial individual training or collective task training ordinarily requires more time and resources. Effective leaders use their initiative to ensure their subordinates are well trained and their time is not wasted.

RETRAIN

C-83. Leaders allocate sufficient time to retrain tasks during or after training events. Not all tasks will be performed to standard on the first or even second attempt. Commanders do not allow an organization to end training believing that a substandard performance was acceptable. Therefore, leaders allocate and schedule time and other resources for unit retraining of key collective and individual tasks in their training plans. Retraining allows participants to implement corrective action. Ideally, units complete retraining at the earliest opportunity, if not immediately after they attempt the task. In some cases, a restart of an event may be necessary before moving to the next training event.

WEEK T+1: RECOVER, CONDUCT FINAL AFTER ACTION REVIEW, AND ASSESS TRAINING

C-84. In week T+1, commanders recover, conduct final AARs, and assess training. Recovery is part of every training event. Leaders plan for recovery to ensure all the resources and personnel are available to return to full operation. Evaluators and leaders conduct a final AAR of the training event. The final step in a training event is to assess the training, specifically the collective and individual task proficiencies demonstrated or attained.

RECOVERY

C-85. Recovery is critical to every training event. Leaders use recovery to ensure the resources and personnel return to standard. The recovery process is part of training. Once recovery is complete, it signifies the end of the training event. Captured AAR comments reflect the effectiveness of the recovery and modification to the SOP. Ideally, a unit performs the following sample recovery activities after a training event:

- Account for personnel health and welfare.
- Perform post operations preventative maintenance checks and services.
- Ensure sensitive item accountability.
- Ensure accountability of organizational and individual equipment.
- Ensure that Class IV, Class V, TADSS, and other support items are maintained, accounted for, and turned in.
- Close out training areas and ranges.
- Conduct AARs.

- Allow time for the individual Soldiers to recover personal equipment and conduct personal hygiene.
- Conduct final inspections.

RECOVERY AND POST OPERATIONS CHECKS

C-86. Post operations checks are those tasks a unit accomplishes at the conclusion of training. An effective unit SOP contains these checks. The checks vary depending on the type of training. For example, an FTX requires more extensive post operations checks than garrison-type training. Sample post operations checks include the following:

- Soldier accountability.
- Sensitive item accountability (such as weapons or communications security).
- Report closure of unit to higher headquarters.
- Ammunition and equipment turn in (such as TADSS).
- Maintenance of vehicles, weapons, and communications including the following:
  - Equipment cleaned.
  - Thorough preventative maintenance checks and services after-operations checks completed.
  - Required services performed.
- Training assessments:
  - Leaders record results of training in leader books.
  - AARs completed.
  - AAR initiated, if appropriate.
- Soldier recovery.
- Chain of command inspections of Soldiers and equipment.

FINAL AFTER ACTION REVIEW

C-87. The final AAR takes place as soon as possible following the event. (Leaders conduct informal AARs as needed during the event). This ensures that events are still fresh in the minds of all the participants, capturing the data as accurately as possible. OPFOR personnel and evaluators all provide their input to inform the commander's assessments. Using multiple recorders ensures a unit captures all lessons. Sound assessments of those lessons facilitate later success. A final AAR begins with a general review of the UTP. Leaders discuss if event planning and preparation were sufficient and if the commander's training objectives and intent were met. They also determine if administrative and tactical support was sufficient to conduct the training. OPFORs and evaluators record all the lessons learned and preserve them for retraining and future use.

TASK ASSESSMENT

C-88. Commanders assess training event training objectives. The commander considers personal observations as well as observations, T&EOs, insights, and lessons from AARs and unit evaluations to inform both MET proficiency for the assigned mission and for unit status reporting purposes.

STANDARD OPERATING PROCEDURE REVIEW

C-89. Leaders conduct an SOP review after the event to implement recommended changes gleaned from the observations, insights, and lessons. Quickly implementing the right changes allows the unit to begin improving performance sooner.

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after action review
AC	active component
ADP	Army doctrine publication
ADVON	advanced echelon
ATN	Army training network
AWT	Army warrior tasks
BTE	blended training environment
CAS	close air support
CATS	combined arms training strategies
CFFT	call for fire trainer
CTID	Contemporary Operational Environment and Threat Integration Division
DA	Department of the Army
DPTMS	Directorate of Plans, Training, Mobilization and Security
DTMS	digital training management system
EDRE	emergency deployment readiness exercise
EIB	expert infantry badge
EFMB	expert field medical badge
EST	engagement skills trainer
EXEVAL	external evaluation
FTX	field training exercise
FIST	fire support team
FM	field manual
FRAGORD	fragmentary order
ICTL	individual critical tasks list
IPB	intelligence preparation of the battlefield
ITAM	integrated training area management
ITE	integrated training environment
LTT	leaders time training
MEDEVAC	medical evacuation
MDMP	military decision making process
MET	mission-essential task
METL	mission-essential task list
MILES	multiple integrated laser engagement system
MOS	military occupational specialty
MSEL	master scenario event list
OPFOR	opposing force
OPORD	operations order
QTB	quarterly training briefing
RC	Reserve Component
RFMSS	range facility management system

SITREP	situation report
SOP	standard operating procedures
STX	situational training exercise
SULT	small unit leader tool
TADSS	training aids, devices, simulations and simulators
TAMIS	total ammunition management information system
T&EO	training and evaluation outline
TB	training brief
TC	training circular
TLP	troop leading procedures
TRISA	Training and Doctrine Command Intelligence Support Activity
TRC	training resource conference
TSC	training support center
TTP	tactics, techniques and procedures
UPT	unit training plan
WARNORD	warning order
YTB	yearly training briefing

SECTION II – TERMS

after action review

A guided analysis of an organization's performance, conducted at appropriate times during and at the conclusion of a training event or operation with the objective of improving future performance. (FM 7-0)

battle tasks

A platoon or lower echelon collective task that is crucial to accomplishment of a company, battery or troop mission- essential task. (FM 7-0)

mission-essential task

A collective task on which an organization trains to be proficient in its design capabilities or assigned mission. (FM 7-0)

mission-essential task list

A tailored group of mission-essential tasks. (FM 7-0)

training and evaluation outline

A summary document that provides performance and proficiency standards for individual and collective tasks. (FM 7-0)

training objective

A statement that describes the desired outcome of a training event. (FM 7-0)

References

All websites accessed on 29 April 2025.

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication.

DOD *Dictionary of Military and Associated Terms*. 15 February 2025.
FM 1-02.1. *Operational Terms*. 23 January 2025.
FM 1-02.2. *Military Symbols*. 23 January 2025.
.

RELATED PUBLICATIONS

These documents are cited in this publication.

ARMY PUBLICATIONS

Most Army doctrinal publications are available online at https://armypubs.us.army.mil.

ADP 5-0. *The Operations Process*. 31 July 2019.
ADP 7-0. *Training*. 29 April 2024.
AR 350-2. *Operational Environment and Opposing Force Program.* 12 March 2024.
ATP 3-21.8 *Infantry Rifle Platoon and Squad*. 11 January 2024
ATP 5-19. *Risk Management.* 09 November 2021.
FM 6-0. *Commander and Staff Organization and Operations*. 16 May 2022.
FM 6-22. *Developing Leaders*. 01 November 2022.
FM 6-27/MCTP 11-10C. *The Commander's Handbook on the Law of Land Warfare*. 07 August 2019.
FM 7-0. *Training*. 14 June 2021.
TC 7-0.1. *After Action Reviews*. 13 February 2025.
TC 7-101. *Exercise Design.* 26 November 2010.

ARMY TASKS

Most Army tasks are available online at Army Training Network https://atn.army.mil.

07-CO-1272 Conduct Area Security – Company. 9 May 2025.
07-PLT-1092 Conduct an Attack - Rifle Platoon (IBCT). 9 April 2024.
17-CO-1030 Conduct an Area Defense - Armor and Mechanized Infantry Company Team (ABCT). 25 March 2025.
17-CO-1094 Conduct an Attack - Armor and Mechanized Infantry Company Team (ABCT). 9 April 2024.
17-CO-3070 Breach an Obstacle - Armor and Mechanized Infantry Company Team (ABCT). 5 January 2024.

WEBSITES

Army Publishing Directorate (APD). https://armypubs.army.mil/.
Army Training Network (ATN). https://atn.army.mil/.
Central Army Registry. https://rdl.train.army.mil/catalog/#/dashboard.
Interactive Training Doctrine. https://atn.army.mil/interactive-training-doctrine.
Unit Training Management. https://atn.army.mil/unit-training-management-(utm).

PRESCRIBED FORMS

This section contains no entries.

REFERENCED FORMS

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate website at https://armypubs.army.mil/.
Most Department of Defense publications are available online at https://www.esd.whs.mil/DD/.

DA Form 2028. Recommended Changes to Publications and Blank Forms.
DD Form 2977. Deliberate Risk Assessment Worksheet.

Index

Entries are by paragraph line number.

A

agenda items
  phase I, 2-6
  phase II, 2-7
  phase III, 2-8
  training meetings, 1-7, 1-16
annual training guidance (See also ATG), 1-2, 1-5
assessment, 1-9, 1-13

B

battle rhythm, 1-6, 1-12
  consistency 2-2
battle tasks, 1-9, 1-12, 1-18, 1-20

C

calendar adjustments
  unit training plan (See also UTP), 2-23
commander responsibilities
  challenges for RC, 2-4
  company commander, 1-16
  guidance for training, 2-24, 2-25
company-level training, 1-7, 1-13
  coordination, 1-10, 1-12
  phase, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-22

D

development
  subordinate leader, 2-14
digital training management systems, (See also DTMS), 2-30
draft training schedules
  refinement, 2-7
drill weekends, 1-4

E

electronic meetings
  collaborative, 2-2
  means, 2-2
evaluation
  platoon, 2-10
event planning, 1-11

F-H

feedback, 1-2, 1-13
  MET assessments, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14
fragmentary orders (See also FRAGORDs), 2-7, 2-17

I-K

individual
  soldier tasks, 1-16, 1-18
  task retraining, 2-13
input
  platoon leaders and sergeants, 2-25

L

leader coordination, 1-10
leader participation, 1-15

M

maintenance training, 1-22
meeting schedules
  reoccurring, 2-2
mission essential tasks (See also METs), 1-9, 1-12, 1-16
  company MET assessments, 2-14, 2-15
  updates, 2-14, 2-15
mission focus adjustments, 2-24

N-O

noncommissioned officer (See also NCO), 1-21

P-Q

participants, 1-15
phases of training meetings, 1-8
planning for future training
  phase III, 2-23, 2-24, 2-25
platoon leader, 1-19
platoon sergeant, 1-20
policy
  local considerations, 2-3
pre-execution checks, 2-19, 2-20, 2-21, 2-22

R

resource coordination, 1-10, 1-16
reserve component (See also RC), 1-3
  training dates, 1-4
retraining
  requirements, 2-12, 2-13
review previous training
  phase I, 2-9, 2-10, 2-11. 2-12, 2-13, 2-14, 2-15

S

scheduling
  considerations, 2-3
supply sergeant, 1-23
supporting maintenance personnel, 1-22
supporting staff NCOs, 1-21
synchronization, 1-1, 1-12

T

T-month concept, 1-7
T-week concept, 1-7, 1-10
task evaluation
  platoon, 2-10
training
  assessments, 1-2
  short falls, 2-11, 2-12
training battle rhythm, 1-6
training calendar
  battalion review, 2-23
  long range, 2-23
training and evaluation outline (See also T&EO)
  platoon evaluation, 2-10
  training shortfalls, 2-12
training meeting
  agenda, 1-7, 1-16
  agenda phases, 2-5, 2-6, 2-7, 2-8
  goals, 1-8
  objectives, 1-7
  meeting phases, 1-8
training management cycle 1-2
training plans, 1-18
  short range training planning, 2-16
training schedules, 1-16, 1-23
  authentication, 2-26
  development, 2-26, 2-27, 2-28, 2-29, 2-30
  publishing, 2-28
  references, 2-26

Entries are by paragraph line number.

unit routine, 2-2, 2-26
training synchronization, 1-7

U-V

unit training management (See also UTM), 1-1
unit training plan (See also UTP), 1-4, 1-11, 1-14
calendar adjustments, 2-23

W-Z

warrior tasks and battle drills, 1-18, 1-20
weekly meetings
consistency, (2-2)

TC 7-0.2

09 June 2025

By Order of the Secretary of the Army:

RANDY A. GEORGE
General, United States Army
Chief of Staff

Official:

MARK F. AVERILL
Administrative Assistant
to the Secretary of the Army
2514806

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve. Distributed in electronic media only(EMO).

This page intentionally left blank.

PIN: 220821-000