

I Corps/JBLM
Regulation 350-1
Headquarter, I Corps
2025 Liggett Avenue
Joint Base Lewis-McChord, WA 98433
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Training
Training and Leader Development

This regulation supersedes I Corps Regulation 350-1, Leader Development and Training Management dated 12 September 2012.

PROPONENT AND EXCEPTION AUTHORITY. The proponent of this regulation is the I Corps Chief of Operations, G-3. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent has delegated this approval authority, to I Corps, G3, Chief of Training and Exercises (Trex). Commanders of units that cannot adhere to the requirements of this regulation can request exceptions or waivers to this regulation or any element of this regulation during training briefings or by submitting a memorandum for record (MFR) requesting the waiver or exception with a full justification for the request that includes an analysis of the expected benefits if the request is approved. All MFRs requesting exceptions or waivers to this regulation will be signed by the unit commander of the requesting unit and forwarded through the unit's first O-6 commander for endorsement and submitted to the I Corps, G3, Trex for action.

SUPPLEMENTATION. Supplementation of this regulation is prohibited without prior approval from the Commander, I Corps.

SUGGESTED IMPROVEMENTS. Users are invited to send comments or suggested improvements to this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to I Corps, G3, Trex.

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I Corps/JBLM Regulation
No. 350-1

Training
LEADER DEVELOPMENT AND TRAINING MANAGEMENT

TABLE OF CONTENTS

	<u>PAGE</u>
Chapter 1 – GENERAL	
1-1. Purpose	1-1
1-2. Applicability	1-1
1-3. References	1-1
1-4. Explanation of Abbreviations and Terms	1-1
1-5. Training Related Responsibilities.....	1-1
Chapter 2 – TRAINING OVERVIEW	
2-1. Purpose	2-1
2-2. I Corps Commander’s Training Program	2-1
2-3. The Army’s Training and Leader Development Model	2-3
2-4. The Army’s Principles of Unit Training.....	2-4
2-5. The Army’s Principles of Leader Development.....	2-5
2-6. Unit Commander’s Training Responsibilities	2-5
2-7. Leader Training Responsibilities.....	2-6
2-8. Noncommissioned Officer’s Training Responsibilities	2-6
Chapter 3 – PLANNING TRAINING WITHIN THE ARMY FORCE GENERATION (ARFORGEN) MODEL	
3-1. Purpose	3-1
3-2. Army Force Generation (ARFORGEN).....	3-1
3-3. ARFORGEN Training Templates	3-3
3-4. Department of the Army Standardized Mission Essential Training Lists (METLs).....	3-4
3-5. Combined Arms Training Strategy (CATS).....	3-5
3-6. ARFORGEN Event Menu Matrixes (EMM).....	3-4
3-7. Relationships between CATS and EMMs	3-5
3-8. ARFORGEN Situation Templates (SITEMP).....	3-5
3-9. ARFORGEN SITEMP Business Rules	3-6
	<u>PAGE</u>

3-10. FORSCOM ARFORGEN Synchronization and Resourcing Conference (ASRC).....	3-8
3-11. I Corps Quarterly ARFORGEN Planning Workshop	3-8
3-12. I Corps ARFORGEN Integration Team (AIT) Visit.....	3-8
3-13. I Corps ARFORGEN Executive Summary (AES)	3-8

Chapter 4 – TRAINING AND TRAINING MANAGEMENT

4-1. Purpose	4-1
4-2. Planning Unit Training	4-1
4-3. Army Training Management Model	4-2
4-4. Army Training Management Tools	4-3
4-5. The Army Training Network (ATN)	4-3
4-6. I Corps Training Management Processes	4-4
4-7. I Corps Annual Training Guidance	4-4
4-8. Training Briefs	4-5
4-9. I Corps G3/S3 Conference.....	4-8
4-10. Ammunition Management	4-8
4-11. Ammunition Managers Duties and Responsibilities	4-9
4-12. Training Managers Ammunition Related Duties and Responsibilities	4-11
4-13. Ammunition Authorization Process.....	4-12
4-14. Training Ammunition Forecasts and Expenditures	4-12
4-15. Unforecasted Ammunition Requests.....	4-13
4-16. Ammunition Reconciliation and Cross-Leveling.....	4-14
4-17. Authorization Turn-Backs.....	4-14
4-18. Quarterly Ammunition Conferences.....	4-14
4-19. Institutional Schools Management	4-14
4-20. Digital Training Management System (DTMS).....	4-14
4-21. Recording Military Training.....	4-17
4-22. Transferring Soldier's DTMS Training Records.....	4-18
4-23. Mandatory Training in Units	4-19
4-24. I Corps Pre-Deployment Training Equipment (PDTE) Management	4-21
4-25. PDTE Roles and Responsibilities.....	4-21
4-26. PDTE Priority for Use	4-22
4-27. I Corps PDTE Synchronization Meeting.....	4-23
4-28. PDTE Equipment Usage Rules.....	4-23
4-29. I Corps Warrior Training Academy (WTA).....	4-24
4-30. I Corps Modern Army Combatives Academy	4-24
4-31. I Corps Marksmanship Academy	4-27
4-32. I Corps Asymmetric Warfare / Counter Improvised Explosive Device Training Team	4-27
4-33. Submission for the Cultural Orientation and Language Training (COLT) Program.....	4-27
4-34. Foundry Intelligence Training Program	4-28

PAGE

4-35. I Corps Training Inspection and Assistance Program	4-28
4-36. Scheduling JBLM Training Facilities, Land, and Ranges.....	4-28
4-37. JBLM Land and Ranges Scheduling Conferences	4-29
4-38. Yakima Training Center (YTC) Land and Ranges Scheduling Conferences.....	4-29
4-39. MTC Scheduling Conference and Scheduling Mission Command Training.....	4-30
4-40. Weekend and Holiday Training.....	4-30
4-41. Sergeant’s Time Training (STT).....	4-30

Chapter 5 – CERTIFICATION TRAINING EXERCISE (CTE) PLANNING

5-1. Purpose	5-1
5-2. Overview	5-1
5-3. CTC Training Rotation Planning.....	5-2
5-4. National Training Center	5-2
5-5. Key NTC Planning Documents	5-7
5-6. JRTC Training Rotational Planning	5-19
5-7. Key JRTC Planning Documents.....	5-12
5-8. Division Warfighter Exercises (WFX)	5-14

Chapter 6 - EXERCISES

6-1. Purpose	6-1
6-2. Definitions	6-1
6-3. Responsibilities.....	6-1
6-4. Types of External Exercises	6-3
6-5. External Exercises Scheduling Process	6-4
6-6. External Exercise Planning Process	6-4
6-7. External Exercise Funding.....	6-6
6-8. Air Movement of Personnel	6-7
6-9. Cargo Movement	6-9
6-10. Exercise Life Support	6-9

Chapter 7 – REDEPLOYMENT, REINTEGRATION, AND RESTORATION PLAN – “THE 3R PLAN”

7-1. Purpose	7-1
7-2. Overview	7-1
7-3. Key 3R Plan Definitions.....	7-1
7-4. Tracking and Reporting Requirements.....	7-1
7-5. 3R Responsibilities	7-2
7-6. Joint Base Commander	7-4
7-7. Redeployment.....	7-4
7-8. Reintegration	7-5

PAGE

7-9. Restoration.....	7-14
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Chapter 8 – SCHOOLS

8-1. Purpose	8-1
8-2. The Army School System (TASS) Overview.....	8-1
8-3. Schools Responsibilities	8-1
8-4. Training Domains	8-3
8-5. Institutional Schools	8-4
8-6. JBLM On-Base Schools	8-5
8-7. Army Training Requirements and Resources Systems (ATRRS).....	8-7
8-8. Institutional Schools Forecasting Process Overview.....	8-8
8-9. Institutional Schools Forecasting Process	8-9
8-10. In-Cycle and Off-Line Mobile Training Teams (MTT) Trap Requests	8-11
8-11. JBLM On-Base Schools Course Seat Allocation Process	8-11
8-12. Enrollment into On and Off Base Institutional Schools	8-13
8-13. Notification of Course Enrollment	8-14
8-14. Cancellations and Substitutions of On and Off-Base Institutional Schools	8-15
8-15. TDY Status for Institutional School Course Attendance.....	8-16
8-16. Initiating Institutional School Attendance Travel Orders Responsibilities	8-17
8-17. TDY Funding for Institutional School Resident Course Attendance	8-18
8-18. Government Travel Card	8-18
8-19. Enrollment in the Defense Travel System (DTS).....	8-18
8-20. TDY and Return to JBLM Travel Authorizations and Preparation Guidance	8-18
8-21. Institutional Training Branch (ITB) DTS Travel Authorization Review	8-21
8-22. Filing Travel Vouchers	8-21
8-23. Mobile Training Team (MTT) Course Execution	8-21
8-24. NCO Education System (NCOES) Execution.....	8-23
APPENDIX.....	A-1
GLOSSARY	B-1

CHAPTER 1

GENERAL

1-1. PURPOSE. This regulation establishes, directs, and describes the Army Senior Commander's role in prioritizing and synchronizing training systems, ARFORGEN, and Training Support Systems (TSS) for Army units training on Joint Base Lewis-McChord (JBLM). Joint Base Lewis-McChord is a Regional Collective Training Capability (RCTC) and a FORSCOM Power Projection Platform which requires the Army Senior Commander to orchestrate Army training across multiple MACOMs to ensure all units have access to training resources. In addition, this regulation outlines I Corps Training Program and the Corps' training management system for Army units that are Direct Reporting Units (DRU) to I Corps. Further, this regulation describes the mandatory training requirements for I Corps DRUs and compliments the training policies, standards, and requirements specified in Headquarters, Department of the Army (HQDA) and U.S. Army Forces Command (FORSCOM) training regulations and publications.

1-2. APPLICABILITY. This regulation is applicable to all Army units (MACOMs) training on JBLM and directive to I Corps DRUs as directed by the current FORSCOM EXORD: *FORSCOM MODULAR FORCE COMMAND AND CONTROL* and stationed at Joint Base Lewis-McChord (JBLM).

1-3. REFERENCES. See Appendix.

1-4. EXPLANATION OF ABBREVIATIONS AND TERMS. Abbreviations and terms used in this regulation are explained in the glossary.

1-5. TRAINING RELATED RESPONSIBILITIES.

a. Commander, I Corps/Army Senior Commander JBLM.

(1) Serve as the Army Senior Commander. Is responsible to prioritize and synchronize the training resources on JBLM for Army MACOMs training on JBLM to include the Regional Collective Training Capability (RCTC) and Power Projection Platform mission.

(2) Serve as Senior Mentor to the Stryker Warfighter's Forum (SWfF).

(3) Give directions for leader development; organizational training and unit readiness; provide training guidance; and approve training plans and programs for subordinate units attached to I Corps as a DRU.

(4) Provide Mission Essential Task List (METL) guidance and approve the unit METL for units attached to I Corps as a DRU.

(5) Synchronize, manage, and oversee the planning and execution of training within the ARFORGEN cycle for units attached to I Corps as a DRU.

(6) Publish, and update as necessary, annual training guidance for units attached to I Corps as a DRU.

(7) Receive and approve Training Briefs from units attached to I Corps as a DRU.

(8) Assess the state of training and provide training direction for units attached to I Corps as a DRU.

(9) Assess the training resource requirements and coordinate the obtaining of needed resources for units attached to I Corps as a DRU.

(10) Establish priority for training resource allocation for all Army units training on JBLM.

(11) Receive and approve mission letters, training plans, requested augmentation and certify units IAW with FORSCOM requirements for units attached to I Corps as a DRU for their Certification Training Exercise (CTE) for deployment.

(12) Review and approve commander training comments in Unit Status Reports (USR) for units attached to I Corps as a DRU.

(13) Foster a command and staff functional relationship, as well as a habitual relationship between the Corps Commander and units attached to I Corps as a DRU for mentoring, coaching, and leader development.

b. I Corps G3/5/7.

(1) Is the primary I Corps staff officer responsible to the Army Senior Commander/I Corps Commander to prioritize and synchronize ARFORGEN and the training resources of all Army MACOMs utilizing the Regional Collective Training Center, JBLM, and Power Projection Platform mission.

(2) Direct the I Corps G3 staff section in planning, coordinating, and synchronizing all aspects of training and training support for I Corps and units attached to I Corps as a DRU.

c. I Corps Mission Support Element, G3.

(1) Coordinates directly with FORSCOM G3/5/7 to resolve Army Senior Commander/I Corps Commander's RCTC, and Power Projection Platform requirements, synchronize ARFORGEN training requirements, coordinates for required training resources, and keeps FORSCOM informed on all aspects of ARFORGEN training requirements related to Army MACOMs utilizing JBLM (RCTC) and I Corps units attached to I Corps as a DRU.

(2) Directs the I Corps MSE G3 staff sections in planning, coordinating, and synchronizing all aspects of training and training support for the Army Senior Commander requirements to synchronize Army MACOMs training on JBLM (RCTC) and I Corps and units attached to I Corps as DRU.

(3) Coordinate ARFORGEN; training, readiness, deployment, sustainment, and reconstitution of resources for units attached to I Corps as DRU for all matters related to training planning, management, resourcing, and execution.

d. I Corps MSE G3, TREX.

(1) The I Corps staff executive agent responsible to the I Corps G3/5/7 and MSE G3 to synchronize, manage, and oversee the planning and execution of training within the ARFORGEN and RCTC training requirements for Army MACOMs training on JBLM and units attached to I Corps as a DRU.

(2) Coordinates directly with unit operation officers (G3/S3s) of Army MACOMs utilizing JBLM and units attached to I Corps as a DRU for all matters related to training planning, management, resourcing and execution.

(3) Coordinates directly with the JBLM Joint Base (Garrison), DPTMS Chief of Training for all matters related to training facilities, land and ranges, on-base schools, and other IMCOM managed JBLM training resources.

(4) Develops, publishes, and updates; as directed by the I Corps Commander and I Corps G3/5/7; the I Corps annual training guidance.

(5) Develops, publishes, and updates; as directed by the I Corps Commander and I Corps G3; the I Corps training and tasking prioritization schedule.

(6) Schedules and executes the I Corps quarterly ARFORGEN Training Workshops in order for units attached to I Corps as DRU to plan, refine, and validate their ARFORGEN training plans and Situational Templates (SITEMPS).

(7) Synchronizes and coordinates the planning efforts between units attached to I Corps as a DRU, CTCs, the I Corps G3/5/7, and the I Corps Commander to execute all necessary coordination and products to execute a CTC training rotation as required by FORSCOM regulations 350-50-1 and 350-50-2 and this regulation.

(8) Synchronizes, coordinates, and manages execution of the Total Army School System (TASS) program for I Corps and units attached to I Corps as a DRU.

(9) Synchronizes, coordinates, and manages execution of the ammunition account for I Corps and units attached to I Corps as a DRU.

(10) Administers and manages the Digital Training Management System (DTMS) for I Corps and units attached to I Corps as a DRU.

(11) Manage and schedule unit's use of the Pre-deployment Training Equipment (PDTE) supporting I Corps and units attached to I Corps as a DRU.

(12) Manage and direct the FORSCOM Asymmetric Warfare and Counter Improvised Explosive Device (AW/C-IED) training team attached to support I Corps and units attached to I Corps as a DRU.

(13) Manage and direct the I Corps Warrior Training Academy.

(14) Coordinate with higher headquarters and assist I Corps and units attached to I Corps as a DRU with scheduling and planning participation in external exercises.

e. Commanders of Units Attached to I Corps as a DRU.

(1) Ensure unit and Soldiers are trained to a ready status per their METL tasks; ARFORGEN requirements; DA, FORSCOM, and JBLM mandated and regulatory training requirements; I Corps Commanders training guidance; and the unit Commander's own assessment of his unit's training needs.

(2) Ensure Soldiers train and maintain required Soldier's warfighting task proficiency.

(3) Develop subordinate officers, NCOs, and Army civilians to attain that level of professionalism required for currently assigned duties, and to increase their skills for subsequent duties.

(4) Ensure the unit training program includes preparation for overseas movement, and that Soldiers and units can deploy and fight as combined arms teams.

(5) Insist that all training be performance oriented and designed to improve weaknesses and sustain strengths.

(6) Conduct continuous individual and collective training throughout the training year.

(7) Identify and reduce training detractors.

(8) Ensure that the Army-approved training management tools described in Chapter four of this regulation (Such as DTMS, TAMIS, CATS, EMMS, ATRRS etc.) are understood and used at the appropriate levels to manage training.

CHAPTER 2

TRAINING OVERVIEW

2-1. PURPOSE. The purpose of this chapter is to provide an overview of the I Corps Commander's Training program for I Corps and units attached to I Corps as a DRU and explain how the I Corps Commander's training strategy supports and integrates Department of the Army (DA) and Forces Command (FORSCOM) training policies, programs, and methodologies.

2-2. I CORPS COMMANDER'S TRAINING PROGRAM. The commander's training program uses the Army's existing training regulations, models, guidance, programs, and methodologies to develop Soldiers and leaders for future responsibilities and prepare units to accomplish their attached missions.

a. The Training Challenge. Soldier and key-leader turnover, high operating tempo (OPTEMPO), new equipment and system fielding, limited training resources, and limited training time are just some of the demanding training challenges leaders must overcome to develop Soldiers for future responsibilities and prepare units to accomplish their assigned missions. All leaders must focus training on warfighting skills as the priority. Recurring compliance training and non-mission activities are lower priority. If training cannot be conducted to standard, then commanders use readiness reports to inform the Army's leadership of the risks being assumed.

b. The Training Mission. In the absence of a directed mission, commanders will train for Unified Land Operations (ULO) using HQDA standardized METLs. Commanders plan and synchronize ULO training using METL based training strategies known as Combined Arms Training Strategies (CATS), weapon training strategy (STRAC), ARFORGEN training templates, and ARFORGEN Events Menu Matrix (EMM) requirements to build and sustain unit readiness. When assigned a directed mission (i.e., deployment to a combat theater) commanders focus training based on the directed mission METL.

c. Regional Collective Training Capability (RCTC). The Regional Collective Training Capability (RCTC) enables the Total Army to optimize current Training Support System capabilities. The RCTC also informs future Training Support System (TSS) Investments to enable Army Force Generation training aim points for the Active and Reserve Components prior to completing a Certifying Training Event (CTE). JBLM TSS supports training not only on JBLM but also in Yakima Training Center, Central Oregon, Orchard Training Area (Gowen Field), and Camp Rilea.

d. The JBLM Training Environment. Commanders will train their units using the Integrated Training Environment (ITE). The ITE is a system of systems that by design combines or connects support tools and selected training aids, devices simulators, and simulations

(TADSS) with live training events in a persistent and consistent manner; while leveraging mission command systems, to meet the commanders training objectives for the appropriate operational systems. The Joint Base Garrison Commander is responsible for managing and maintaining all the training facilities at Lewis-Main, Lewis-North, McChord Field and YTC. This training environment facilitates the home-station training resource needs of not only I Corps and all its attached units, but the other units and government agencies that make up the larger regional collective training enterprise. Detailed information on all available training resources available at JBLM is described in FL Regulation 350-2 (Training Support). All available training resources are categorized as being a live, virtual, constructive, or gaming training.

(1) Live Components. As of 2012, there are 63,000 acres of training and impact area on JBLM Lewis-Main and Lewis-North. This includes 32 maneuver areas, 4 impact areas, 67 live fire ranges, 50 artillery or mortar firing points, an amphibious operations training site, and 5 Military Operations in Urban Terrain (MOUT) sites, one of which is a CACTF. JBLM Lewis-Main maneuver training land is divided into 24 numbered management tracts and seven close-in training areas (CTAs). JBLM-YTC has 327,651 acres of undulating terrain dominated by three east-west parallel basaltic ridges with large intervening valleys. Vegetation consists primarily of sagebrush, bitter brush, and bunch grasses. It has 20 large maneuver areas, 1 large central impact area, 26 live-fire ranges, 200 (+) artillery or mortar firing points, and 1 MOUT site.

(2) Virtual Components. JBLM has numerous virtual training simulators to support individual, crew and small unit collective training. These simulators are invaluable resources because they are typically not encumbered by logistical requirements that live training requires and allow leaders to focus on particular skills/tasks under easily varied conditions. In many cases they enable greater throughput than live training, allow for more extensive retraining, and mitigate risk to Soldiers and equipment. Some of the most commonly used virtual resources on JBLM are:

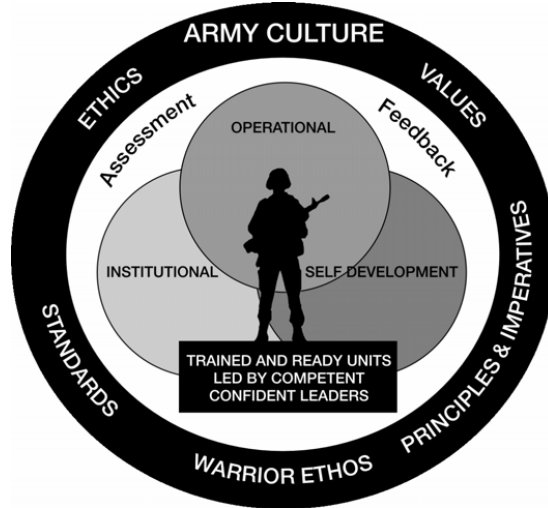
- (a) The Engagement Skills Trainer 2000 (EST 2000) - individual/squad.
- (b) Dismounted Soldier (DSTS) – fire team/squad/patrol.
- (c) Call For Fire Training (CFFT) - individual.
- (d) Common Driver Trainer Stryker Variant & MRAP Variant - driver.
- (e) MGS Advance Gunnery Training System (MGS AGTS) - crew/platoon.
- (f) Virtual Clearance Training System (VCTS) – individual/convoy.
- (g) Reconfigurable Vehicle Tactical Trainer (RVTT) - convoy/platoon.

- (h) Flight Simulations – UH60L/CH47D – pilot/crew.
- (i) Aviation Combined Arms Tactical Trainer (AVCATT) - crew/platoon.
- (j) Transportable Blackhawk Operations Simulator (TBOS) – pilot/crew.
- (k) Longbow Crew Trainer (LCT) - pilot/crew.
- (l) Non-Rated Crew Member Manned Module (NCM3) – crew.

(3) Constructive Components. Mission Training Complex (MTC) - JBLM, provides constructive simulation support for collective training of company through brigade command posts & staffs, using the Joint Land Component Constructive Training Capability (JLCCTC) Federation of simulation and the Army Low-Overhead Training Toolkit (ALOTTS). These Constructive simulations stimulate Army Mission Command and Control Systems (C2), and assist in improving staff and leader decision making and command and control skills. These constructive components, in coordination with the Army's Mission Command Training Program (MCTP) and other enablers are also used for Commanders and staffs at Division through Echelon-Above-Corps (EAC) headquarters to conduct simulation supported training and exercises.

(4) Gaming - First Person Simulations (FPS) Components. Gaming simulations combine the benefits of virtual and constructive components to provide a realistic, semi-immersive training environment that best enables collective tasks and multi-echelon "formation" training for squad through company levels. JBLM, through the MTC, provides several networkable FPS training sites units can use to conduct initial and varied 'crawl-walk' squad through company maneuver collective training tasks. These also can allow up to battalion echelon leader team training on the same missions. FPS can enhance such unit skills as small-unit tactics, battle drills and SOPs, troop leading procedures, battlefield visualization, team building and task/mission rehearsal.

2-3. THE ARMY'S TRAINING AND LEADER DEVELOPMENT MODEL. The Commander's training program fully supports and integrates the Army's training and leader development model. Leader development is the deliberate, continuous, sequential, and progressive process - grounded in Army values - that develop Soldiers and Army civilians into competent and confident leaders capable of decisive action, mission accomplishment, and taking care of Soldiers and their Families. All training and leader development actions occur within the Army culture - a culture that embraces values and ethics, the Warrior Ethos, standards, and enduring principles and imperatives. For additional information on the Army Training and Leader Development Model see ADP/ADRP 6-22 (Army Leadership). Additional resources for developing training strategies can be found at www.atn.army.mil.



2-4. THE ARMY'S PRINCIPLES OF UNIT TRAINING. The Commander's training program fully supports and integrates the Army's principles of unit training. Commanders follow these critical principles, structure their training program using a top-down, bottom-up approach, and use battle focus to guide the planning, preparation, execution, and assessment of training. The Army's principles of unit training are:

- a. Commanders and other leaders are responsible for training.
- b. Noncommissioned officers train individuals, crews, and small teams.
- c. Train to standard.
- d. Train as you will fight.
- e. Train while operating.
- f. Train fundamentals first.
- g. Train to develop adaptability.
- h. Understand the operational environment.
- i. Train to sustain.
- j. Train to maintain.
- k. Conduct multi-echelon and concurrent training.

2-5. THE ARMY'S PRINCIPLES OF LEADER DEVELOPMENT. The Commander, I Corps Training Program fully supports and integrates the Army's principles of leader development. The Army's principles of leader development are:

- a. Lead by example.
- b. Develop subordinate leaders.
- c. Create a learning environment for subordinate leaders.
- d. Train leaders in the art and science of mission command.
- e. Train to develop adaptive leaders.
- f. Train leaders to think critically and creatively.
- g. Train your leaders to know their subordinates and their families.

2-6. UNIT COMMANDER'S TRAINING RESPONSIBILITIES. Commanders of units attached to I Corps as a DRU are responsible for the readiness of all elements in their formation and are, therefore, the primary unit trainer. Commanders and leaders must extract the greatest training value from every training opportunity. Effective training requires the commander's continuous personal time and energy to accomplish the following goals:

- a. Develop and communicate a clear vision.
- b. Train one echelon below and evaluate two echelons below.
- c. Require subordinates to understand and perform their roles in training.
- d. Train all elements to be proficient in their mission essential tasks.
- e. Train and develop subordinates.
- f. Assist subordinates with self-development program.
- g. Involve themselves personally in planning, preparing, executing, and assessing training.
- h. Demand that training standards be achieved.
- i. Ensure proper task and event discipline.

- j. Foster a command climate that is conducive to good training.
- k. Manage training distracters.
- l. Incorporate risk management

2-7. LEADER TRAINING RESPONSIBILITIES. Training in I Corps and units attached to I Corps as a DRU is conducted using the techniques established in Unit Training Management (UTM) (Note: UTM replaced FM 7-1, Battle Focused Training). Leaders conducting training will:

- a. Create a challenging and rewarding training environment and treat all Soldiers and Army civilians with dignity and respect.
- b. Ensure the training/learning objectives are understood (tasks, conditions, and standards for each task to be trained).
- c. Demonstrate, guide, and evaluate performance to prescribed standard.
- d. Provide feedback on performance and capture any lessons learned (in accordance with AR 11-33 (Army Lessons Learned Program)).
- e. Account for the consumption of training resources.

2-8. NONCOMMISSIONED OFFICER'S TRAINING RESPONSIBILITIES. The great strength of the U.S. Army is its professional noncommissioned officer (NCO) corps, which takes pride in being responsible for the individual training of Soldiers, crews, and small teams. NCOs conduct standards-based, performance-oriented, battle focused training. They:

- a. Identify specific individual, crew, and small team tasks that support the unit's collective mission essential tasks.
- b. Plan, prepare, rehearse, and execute training.
- c. Evaluate training and conduct after action reviews (AARs) to provide feedback to the commander on individual, crew, and small team proficiency.
- d. Fulfill an important role by assisting in the professional development of the officer corps.

CHAPTER 3

PLANNING TRAINING WITHIN THE ARMY FORCE GENERATION (ARFORGEN) MODEL

3-1. PURPOSE. This chapter provides a short overview of the ARFORGEN model, describes the ARFORGEN-related training planning products and how they are used, and describes the I Corps ARFORGEN planning process.

3-2. ARFORGEN. The Army generates operationally ready units through a structured progression of training and mission preparation called ARFORGEN. ARFORGEN ensures that every deploying unit is the best led, trained, and equipped force possible. It is a continuous and structured process of generating Active Army (AA) and Reserve Component (RC) forces that provide increasing unit readiness over time with units moving through force pools in the operational readiness cycle (see fig. 3-1). This process results in trained, ready, and cohesive forces prepared for operational deployment, while establishing a basis to predicatively schedule deployments on an Army-wide scale while reducing uncertainty for Soldiers, Families, employers and communities that support installations. Active Army forces plan on being available for deployment every other year and Reserve Component forces plan on being available one year of every five. For detailed ARFORGEN information see AR 525-29, Army Force Generation.

a. The ARFORGEN model is made up of force pools that units move through as they progress through the ARFORGEN process. These force pools are called: Reset, Train-Ready, and Available. Force pools provide the framework for the structured progression of increased readiness in ARFORGEN throughout a 2 year lifecycle. The Army uses force pools, in addition to mission requirements, to prioritize resources over time and to synchronize unit manning, equipping, resourcing, and training.

b. Reset force pool. Units enter the Reset force pool when they complete their window for availability in the Available force pool. The AA units will remain in the Reset force pool for 3 months and RC units will remain in the Reset force pool for 12 months. Although there are no readiness expectations, units in the Reset force pool perform the following activities: changes of command, select individual training tasks, professional military education (PME), and receive new personnel and equipment. Units in the Reset force pool will not receive external (off installation) taskings without all possible alternatives being exhausted; however, units retain the capability to perform defense support to civil authorities, homeland defense, homeland security, or respond to geographical combatant commander requirements.

c. Train-Ready force pool. A unit enters the Train-Ready force pool following the Reset force pool. Generally speaking, units will remain within the Train-Ready force pool for approximately 9 months. A unit's readiness, timeline for equipment fieldings, and accelerated

deployment timelines are all factors that affect the length of a unit's progression through the Train-Ready force pool. Units in the Train-Ready force pool will increase training readiness and capabilities as quickly as possible, given resource availability, but the process involves meeting requirements that may not allow for a predictable Train-Ready phase. Units transition to the Available force pool after completing their certifying training event (CTE).

d. Available force pool. Units in the Available force pool are at the highest state of training and readiness capability and are ready to deploy when directed. The Available force pool window for availability is one year for BDE and below units. Units deploy when directed or continue to train on their DA Standardized Mission Essential Training List (METL) or a specific contingency operation (that is, OPLAN). Units move from the Available force pool to the Reset force pool at the end of their designated window of availability.

e. Reintegration. An additional subset of the available phase is Reintegration. If a unit deploys during their Available force pool they will conduct Reintegration. The model based off a 9 month deployment phase creates a Reintegration window of three months. Although the readiness expectation remains at T1, units in the Reintegration phase perform the following activities while managing risk: Soldier-Family Reintegration, block leave, and unit reconstitution.

ARFORGEN Model

The structured progression of readiness over time, to produce trained, ready, and cohesive units prepared for operational deployment in support of combatant commanders and other Army requirements.

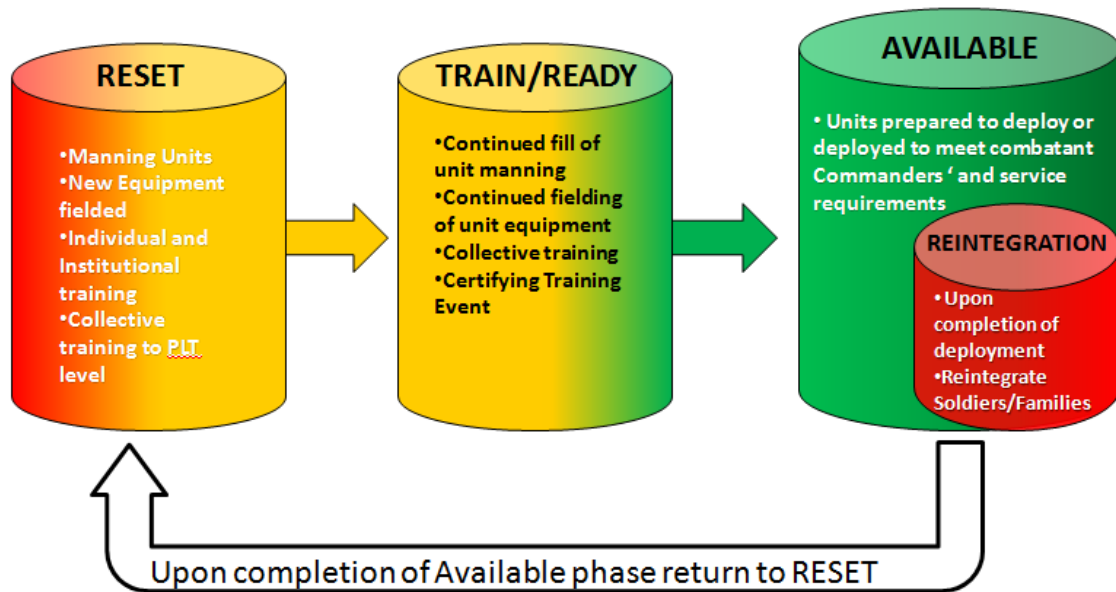


Figure 3-1. ARFORGEN Force Pools

3-3. ARFORGEN TRAINING TEMPLATES. In order to standardize the type of training units focus on while in each Force pool, FORSCOM created ARFORGEN Training Templates. These templates are graphical representations of the key training gates for all unit echelons and functions as they move through the three force pools of ARFORGEN as a deploying or non-deploying unit. See Fig 3-2 below for an example of an ARFORGEN Training Template.

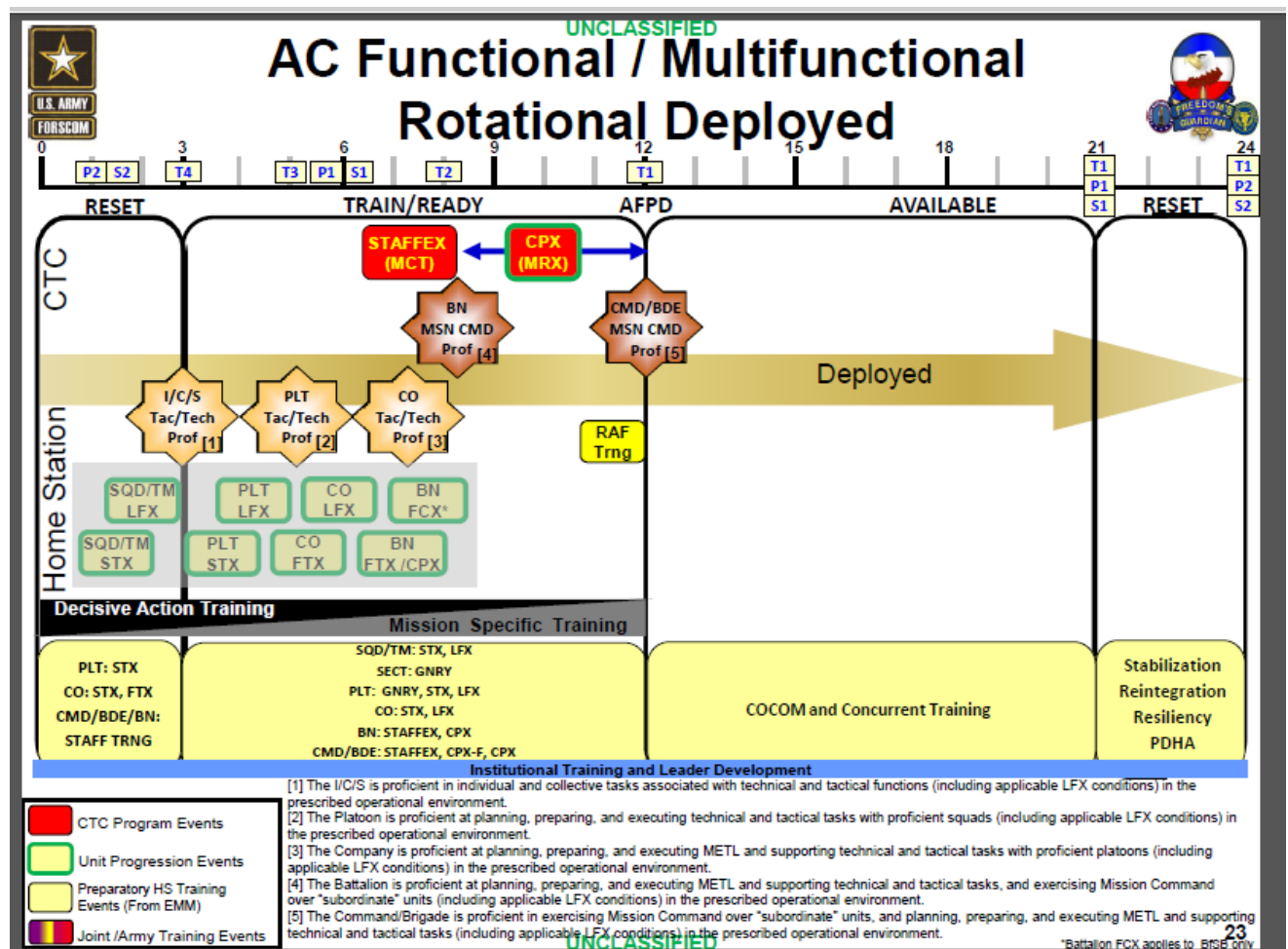


Figure 3-2. Example ARFORGEN Training Template

3-4. DEPARTMENT OF THE ARMY STANDARDIZED MISSION ESSENTIAL TRAINING LISTS. The Department of the Army has standardized all METLs at Brigade and above levels. Standardized METLs help ensure like units develop like capabilities and gaining commanders understand those capabilities. Furthermore, standardization provides a framework of doctrinal fundamentals for which units can report readiness and from which units can adjust training to focus on their assigned missions. Standardized METLs are promulgated through the HQ DA METL Viewer on the Army Training Network website at: <https://atn.army.mil/fso/default.aspx>. Standardized METLs consist of:

- a. Mission essential tasks (METs) - expressed as Army Tactical Tasks (ARTs).
- b. Tasks Groups (Higher order Collective Tasks) - expressed as T&EOs.
- c. Supporting Collective Tasks - expressed as T&EOs

3-5. COMBINED ARMS TRAINING STRATEGY (CATS). CATS provides task-based, event driven training strategies, designed to assist unit commanders in planning and executing training events that enable the unit to build and sustain Soldier, leader, and unit proficiency in mission essential tasks. The CATS, coupled with the weapons training strategies published in Standards in Training Commission (STRAC), provide training events, frequency, and duration that commanders use in developing unit training guidance, strategy, and calendars. CATS and STRAC strategies are the “doctrinal templates” of training events, event frequency, and associated resources that a commander uses in developing a unit training strategy. The critical training events in CATS, STRAC, and ARFORGEN training templates are the common building blocks for the commander's training plan.

3-6. EVENT MENU MATRICES (EMM). EMMs provide a list of training options by ARFORGEN cycle (Reset, Train-Ready, Available) for units to utilize in developing their training strategies. Units utilize the EMMs to verify that each building block in their ARFORGEN training path was accounted for in the correct sequence of the Reset, Train-Ready, and Available phases of ARFORGEN. Figure 3-3 depicts an EMM for an AC BCT.

Echelon	AC BCT [A-1-S] Rotational Non-Deployed	Training Environment (L/V/C/G)	3 Months		9 Months		12 Months		Remarks:
			RESET	Train/Ready	Available				
			# of Iterations / Days Each	# of Iterations / Days Each	# of Iterations / Days Each	# of Iterations / Days Each	# of Iterations / Days Each	# of Iterations / Days Each	
BCT	Field Training Exercise (FTX)	L/C	-	-	1	18	-	-	MCTC Supported FTX (24 hours per day)
BCT	FTX	L/C	-	-	1	10	1	10	Controlled by Bde HQ w/ subordinate units (24 hours per day)
BCT	Command Post Exercise (CPX)	L/C	-	-	-	-	1	12	COCOM EX (AFP: 5-2-5)
BCT	CPX	L/C	-	-	1	10	1	10	Controlled by Bde HQ w/ subordinate units (24 hours per day)
BCT	Staff Training Exercise (STAFFEX) (LTP)	L/C	-	-	1	3	-	-	MCTP event prior to Mission Rehearsal Exercise
BCT	STAFFEX	L/C	-	-	4	1	4	1	Bde Full Staff without subordinate units (8 hours per day)
BCT	STAFFEX	L/C	9	1	18	1	27	1	Section specific training (8hr / event)
BCT	Tactical Exercise Without Troops (TEWT)	L	-	-	1	1	1	1	Cdr training leaders on doctrine, TTPs related to the execution of unit missions (8 hours per day)
BCT	Communications Exercise (COMEX)	L	3	1	9	1	12	1	Event in preparation for BCT CPXs, FTXs. (8 hours per day)
BCT	Fire Coordination Exercise (FCX)	L/C/G	-	-	1	4	1	4	May be conducted in conjunction w/ MCTC rotation or another exercise. (G: VBS-2; Yr 2 event: Blended) (24 hours per day)
BCT	Logistics Training Exercise (LOGEX)	L/C/G	-	-	1	1	1	1	Focus on sustainment Warfighting function (C: JTLM; G: VBS-2) (16 hours per day)
BCT	Deployment Exercise (DEPEX)	L	-	-	1	4	1	4	May be conducted in conjunction w/ MCTC rotation or another exercise (24 hours per day)
BN	Field Training Exercise (FTX)	L/C	-	-	1	10	1	10	Controlled by BN HQ w/subordinate units (predominance of forces in field) (24 hours per day)
BN	Command Post Exercise (CPX)	L/C	-	-	1	5	1	5	Controlled by BN HQ w/subordinate units (TOC in field, exercise constructively fed) (24 hours per day)
BN	Staff Training Exercise (STAFFEX)	L/C	-	-	6	2	6	2	Full staff exercise (12 hours per day)
BN	STAFFEX (Section)	L/C	9	1	24	1	24	1	Section specific training (8hr / event)
BN	Tactical Exercise Without Troops (TEWT)	L/V	-	-	2	1	2	1	BN Cdr training leaders on doctrine, TTPs related to the execution of unit missions (8 hours per day)
BN	Communications Exercise (COMEX)	L	3	1	9	1	12	1	Discrete event in preparation for BCT/BN CPXs, FTXs. (8 hours per day)
BN	Fire Coordination Exercise (FCX)	L/V/G	-	-	1	4	1	4	BN led w/subordinate units conducting live fire (V/G used as pre-cursor to Live) (24 hours per day)
CO	Field Training Exercise (FTX)	L	-	-	1	5	1	5	Unit capstone training event (24 hours per day)
CO	Communications Exercise (COMEX)	L	2	1	5	1	6	1	Discrete event in preparation for BCT CPXs, FTXs. (6 hours per day)
CO	Tactical Exercise Without Troops (TEWT)	L/V	1	1	2	1	2	1	Cdr trains leaders on doctrine, TTPs related to the execution of unit missions (Virtual as LDR trng tool) (8 hours per day)
CO	Situational Training Exercise (STX)	L	1	1	2	1	2	1	Discrete event to establish proficiency in LDR task, Battle Drill and IND Soldier Tasks (24 hours per day)
CO	STX	V/G	1	5	3	1	4	1	Virtual/Gaming for HBCT, Gaming for IBCT and SBCT (Virtual capability req'd for IBCT/SBCT)
CO	Live Fire Exercise – CALFEX	L	-	-	1	1	1	1	Capstone live fire event for the CO controlled by BN Per DA PAM 350-38 STRAC
CO	Unstabilized Gunnery	L/V	-	-	2	6	2	6	Per DA PAM 350-38 STRAC Unstabilized Platforms (includes convoy protection platform gunnery) (24 hours per day)
CO	Weapons Training	V	3	5	9	5	12	5	Using virtual capabilities (COFT, BATS, AGTS)
CO	Classes	L	3	5	3	5	4	5	Classes to support collective task proficiency
CO	Command Maint	L	12	5	36	5	48	5	CMD Maint conducted weekly
CO	Services	L	1	5	1	5	2	5	Services conducted biannually (8 hours per day)
PLT	Situational Training Exercise (STX)	L	1	1	3	1	2	1	Discrete event to establish proficiency in LDR task, Battle Drill and IND Soldier Tasks (24 hours per day)
PLT	STX	V/G	1	1	4	1	4	1	Virtual/Gaming for HBCT, Gaming for IBCT and SBCT (Virtual capability req'd for SBCT) (8 hours per day)
PLT	Live Fire Exercise (LFX)	L	-	-	2	1	1	1	Platoon to execute key collective tasks during live fire
PLT	Gunnery	L	-	-	1	2	1	2	Stabilized Gunnery Tables X-XII for platoon qualification Per DA PAM 350-38 STRAC Stabilized Platforms (24 hours per day) Units will request above STRAC authorizations for second gunnery
PLT	Classes	L	2	5	3	5	4	5	Classes to support collective task proficiency
PLT	Sergeant's Time Training (STT)	L	12	5	36	5	48	5	Individual tasks to support unit collective training
SEC	Gunnery	L	-	-	1	3	1	3	Stabilized Gunnery Tables VII-IX for section qualification Per DA PAM 350-38 STRAC Stabilized Platforms (24 hours per day) Units will request above STRAC authorizations for second gunnery
SQD	Situational Training Exercise (STX)	L	2	1	4	1	4	1	Discrete event to establish proficiency in LDR task, Battle Drill and IND Soldier Tasks
SQD	STX	V/G	2	1	2	1	2	1	Virtual for HBCT, Gaming for IBCT and SBCT (8 hours per day)
SQD	Live Fire Exercise (LFX)	L	1	1	3	1	4	1	SQD to execute key collective tasks during live fire. (24 hours per day)
CREW	Gunnery	L	-	-	2	6	2	6	Stabilized Gunnery Tables I-VI for crew qualification Per DA PAM 350-38 STRAC Stabilized Platforms (24 hours per day)
IND	Mandatory Individual Training	L/V	-	-	-	-	-	-	AR 350-1, Appendix G
IND	Ind/Crew Wpns TNG & Qual	L/V	1	1	1	1	2	1	Per DA PAM 350-38 STRAC
IND	Driver's Training	L/V	2	1	4	1	4	1	Required training for vehicle operators

Figure 3-3. Example Event Menu Matrix

3-7. RELATIONSHIP BETWEEN CATS AND EMMS. CATS outline the events and requirements for training events. The EMMS direct when training events should occur during a unit's ARFORGEN cycle. Taken together, the CATS and EMMS form a "situational template" for training a formation by event and across time.

3-8. SITUATIONAL TEMPLATES (SITEMP). The interplay of the CATS and EMMS is graphically displayed in a unit's Situational Template. Application of EMMS to a unit's ARFORGEN Training Template results in creation of the Situational Template. Situational Templates are the principal communication tool for units to FORSCOM on their progress in meeting prescribed requirements with regards to manning, equipping, resourcing, and training requirements to meet ARFORGEN readiness gates. Figure 3-4 depicts an example SITEMP.

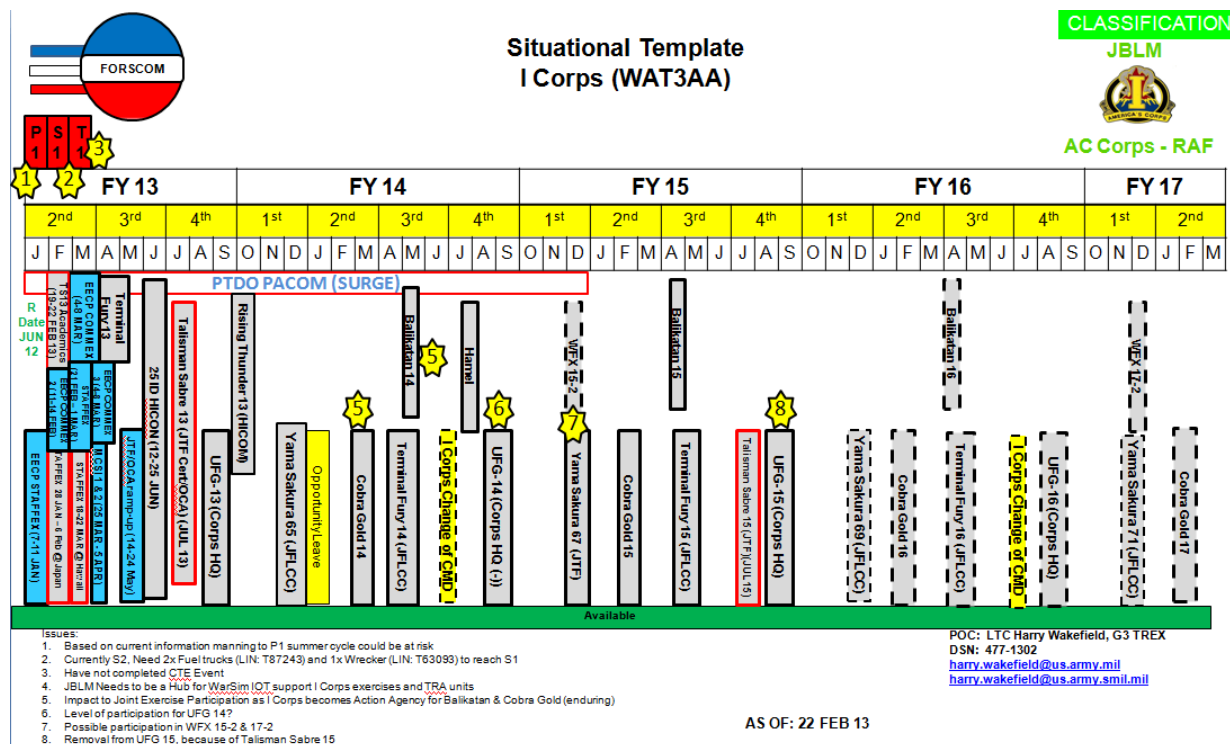


Figure 3-4. Example SITEMP

3-9. SITEMP BUSINESS RULES. To establish common standards on what I Corps subordinate units will depict on their SITEMP, the below SITEMP business rules are established. These business rules combine the business rules dictated by FORSCOM with I Corps G3 developed business rules to direct units what training events they will depict on unit SITEMPs. These training events are:

- a. ARFORGEN Cycles (Reset, Train/Ready, and Available).
- b. USR Ratings per training template
- c. FORSCOM and I Corps Programmed Events
- d. Theater Strategic Engagement Exercises (e.g., Yama Sakura, Key Resolve, Balakatan etc.).
- e. OPORD/Contingency Plan Rehearsal Exercises
- f. Designated Surge Force windows and Contingency Missions (DCRF, GRF)
- g. Enduring I Corps obligations in support of the state or region (Wildland Firefighting, SOWA)
- h. MCTC Rotations
- i. CPX, MCT, CPX-F, LTB, MRE, and WFX
- j. Significant Fieldings
- k. UERC Dates
- l. Unit Programmed Events
- m. Brigade FTX, CPX, or STAFFEX (for functional/multi-Functional units, include these events down to lowest deployable “AA”
- n. Company or above LFX, to include Battery Certifications (FA units) and Gunnery (16 CAB)
- o. Company or above pre-deployment validation exercise
- p. Pre-Deployment Site Surveys
- q. Mission Command Systems Integration (MCSI) Events
- r. Company-level deployments for functional and multi-functional brigades
- s. Brigade level Changes of Command (for functional/multi-functional units, include Battalion-level changes of command on appropriate SITEMP)

t. Any other significant event deemed appropriate by the I Cops Command Group or respective Brigade Commander

3-10. FORSCOM ARFORGEN SYNCHRONIZATION AND RESOURCING CONFERENCE (ASRC). The ASRC is a quarterly event held at FORSCOM HQ designed to resource and support operational forces in the Reset and Train-Ready phases in the ARFORGEN cycle. At the ASRC, I Corps schedules training events requiring external support (CTCs, exercises, etc.) four years in advance in order to stay ahead of the planning horizon for the majority of the Army.

3-11. I CORPS QUARTERLY ARFORGEN PLANNING WORKSHOP. Quarterly, I Corps G3 TREX hosts the I Corps ARFORGEN Planning Workshop, which is designed to synchronize the updating of I Corps and each subordinate unit, refine unit SITEmps to the AA reporting level and identify friction points and resourcing requirements for the next ASRC. During the workshop, results from the last quarter's ASRC are announced; units plan their new ARFORGEN 17th quarter; refine and update their training events for quarters 5-16; identify above brigade friction points and training resourcing requirements; produce updated unit SITEmps; and brief their SITEmps, friction points, and resourcing requirements to the I Corps G3. Once final SITEmp refinements are made, the unit SITEmps are collected by I Corps G3 TREX and posted to the I Corps SharePoint webpage for common access by all and in preparation for presentation at the next ASRC. As part of this process units will provide their budget analysis and Unified Action Partners (formerly Joint, Intergovernmental, Interagency, Multi-national (JIIM)) requests for review.

3-12. I Corps ARFORGEN Integration Team (AIT) Visit. The last part of the ARFORGEN Planning Workshop is the ARFORGEN Integration Team (AIT) visit. The AIT is a team sent from FORSCOM which consists of a trainer, equipper, and manner to help provide solutions to friction points, and to begin working and synchronizing the FORSCOM Staff before the ASRC visit.

3-13. I CORPS ARFORGEN EXECUTIVE SUMMARY (AES). The AES is a graphical depiction of the current location in the ARFORGEN model of all units attached to I Corps for TRA. It also depicts each unit's major training events (See figure 3-5). The AES is a planning tool and an ARFORGEN common operating picture (COP) for the I Corps Commander and staff. The information in the AES is derived from unit SITEmps, is maintained by I Corps G3 TREX, and is posted on the I Corps SharePoint webpage for common access.

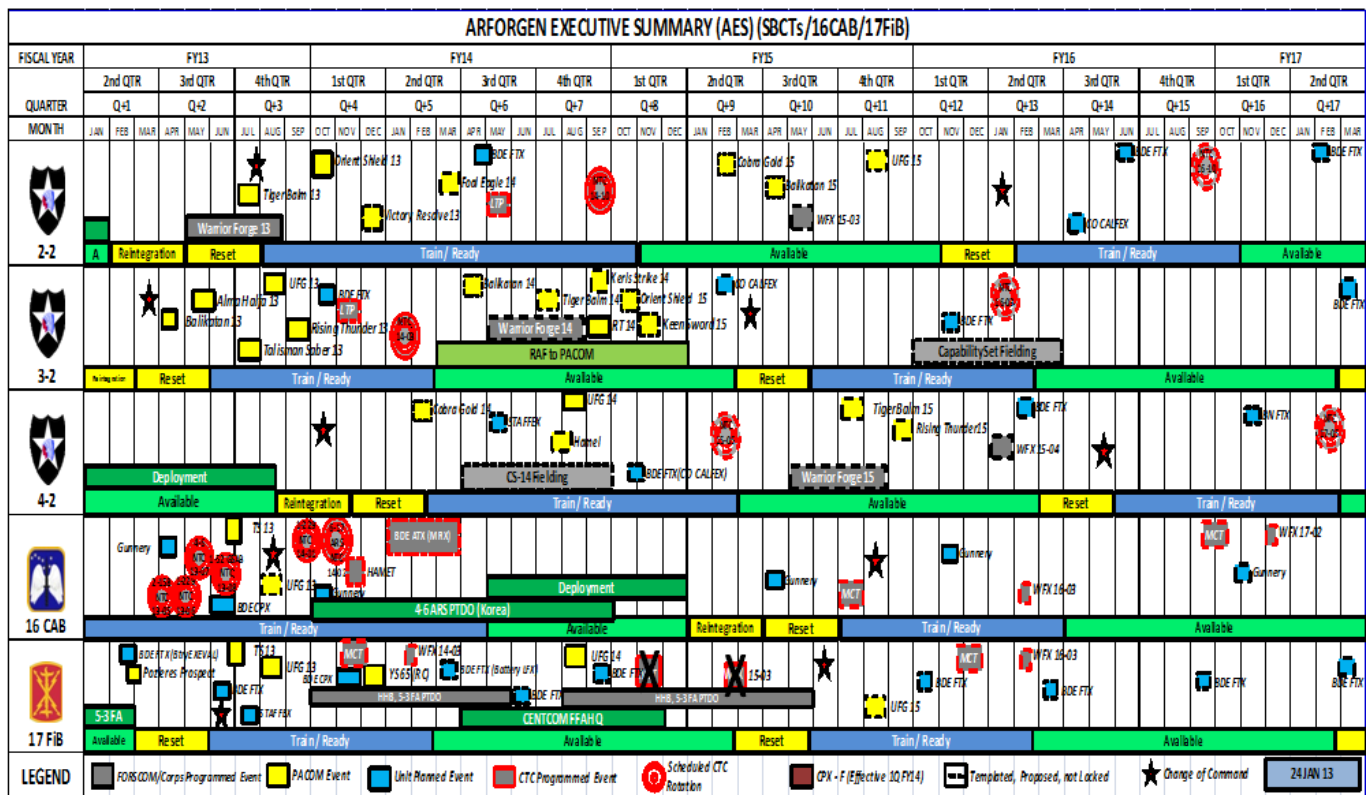


Figure 3-5. Sample ARFORGEN Executive Summary (AES)

CHAPTER 4

TRAINING AND TRAINING MANAGEMENT

4-1. PURPOSE. This chapter establishes training and training management policy, guidance, and procedures for I Corps and I Corps Direct Reporting Units (DRUs). This chapter focuses on establishing standards for how units will plan and manage training, establishes I Corps mandatory training requirements, and the training management tools.

4-2. PLANNING UNIT TRAINING.

a. Focus of Training. I Corps and units attached to I Corps as a DRU will focus unit training on METL throughout their ARFORGEN cycle, until directed by the I Corps Commander to shift focus. When assigned a directed mission, the I Corps Commander will direct a change in training focus to a METL appropriate to the directed mission.

b. Unit Training Programs. Commanders of units attached to I Corps as a DRU will develop unit training programs in accordance with the training doctrine established in ADP/ADRP 7-0 (Training Units and Developing Leaders) and Unit Training Management (UTM). UTM replaced FM 7-1 (Battle Focused Training) and supports the training doctrine of ADP/ADRP 7-0. Unit training programs will:

(1) Instill Soldiers' with confidence in their doctrine, their leaders, their equipment, and themselves.

(2) Support Army force generation readiness requirements, cycle, and timelines.

(3) Ensure unit proficiency in mission essential tasks the unit was designed to perform across the spectrum of conflict in a contemporary operating environment. When assigned, ensure proficiency in other mission(s).

(4) Address requirements of the Army training programs described in AR 350-1, FORSCOM Regulation 350-1, and this publication.

c. Training Resources and Strategies. Commanders and leaders must manage the use of available training resources to attain required capability levels against their assigned mission. Cost-effective training techniques must be aggressively pursued, keeping in mind that every training requirement and expenditure of resources should contribute directly to combat readiness. Army-approved training strategies are designed to make best use of live-virtual-constructive training capabilities to efficiently build and sustain unit proficiency. Army-approved training strategies use a crawl-walk-run approach to training and identify training events, or gates, where the unit must perform to standard before progressing to more realistic/resource intensive

conditions. For example, Soldiers perform to standard on the conduct-of-fire trainer before proceeding to full service gunnery.

4-3. ARMY TRAINING MANAGEMENT MODEL. The I Corps Commander's training program fully supports and integrates the Army's training management model which is illustrated below. Units first identify the few critical mission-essential tasks to train. Then they plan, prepare, execute and assess the training. The same process applies to leader development. Leaders identify and synchronize unit training and leader development objectives and the resources necessary to achieve those objectives. They provide sufficient guidance to help subordinates achieve unit training and leader development objectives. They use mission command and enable their subordinates to determine how they will achieve the training objectives. Preparation ensures the conditions are correct and the enablers are available and ready. After execution, feedback and assessment help units determine if re-execution is needed. Feedback, in this context, refers to the transmission of verbal or written evaluative or corrective information about a process or task to individuals and organizations. ADP/ADRP 7-0 (Training Units and Developing Leaders), provides a full explanation of the Army's training management model.

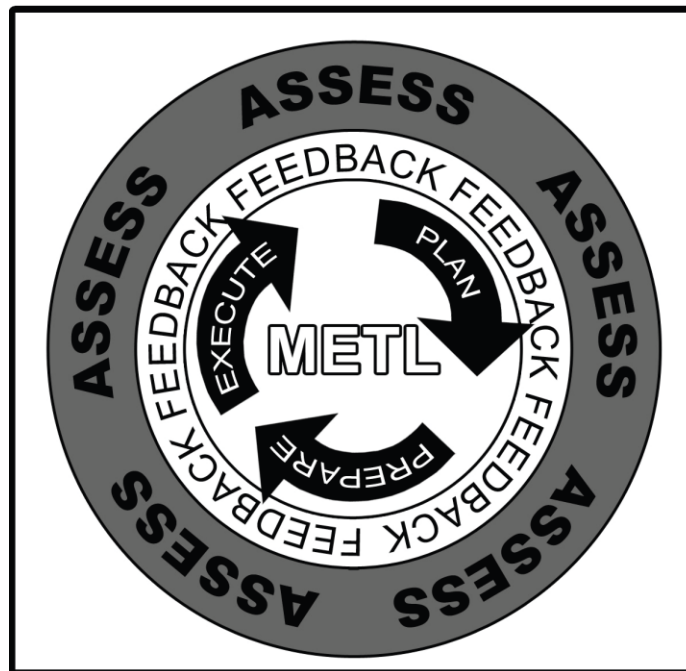


Figure 4-1. The Army training management model

4-4. ARMY TRAINING MANAGEMENT TOOLS. Commanders of units attached to I Corps as a DRU will ensure the following training management tools are understood and used:

- a. ADP/ADRP 7-0 Training Units and Developing Leaders.
- b. Unit Training Management (UTM). Note: UTM replaced FM 7-1 (Battle Focused Training).
- c. Army Training Network (ATN).
- d. The Digital Training Management System (DTMS).
- e. Combined Arms Training Strategy (CATS).
- f. Total Ammunition Management Information System (TAMIS).
- g. Army Weapons Strategies (STRAC) (see DA Pam 350-38).
- h. Army Force Generation (ARFORGEN) model, ARFORGEN Training Templates, and ARFORGEN Event Menu Matrixes (See Chapter 3 of this publication and AR 525-29, Army Force Generation).
- i. FM 7-15 (Army Uniform Task List), CS, training support packages, drills, and Soldiers' manuals for task statements/standards.
- j. FL Regulation 350-2 (Training Support). Lists and describes all training capabilities and resources available on JBLM (for example, training aids devices, simulators, simulations, land and ranges).

4-5. THE ARMY TRAINING NETWORK (ATN). ATN is the starting place for establishing and managing unit training programs. ATN provides a single, web-based portal to the doctrine, processes, and resources for training Army units. It is a collaborative, online resource that relies on input from Soldiers and units around the world. ATN is accessible at <https://atn.army.mil>. ATN provides units and commanders numerous training management tools to assist with managing unit training. These include, but are not limited to:

- a. The Digital Training Management System (DTMS). DTMS is a web based program that you can access through ATN. DTMS is the information system (IS) for managing collective and individual training in units. It lets you digitally develop and record METL and METL assessments, unit training plans, coordinate and synchronize training plans within your organization, create training schedules, assess training completion / readiness, record individual

training records, and other capabilities. DTMS is fully integrated with AKO and a large number of other Army information Systems. DTMS is also accessible at: <https://dtms.army.mil>.

b. The Combined Arms Training Strategies. CATS provides proponent recommended unit training strategies to align collective tasks to events and resources to help maximize effective training in the time available. CATS are accessible on ATN.

c. HQDA METL Viewer. The HQDA METL Viewer provides an easy to navigate way to view brigade and higher level DA Standardized METLs. In addition to viewing these METLs, user can also view the associated Task Groups (TG), as well as related collective tasks and their Training & Evaluation Outlines (T&EO). The HQDA METL viewer is accessible on ATN.

d. Unit Training Management (UTM). UTM is an online resource that provides leaders the 'how-to' of training Army units. UTM replaced FM 7-1 (Battle Focused Training) and supports the training doctrine of ADP/ADRP 7-0 (Training Units and Developing Leaders). UTM is applicable to all Army units and is supported by the Digital Training Management System (DTMS) and the CATS. UTM is found only on the Army Training Network (ATN).

4-6. I CORPS TRAINING MANAGEMENT PROCESSES. The I Corps training management process consists of the following:

- a. Annual Training Guidance.
- b. Training Briefs.
- c. G3 / S3 Conferences.
- d. Ammunition Management System.
- e. Schools Management System.
- f. Digital Training Management System (DTMS).

4-7. I CORPS ANNUAL TRAINING GUIDANCE. I Corps training guidance is published annually and updated as necessary. It provides the commanders of units attached to I Corps as a DRU with guidance for implementing training and leader development.

4-8. TRAINING BRIEFS .

a. General. Units attached to I Corps as a DRU present a Training Brief to the I Corps Commander approximately once every six months as they move through the ARFORGEN cycles. The purpose of a training brief is to:

(1) Brief and gain approval for the unit's overall training concept for their entire ARFORGEN cycle (2 years).

(2) Brief and gain approval on the unit's detailed training plan for their next six months of their ARFORGEN cycle.

(3) Demonstrate the unit is properly synchronizing ARFORGEN training requirements against resource constraints, and identifying any issues and/or risks caused by limited resources.

(4) Allow General Officer responsible for training to issue training guidance to unit Commanders.

(5) Allow higher HQ staffs to understand the unit's training and resourcing issues, risks, and support the unit requirements to execute their approved training plan.

b. Training Brief Types and Focus. During the span of their ARFORGEN cycle, units present a series of training briefs at 6-month intervals focused on the unit's training relative to their location in the ARFORGEN cycle. All units, whether deployed or not deployed, will conduct their training briefs according to the below template. If a unit is deployed, their Rear-D will conduct the brief with input from their higher headquarters that is deployed. See the below diagram and narrative by training brief type for detail on the comprehensive schedule.

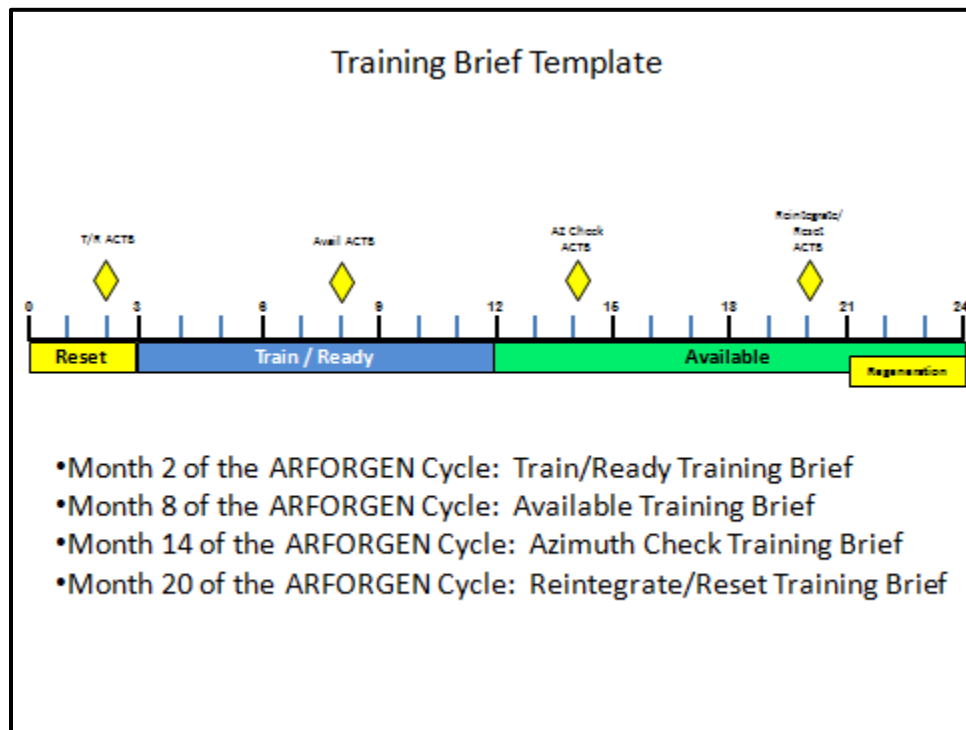


Figure 4-2. Training Brief Template

c. Training Brief Schedule.

(1) Reintegrate/Reset Training Brief. The Reintegrate/Reset Training Brief is conducted approximately 4 months prior to entering the Reset Phase of the ARFORGEN cycle. This Training Brief is intended to update the I Corps Commander on the unit's training plans during reset and/or reintegration. This Training Brief focuses on the remaining months of the Available phase, the 3 month Reset period, and the initial months of the Train/Ready phase of an ARFORGEN cycle.

(2) Train/Ready Training Brief. The Train/Ready Training Brief is conducted approximately 1 month prior to entering the Train/Ready Phase of the ARFORGEN cycle. This Training Brief is intended to update the I Corps Commander on the progress, challenges, and other issues as they relate to meeting the manning, equipping, and training requirements of ARFORGEN USR guide points. This Training Brief focuses on the entire nine month Train / Ready phase.

(3) Available Training Brief. The Available Training Brief is conducted approximately 4 months prior to entering the Available phase of the ARFORGEN cycle. This Training Brief is intended to update the I Corps Commander on the progress of training leading up to the unit's Mission Command Training Program or Combat Training Center (MCTP/CTC) supported

exercise, the unit's readiness and readiness challenges as the unit prepares to enter the Available Force pool, and any issues requiring the attention of the I Corps Commander upon entering the available phase. This Training Brief focuses on the remaining 3 month period of the Train/Ready phase and the first 6 month period of the Available phase.

(4) Azimuth Check Training Brief. The Azimuth Check Training Brief is conducted approximately 2 months after entering the Available Phase of the ARFORGEN cycle. This Training Brief is intended to update the I Corps Commander on how the unit will sustain readiness throughout the last half of their time in the Available Force Pool and prepare for Reset in the next ARFORGEN Cycle. This Training Brief focuses on the last 10 months of the Available phase ending with initiation of the unit's next ARFORGEN cycle.

d. Training Brief Venue and Attendance. The presenting unit is responsible for hosting the Training Brief at any suitable location on JBLM. Unit briefers typically include the Unit Commander and CSM and each immediate subordinate unit Commanders and CSMs. The hosting unit determines what additional unit staff, other than the typical briefers, attends the training brief. The I Corps Commander and the following staff attend each Training Brief:

- (1) DCG
- (2) DCG-S
- (3) G3 and applicable deputies
- (4) G1 representative
- (5) G4 representative
- (6) G8 representative
- (7) Surgeon representative

e. Training Brief Format. The format for each of the different types of Training Briefs will be published in an I Corps Order and will change as necessary to support the I Corps Commander's requirements.

4-9. I CORPS G3/S3 CONFERENCE. On the 1st and 3rd Wednesday of each month I Corps G3 TREX hosts a meeting of reporting G3/S3s from units attached to I Corps as a DRU and other key I Corps and JBLM Garrison leaders responsible for training. The purpose of this meeting is to identify and solve training issues, review key training related dates, share training information, and provide a forum for all S3s to coordinate with each other and liaise with G3 TREX. Representatives from G3 TREX (ammunition, schools, CIED, WTA, Plans and exercises) G3

CUOPS, G3 FM, Mission Training Center (MTC), Range Control and other training agencies also attend the conference. The general focus of each G3/S3 conference rotates between the following subject areas:

- a. Exercises
- b. Schools
- c. Ammunition
- d. DTMS
- e. New Equipment Training
- f. Pre-deployment Training
- e. C/IED, Combatives, and Marksmanship training.

4-10. AMMUNITION MANAGEMENT.

a. General. Ammunition is a valuable resource, often constrained by availability and production limitations. While not directly paid for by unit funds, it is a significant cost to the Army to purchase, transport and store ammunition. Proper management of ammunition accounts, accurate forecasting, and timely requests are key to holding down costs while ensuring ammunition is available at the time and place needed and in the required quantities. I Corp G3 TREX manages training ammunition forecasting, requests, authorizations, reconciliations, and cross-leveling for units attached to I Corps as DRU. This paragraph prescribes training ammunition management procedures and responsibilities. FL REG 700-20, Ammunition Logistics, prescribes training ammunition logistic procedures enforced on JBLM.

b. Total Ammunition Management Information System (TAMIS). TAMIS is the Army's automated system for forecasting, requesting and managing training, operational, combat, test, and new equipment training (NET) ammunition including electronic DA 581 request documents, expenditures, and monthly authorizations. TAMIS provides many standardized reports to assist the ammunition managers and leaders in tracking the unit performance in managing training ammunition accounts.

4-11. AMMUNITION MANAGERS DUTIES AND RESPONSIBILITIES. Ammunition managers are required at the UIC and above command levels. Unit Ammunition Managers are appointed on orders by the unit commander to manage ammunition and must have completed a TAMIS certification course IAW AR 190-11. Ammunition managers are valuable members of the unit's training management team. They must be involved in planning unit training in order to

ensure the unit's training ammunition needs are resourced at the right time and in the right quantities to service the unit's training requirements. Ammunition Managers responsibilities as they relate to managing training ammunition are listed below. See FL REG 700-20 for ammunition manager responsibilities as it relates to training ammunition logistics.

a. I Corps Ammunition Manager Duties and Responsibilities.

- (1) Validates training ammunition forecasts of units attached as DRU to I Corps.
- (2) Recommends training ammunition cross-leveling actions to I Corps G3 TREX Training Operations Chief.
- (3) Monitors TAMIS for subordinate units' training ammunition forecasts and expenditures.
- (4) Ensures UIC levels are conducting TAMIS reconciliation for their training ammunition accounts.
- (5) Prepares and disseminates monthly training ammunition management reports.
- (6) Conducts the I Corps quarterly ammunition reconciliation and cross leveling meeting.

b. Direct Reporting Unit Ammunition Managers Duties and Responsibilities

- (1) Validates training ammunition forecasts of subordinate units.
- (2) Recommends training ammunition cross-leveling actions to DRUs G3 Training Operations Chief.
- (3) Process subordinate units' e581 (Request for Issue/Turn-In of Ammunition).
- (4) Monitors TAMIS for subordinate units' training ammunition forecasts and expenditures.
- (5) Ensures UIC levels are conducting TAMIS reconciliation for their training ammunition accounts.
- (6) Prepares and disseminates monthly training ammunition management reports.
- (7) Attends the I Corps quarterly ammunition reconciliation and cross leveling meeting.

c. Brigade Ammunition Managers Duties and Responsibilities.

- (1) Authenticate/approve training, operational, test, NET and CBL ammunition forecasts by subordinate units.
- (2) Recommends training ammunition cross-leveling actions to the Operations Officer (S3).
- (3) Processes subordinate units' e581 (Request for Issue/Turn-In of Ammunition.)
- (4) Monitors TAMIS for subordinate unit's training ammunition forecasts and expenditures.
- (5) Ensures UIC levels are conducting TAMIS reconciliation for their training ammunition accounts.
- (6) Prepares and disseminates monthly training ammunition management reports.
- (7) Validates e581 requests against approved unit training plans and notifies the brigade Operations Officer (S3) of discrepancies between forecast and request.
- (8) Attends the I Corps quarterly ammunition reconciliation and cross leveling meeting.

d. Battalion Ammunition Managers Duties and Responsibilities.

- (1) Creates and submits training ammunition forecasts.
- (2) Recommends training ammunition cross-leveling actions to the battalion Operations Officer (S3).
- (3) Processes subordinate units' e581 (Request for Issue/Turn-In of Ammunition).
- (4) Monitors TAMIS for the units' training ammunition forecasts and expenditures.
- (5) Ensures UIC levels are conducting TAMIS reconciliation for their training ammunition accounts.
- (6) Prepares and disseminates monthly training ammunition management reports.

(7) Validates e581 requests against approved unit training plans and notifies the battalion Operations Officer (S3) of discrepancies between forecast and request.

(8) Ensures e581 requests are submitted in TAMIS NLT seven (7) days in advance of the required ammunition delivery date (RDD).

(9) Ensures the unit closes and reconciles e581 requests with the JBLM ASP within 5 working days from the TAMIS established Reconcile No Later than (RNLT) date.

4-12. TRAINING MANAGERS AMMUNITION RELATED DUTIES AND RESPONSIBILITIES. Training managers, which includes unit commanders, operations officers, and other leaders that manage training are responsible for synchronizing training and ammunition requirements. Training Managers duties and responsibilities, as they relate to managing training ammunition, are listed below.

a. Unit Commanders.

(1) Approve ammunition forecasts and expenditures for training events.

(2) Synchronize ammunition forecasts with unit training plans.

(3) Approve or delegate approval of ammunition cross leveling.

(4) Review and adjust ammunition forecasts upon approval of training events.

b. S3 Operations Officers.

(1) Recommends and/or approves ammunition cross leveling.

(2) Reviews monthly ammunition management reports.

(3) Adjust monthly forecasts when training plans change.

c. Other Unit Leaders.

(1) Ensure ammunition is accurately forecasted for each training event.

(2) Submit training event ammunition forecast through command channels to the unit ammunition manager.

4-13. AMMUNITION AUTHORIZATION PROCESS. Each fiscal year, G3T determines I Corps Ammunition Requirements for the upcoming FY by collecting and consolidating the

DRU's ammunition requirements by the 15th of December of the current FY. G3T validates the DRU requirements and through the TAMIS system. G3T will directly sub-authorize the new FY authorization to the DRU level after review and approval from the G3T. It is the responsibility of the DRUs to sub-authorize the ammunition down to the unit level (UIC). G3T distributes (sub-authorizes) the ammunition to the DRUs using the following guidelines:

- a. Units are resourced to STRAC STRATEGY for sub-authorization purposes. If the unit requested less than STRAC then they will be resourced to the amount they requested.

- b. If the I Corp FY ammunition authorizations are less than the total DRUs' STRAC requirements, then each DRU will receive an authorization that is equal to the I Corps' percentage of fill.

- c. FORSCOM will only resource NON-STRAC requirements when they are directed by Headquarters, Department of the Army. These special situations will warrant ammunition authorizations specifically procured for the HQDA event and will not count as part of the I Corps' authorizations when counting percentage fill.

4-14. TRAINING AMMUNITION FORECASTS AND EXPENDITURES.

- a. Forecasts. The type and amount of training ammunition a unit is authorized is based upon the unit's ammunition forecast and ammunition availability. Units forecast their ammunition requirements based on the guidelines in DA PAM 350-38, Standards in Training Commission (STRAC), and the Army training strategy. See JBLM 700-20 for detailed information on ammunition forecasting procedures. Units may request training ammunition in amounts that exceed STRAC standards but such requests are rarely approved.

- b. Expenditures. Ammunition authorized for use in one month that is not used is not carried over for use into the next month. Instead, any ammunition left over at the end of a month is subject to immediate turn-in or cross-leveling based upon demonstrated training needs and Army priorities.

- c. Forecast and Expenditure Reports. Training ammunition forecasts and expenditures are tracked monthly in TAMIS. TAMIS provides the standard forecast and expenditure reports to assist ammunition managers in managing a unit's monthly forecast and expenditures.

4-15. UNFORECASTED AMMUNITION REQUESTS. Unforecasted ammunition is defined as ammunition that is requested less than 90 day prior to a scheduled event, any increase to previously forecasted ammunition quantities, or any request for an earlier issue date for already forecasted ammo within 90 days of the scheduled event. Issue of unforecasted ammunition is subject to IMCOM approval and excess asset availability at the ASP at the time of issue.

a. FORSCOM allocates all items (DODICs designated by the Committees of Ammunition Logistics Support as an Army-wide shortfall) to JBLM's ASPs only when properly forecasted by a unit 90 days prior to the training event. If a unit does not expend the forecasted items it will not be credited against their account.

b. When requesting unforecasted items an O6 commander will sign a memorandum addressed to the Chief IAMO stating:

- (1) Why the ammunition is un-forecasted.
- (2) The training event requiring the ammunition.
- (3) The requested DODICs and quantities.
- (4) Whether or not the ammunition is within the DRU's annual authorization.
- (5) Is the unit identified for deployment in the next six(6) months.

c. Units who require unforecasted items must coordinate through I Corps G3 TREX training ammunition NCO with a unit that has properly forecasted the ammunition for cross-leveling a portion of that unit's forecast. If approved, the G3 will submit the required unit forecast to the IAMO.

d. Unforecasted request will only be filled when approved by IMCOM.

e. DRUs should attempt to process their e581 for un-forecasted and forecasted ammunition no less than five(5) duty days prior to the desired issue date. The five duty days allows the ASP sufficient time to prepare the ammunition for issue, do not included day of request or day of issue. There will be no processing of e581s during mandatory ASP inventory closure dates.

f. Ammunition requests to support I Corps directed events may take precedence over all other requests, but only when specified through formal tasking or DCG/T&R direction.

4-16. AMMUNITION RECONCILIATION AND CROSS-LEVELING. I Corps G3 TREX conducts a quarterly ammunition reconciliation and cross leveling meeting with brigade ammunition managers. During this meeting ammunition management performance goals and TAMIS forecast and expenditure reports are reviewed for each and closed months are reconciled to release any unused ammunition for redistribution or turn in. Additionally, forecasts for upcoming months are reviewed for each brigade and adjusted as necessary to meet changes in training plans.

4-17. AUTHORIZATION TURN-BACKS. FORSCOM will accept authorization turn-backs at any time during the fiscal year until mid-March. Ammunition previously turned back to FORSCOM can be accessed again, provided it has been cross leveled by FORSCOM to another installation. However, after the last turn-back at the end of March, the ammunition item is no longer available for access. G3T highly encourages each DRU to turn back ammunition as early as possible. The end of year expenditure rate standard is 90 percent or higher.

4-18. QUARTERLY AMMUNITION CONFERENCES. G3T will host a conference during the second week of the first month of each quarter or as otherwise scheduled by the Chief G3T. I Corps must prudently expend its FY ammunition authorizations through both proactive management and comprehensive DRU weapons training programs. Quarterly Ammunition Conferences will provide DRUs and G3T with an opportunity to manage FY ammunitions through quarterly cross-levels which help maximize expenditure rates. Attendees are DRU S3s and ammunition managers, installation ammunition management officer, and ASP representative.

4-19. INSTITUTIONAL SCHOOLS MANAGEMENT. TRADOC institutional schools are the AR 350-1 recognized “schools” for which a detailed Army-wide schools management process is established. See Chapter 8 of this regulation for detailed information on the institutional schools management process.

4-20. DIGITAL TRAINING MANAGEMENT SYSTEM (DTMS).

a. General. DTMS is a Web-based training planning and management tool that facilitates unit’s ability to plan, resource, and track individual and collective training. DTMS is the only authorized automated system for managing training in Army units and is located online at <https://dtms.army.mil>. Units are required to use DTMS.

b. DTMS Leaders. DTMS is primarily managed by Company and higher Commanders, Operations Officers, DTMS Master Trainers, and DTMS Operators. Together, these leaders ensure DTMS accurately reflects the status and planning of unit training. Each Battalion and higher headquarters will maintain at least one DTMS Master Trainer. I Corps will appoint a DTMS Administrator that will act as the single POC for DTMS for I Corps to FORSCOM and Fort Leavenworth Combined Arms Center.

c. Company Commanders use DTMS to:

- (1) Propose unit METL.
- (2) Prepare unit training schedules.
- (3) Conduct training analysis; evaluate and assess METL.

- (4) Maintain individual Soldier training records.
- (5) Assign training tasks.
- (6) Publish training guidance.
- (7) Record After Action Review (AAR).
- (8) Grant DTMS entry privileges to company leaders.
- d. Battalion and higher Commanders use DTMS to:
 - (1) Review and approve subordinate unit METL.
 - (2) Review and approve subordinate unit training schedules (Battalion Commanders Only).
 - (3) Propose unit METL.
 - (4) Conduct training analysis; evaluate and assess METL.
 - (5) Assign training tasks.
 - (6) Publish training guidance.
 - (7) AAR.
 - (8) Review subordinate unit long and short range training plans.
 - (9) Review and report on unit training execution.
- e. DTMS Operators use DTMS to:
 - (1) Generate training reports.
 - (2) Enter Soldier training data.
 - (3) Manage DTMS user privileges.
 - (4) Manage unit hierarchy.

- (5) Ensure all assigned Soldiers appear in DTMS.
- (6) Upload training documents.
- (7) Record unit training events.
- f. DTMS Master Trainers:
 - (1) Conduct DTMS operator training.
 - (2) Oversee unit DTMS training programs.
 - (3) Review DTMS usage.
 - (4) Conduct DTMS inspections and staff assistance visits.
- g. DTMS Training. DTMS Master Trainer Course is taught by the Combined Arms Center Mobile Training Team. Installations are generally allocated one Master Trainer Course per year. Soldiers assigned duty as a DTMS Master Trainer must attend the Master Trainer course. DTMS operators are generally trained by unit DTMS Master Trainers within their unit. JBLM also offers a consolidated DTMS operator course, instructed by Master Trainers from within I Corps. All unit DTMS operators will attend a JBLM DTMS operator course or have DTMS training certification recorded in their individual DTMS training records from a previous assignment.
- h. DTMS Requirements Control Board (RCB). Annually, the Fort Leavenworth Combined Arms Center hosts the DTMS RCB to capture issues from DTMS users about faults, performance, and capabilities of DTMS in order to improve the IS and meet unit needs. I Corps will consolidate all input from units TRA to I Corps and present a unified input to the RCB. Units must identify and fully describe any discovered faults, performance issues, suitability of current capability, and desired future capability of DTMS to I Corps G3 TREX annually prior to the RCB.
- i. Training Reporting. As the official repository of training records, DTMS will be the tool of choice for reporting on individual and collective training data captured by DTMS. Reports and briefings on training captured by DTMS will be reported using the information in DTMS where possible.
- j. Decentralization of DTMS Data Entry. Unit Commanders should decentralize the execution of entering Soldier's training data into DTMS to the lowest level possible. For example, Platoon Sergeants / Leaders can be given DTMS privileges to enter training data into DTMS for Soldiers in their platoon. If given data entry privileges, the Platoon Sergeants /

Leaders can input platoon level training such as Army Physical Fitness Test (APFT) results, weapons qualification results, Platoon Live Fire Training, and other training in DTMS. This decentralization of DTMS data entry responsibilities reduces the data entry burden on the Company DTMS operator allowing the Company DTMS Operator to focus on managing company level training planning (i.e. maintaining company training calendars and company METL assessment input) and focusing on quality control of the company DTMS database instead of getting overwhelmed by attempting to enter training records for all Soldiers assigned to the company.

k. DTMS Integration with Other Army Information Systems (IS). DTMS is integrated with other Army information systems. An example of a system that feeds DTMS is the Integrated Total Army Personnel Database (ITAPDB) system. DTMS operators cannot manually add a Soldier to DTMS; when the unit's S1 arrives a Soldier to the unit in eMILPO the ITAPDB system is automatically updated and that data is automatically fed to DTMS and the Soldier appears in DTMS under the unit he is assigned. An example of a system that DTMS feeds is Soldiers' "My Training page" in AKO. DTMS automatically populates training information on the Soldiers My Training page.

4-21. RECORDING MILITARY TRAINING.

a. Individual Training Records (ITRs). Every unit commander will maintain ITRs on DTMS/RITMS to assist in Soldier readiness and facilitate the electronic transfer of Soldier training records during reassignment. Each Soldier's ITR will consist of:

- (1) Course completions/diplomas/certificates of training(DA Form 87).
- (2) Weapons qualification results (scorecards).
- (3) Army Physical Fitness Test results (DA 705).
- (4) Army Traffic Safety Training Program training records.
- (5) Mandatory training completion.
- (6) Pre-deployment training required by FORSCOM pre-deployment training guidance.
- (7) Other records of training governed by AR 350-1, FORSCOM 350-1, this regulation and other authorities(i.e. privately owned weapons training, annual information awareness training)

(8) Other Soldier or leader training records may be maintained for the purpose of assisting the commander to develop the unit training program.

b. Individual Flight Training Records and Aircrew training record contents will be maintained in accordance with AR 95-1 and AR 95-23.

c. Individual Operator Training folders for Small Unmanned Aviation Systems (SUAS) will be maintained in accordance with AR 95-23 and/or governing Training Circular (TC).

d. Army Drivers Training and Equipment Operator's training records. Army Drivers Training and Equipment Operator's training records will be maintained in accordance with AR 600-55 and TB 600-1/2.

e. Inspection of ITRs. ITRs are subject to inspection as part of a command inspection program or separately. Records exempt from inspection include:

(1) Weight control program records.

(2) DA Form 3479-R (Air Traffic Control Training and Proficiency Record).

f. Privacy Requirements. All ITRs will be maintained in accordance with the Army Privacy Program (AR 340-21).

4-22. TRANSFERRING SOLDIER'S DTMS TRAINING RECORDS. A Soldier's ITR is part of the Soldier's military personnel records in accordance with AR 600-8-104 and AR 690-400 and will be transferred to the Soldier's gaining unit upon reassignment. In DTMS, a Soldier's training records are automatically transferred to the gaining unit upon the Soldier's reassignment being recorded in the ITAPDB.

4-23. MANDATORY TRAINING.

a. HQDA Mandatory Training. Mandatory training is required for all members of units, regardless of branch/career field or rank/grade. Completion of mandatory training requirements will be documented in DTMS.

b. See AR 350-1, Appendix G table G-1, for a list of reoccurring mandatory training requirements for all personnel in units.

c. See AR 350-1, Appendix G, Section II, which contains additional training requirements dependant on duty position, and may not be required of all Soldiers, but are required as applicable.

d. AR 350-1 Leader Development Training.

- (1) Sergeant's Time Training
- (2) Noncommissioned Officer Development Program (NCODP)
- (3) Officer Professional Development (OPD)

e. I Corps Mandatory Training Requirements. The I Corps Commander has established the following mandatory training requirements for I Corps and units attached to I Corps as DRU:

(1) Privately Owned Weapons Safety Training Instructors. Each battalion or equivalent sized unit will maintain a minimum of one leader who has completed the National Rifle Association weapons safety course within the last 365 days, in order to provide POW safety instruction to Soldiers who have POWs.

(2) Privately Owned Weapons Safety Training. Every Soldier will receive privately owned weapons (POW) handling and safety class a minimum of once a year.

(3) Brigade and Battalion Commanders, Deputy Commanders, and Brigade and Battalion Command Sergeant Majors Orientation Training. All Brigade and Battalion Commanders, Deputy Commanders, and Brigade and Battalion Command Sergeant Majors assigned to command positions in units attached to I Corps will complete the JBLM Brigade and Battalion Commanders and Command Sergeant Majors course no later than 90 days upon assuming their command duty positions. The goal is to complete the course prior to assuming the duty position.

(4) Brigade and Battalion Executive officers, Operations Officers (S3), and Operations NCOIC Orientation Training. All Brigade and Battalion Executive officers, Operations Officers (S3s), and Operations NCOICs attached to I Corps units will complete the JBLM Brigade and Battalion Executive officers, Operations Officers (S3), and Operations NCOIC Course no later than 90 days upon assuming their duty positions. The goal is to complete the course prior to assuming the duty position.

(5) Company Commander and First Sergeant Pre-Command Course. All Company Commanders and First Sergeants will complete the JBLM CCFSPCC prior to assuming command or changing responsibility. Exception to Policy for the timing of attendance at this course must come from the first general officer in the chain of command.

(6) DTMS Operator Training: All unit DTMS operators, without a DTMS training certification recorded in their individual DTMS training records, will either attend the JBLM DTMS operator's course or be trained and certified by their unit DTMS Master Trainer.

(7) DTMS Master Trainer Training: Soldier's assigned duty as a DTMS Master Trainer must attend the Master Trainer course as soon as possible after assuming DTMS master trainer duties. The goal is to attend the course before assuming DTMS master trainer duties.

(8) MEDPROS Clerk Training: Unit level MEDPROS clerks, which is an additional duty appointment, will have write access to MEDPROS systems. Write access is used to manage, update, and forecast medical readiness for the unit. All unit level (company, battery, and troop) organizations assigned or attached to I Corps must have two trained and appointed clerks, one primary, one alternate. MEDPROS clerks will have at least 12 months retainability with their unit at completion of training. It is recommended that the appointed MEDPROS clerks serve in the unit's orderly room and have access to a computer.

Course length is 2 days. Registration is through ATRRS, JBLM school code 415, MEDPROS Clerk course.

(9) MEDPROS/eProfile Leader's Course: This course is directed by HQDA EXORD 08-12. It is required for all unit level Commanders and First Sergeants assigned or attached to I Corps. Course must be completed within 90 days of assuming command/1SG position.

Course length is 4 hours. Registration is through ATRRS, JBLM school code 415, MEDPROS/eProfile Leader course.

(10) MEDPROS Manager Training: Each battalion level organization assigned or attached to I Corps will have a primary and alternate MEDPROS manager appointed on additional duty orders. MEDPROS managers will have at least 12 months retainability with their unit at completion of training. Managers will be responsible for overseeing and assisting their respective unit level MEDPROS clerks. It is recommended that MEDPROS managers be selected from the S1 section.

Course length is 2 days. Registration is through ATRRS, JBLM school code 415, MEDPROS Clerk course.

(11) MEDPROS Administrator Training: Each brigade level organization assigned or attached to I Corps will have a primary and alternate MEDPROS administrator appointed on additional duty orders. MEDPROS administrators will have at least 12 months retainability with their unit at completion of training. Administrators will be responsible for overseeing and assisting their respective battalion MEDPROS managers. It is recommended that MEDPROS administrators be selected from the S1 section.

Course length is 2 days. Registration is through ATRRS, JBLM school code 415, MEDPROS Clerk course.

f. FORSCOM and COCOM Pre-deployment Training Requirements. Prior to deploying into a Combatant Commanders area of operations, units must complete FORSCOM and COCOM mandatory pre-deployment training requirements. FORSCOM maintains and publishes a consolidated pre-deployment training guidance with up to date FORSCOM and COCOM training guidance for units deploying to any theater of operation. (See the current FORSCOM pre-deployment guidance on ATN at <https://atn.army.mil/> or on the I Corps SharePoint webpage under G3 TREX).

4-24. I CORPS PRE-DEPLOYMENT TRAINING EQUIPMENT (PDTE) MANAGEMENT. FORSCOM maintains a fleet of equipment at JBLM intended to support pre-deployment training requirements of FORSCOM units deploying to a theater of operations. This equipment is owned by FORSCOM and maintained at JBLM by the 404th Army Field Support Battalion (AFSBn) / 404th Army Field Support Brigade (AFSB). This equipment is available to all regional FORSCOM units on a deployment priority basis, including Army Reserve Component (RC) units.

4-25. PDTE Roles and Responsibilities.

a. FORSCOM.

- (1) Maintain a PDTE fleet at JBLM. Establish rules for equipment usage.
- (2) Set priorities between installations.
- (3) Maintain the pre-deployment training guidance (PDTG) on the Army Training Network (ATN) at <https://atn.army.mil>.

b. 404th AFSBn.

- (1) Store and maintain equipment, report maintenance and availability.
- (2) Attend weekly PDTE synchronization meeting.
- (3) Report monthly on equipment availability and maintenance status as part of the USR briefing process.
- (4) Conduct issue and turn in of equipment.

c. I Corps G3 TREX Division.

- (1) Serve as the I Corps Commander's POC for Army units using PDTE equipment.
- (2) Prioritize equipment usage among Army users.
- (3) Host a weekly PDTE coordination meeting to synchronize equipment utilization and maintenance.
- (4) Process requests for equipment utilization for all Army units.

d. 189 Infantry Brigade.

- (1) Serve as the Army Reserve Component POC for RC units.
 - (2) Prioritizes equipment use for RC users.
 - (3) Attend weekly PDTE synchronization meeting.
- e. Using Units.

(1) Submit request for usage IAW PDTE procedures outlined in this regulation and Army Sustainment Command (ASC) PDTE SOP; 4 January 2012.

(2) Perform all required maintenance on equipment while signed out from the PDTE yard.

(3) Use equipment safely and within guidelines published in the FORSCOM PDTG.

(4) Turn in equipment in a clean and serviceable state, with all components accounted for.

4-26. PDTE PRIORITY FOR USE.

a. General. Priority for use of PDTE is determined by the unit's ARFORGEN cycle, status of DEF or CEF mission, and the unit's LAD. Earlier missions have precedence over later missions. Due to limited availability of PDTE, units are encouraged to begin a training program as soon as the requirement is identified. Early planning ensures the PDTE fleet is best positioned to meet all training requirements in the time available.

b. Non-Deploying Units use of PDTE. Non deploying units may use PDTE on a space-available basis as determined by I Corps G3 TREX. Units without a DEPORD must use mission funds to cover costs of maintenance and repair. Units with DEPORD can use OCO funding to pay for costs of maintenance and repair.

4-27. I CORPS PDTE SYNCHRONIZATION MEETING. I Corps G3 TREX host a PDTE synchronization meeting weekly. Required attendees are the 404th AFSBn PDTE fleet manager the 404th AFSBn maintenance and scheduling representative, and any unit that has PDTE signed out, in maintenance, or has pending requests for issue. Purpose of the meeting is to review fleet status/availability, synchronize usage, and review maintenance plans and maintenance status of equipment.

4-28. PDTE EQUIPMENT USAGE RULES:

a. Using units must follow standards of requesting, receiving, maintaining and turning in of PDTE equipment IAW Army Sustainment Command (ASC) PDTE SOP.

b. PDTE request for use packet must include all the required documentation IAW 404th AFSBn SOP. A request packet template can be found in the JBLM PDTE SOP on the G3 TREX Individual Training SharePoint portal at <https://portal.aschq.army.mil/sites/icorps/cmdstaff/g3/trex/indtng/default.aspx>

c. All requests for equipment are submitted through I Corps G3 TREX. Requests must be endorsed by the first O6 level command in the using unit's chain of command, and be submitted through the DRU G3/S3.

d. Requests must be submitted at least 90 days prior to the required delivery date (RDD). All requests for PDTE within 90 days of RDD must be accompanied by a General Officer letter of justification unless lateness was a result of Department of Army (DA) change of mission and/or a change in unit's Latest Arrival Date (LAD).

e. Units cannot keep PDTE equipment on loan for more than 60 continuous days. This will be annotated on the Equipment Request Memorandum. If the unit needs the equipment in excess of 60 days, an Exception to Policy Memorandum must be submitted through G3 TREX for FORSCOM approval.

f. PDTE Equipment cannot be taken outside of Washington State boundaries. Exception to this policy may be requested through I Corps G3 TREX to HQs, FORSCOM. For further guidance and regulations, reference 404th AFSBn PDTE SOP.

g. Non-FORSCOM units require an exception to policy request to be issued PDTE. Requests must be approved by the I Corps Commander.

h. Upon approval of the 404 AFSBn Commander, units requesting MRAPs that are in a "circled-X" status are required to submit a Memorandum of Agreement (MOA) for use of these vehicles. The requesting unit commander in the grade of O-5 and above is required to ensure the MOA must be filled out in its entirety with the appropriate level commander's signature block annotated IAW 404th AFSBn PDTE SOP.

i. Units training at JBLM-YTC are required to line haul JBLM PDTE MRAPs and CAT-V armor M1151s. MRAP requirement derives from the FORSCOM MRAP Family of Vehicles Training Strategy DTG, 31 May 2011. M1151 requirement derives from Washington State Department of Transportation (DOT) regulations.

j. MRAPs in the JBLM PDTE fleet are primarily intended for drivers training. Limited use for collective training may be approved at the discretion of the I Corps Commander. MRAP

requests for collective training purposes must be clearly articulated in the training objectives described in the Equipment Request Memorandum submitted to I Corps G3 TREX.

4-29. I CORPS WARRIOR TRAINING ACADEMY (WTA).

a. General. The I Corps Warrior Training Academy is a unique I Corps training resource designed to train leaders, primarily first line NCOs, in rifle and pistol marksmanship and combatives skills in order that they can train Soldiers in these critical warfighting skills.

b. Organization. The I Corps Warrior Training Academy is organized as an element of the I Corps G3 TREX division. The WTA has two subordinate Academies: Combatives and Marksmanship Academies. The WTA is manned with senior NCO instructors on a one year temporary assignments as borrowed military manpower (BMM) tasked to the subordinate brigades of I Corps.

c. WTA Mission. The I Corps Warrior Training Academy (WTA) trains unit master trainers of units attached to I Corps as a DRU on Army basic and advance rifle and pistol marksmanship skills; trains and certifies unit Combative Instructors at Basic Combatives (Level1) and Tactical Combatives (Level 2); in order to ensure that unit leaders have the skills to conduct marksmanship and combatives training.

4-30. I CORPS MODERN ARMY COMBATIVES ACADEMY.

a. Modern Army Combatives Program. AR 350-1 establishes the requirement for Commanders to conduct combatives training to instill the confidence and fighting skills that can only be gained through engagement with an opponent in a combative situation. Combatives training is a fundamental building block for preparing Soldiers for current and future operations. FM 3-25.150 serves as the instructional guide for combatives training. Combatives training will be conducted regularly at company and platoon levels. Combatives instruction is not always physically demanding and should therefore never replace physical training but should be an important and integral part of it. See AR 350-1, for details on the Modern Army Combatives Program.

b. Combatives Instructor Requirements. In accordance with AR 350-1 I Corps and units attached to I Corps as DRU will maintain certified combatives instructors as follows:

- (1) One (1) Level 1 instructor per platoon.
- (2) One (1) Level 2 instructor per company.
- (3) One (1) Level 3 instructor per battalion.

(4) One (1) Level 4 instructor per brigade.

c. I Corps Modern Army Combatives Academy. In order to assist commanders of units attached to I Corps as DRU in training and maintaining combatives level 1 and 2 instructors, I Corps maintains the I Corps Combatives Academy. The I Corps Combatives Academy conducts level 1 and 2 Combatives courses and hosts at least one level 3 Mobile Training Team (MTT) course annually.

d. Scheduling I Corps Combatives Academy Courses. I Corps Modern Army Combatives Academy courses are posted in ATRRS and scheduled by unit schools through the normal school scheduling process described in Chapter 8 of this regulation. Soldiers assigned to I Corps and units attached to I Corps as a DRU have priority for scheduling class seats up to 45 days prior to the course.

4-31. I CORPS MARKSMANSHIP ACADEMY.

a. Total Army Marksmanship Training Strategy. The total Army marksmanship training strategy is the overall concept for integrating resources into a program designed to train, sustain, and improve the individual and collective skills needed to achieve proficiency in individual and collective gunnery tasks. Training strategies for rifle and pistol marksmanship are implemented in TRADOC institutions IET, Noncommissioned Officers Education System [NCOES], Basic Officer Leaders Course [BOLC]) and in units. The overall training strategy is multifaceted and includes supporting strategies that use resources such as publications; ranges; ammunition; and training aids, devices, simulators, and simulations. These strategies focus on developing the Soldier and leader skills required. See FM 3-22.9 (Rifle Marksmanship M16-/M4-Series Weapons) and FM 3-23.35 (Combat Training with Pistols M9/M11).

b. I Corps Marksmanship Academy Mission. The mission of the I Corps Marksmanship Academy is to train unit leaders (“train the trainers”), of units attached to I Corps as a DRU on Army basic and advance rifle and pistol marksmanship skills in order to ensure that unit leaders have the skills to conduct marksmanship training.

c. Rifle Marksmanship Training. The I Corps Marksmanship Academy trains leaders (Primarily Non-Commissioned Officers) how to train Soldiers on the five phases of rifle marksmanship as defined in FM 3-22.9 (Rifle Marksmanship M16-/M4-Series Weapons). The five phases of rifle marksmanship training are:

(1) Phase I—Basic Rifle Marksmanship Preliminary Marksmanship Instruction.

(2) Phase II—Basic Rifle Marksmanship Downrange Feedback Range Firing.

(3) Phase III—Basic Rifle Marksmanship Field Firing.

(4) Phase IV—Advanced Rifle Marksmanship.

(5) Phase V—Advanced Optics, Lasers, and Iron Sights.

d. Pistol Marksmanship Training. The I Corps Marksmanship Academy trains leaders (Primarily Non-Commissioned Officers) how to teach the five phases of M9/M11 service pistol training as defined in FM 3-23.35 Combat Training with Pistols M9 and M11. The five phases of Pistol training are:

(1) Phase I-Components and Function (Maintenance/Trouble Shooting Procedures).

(2) Phase II-Basic Pistol Marksmanship.

(3) Phase III-Combat /Advanced Marksmanship Training.

(4) Phase IV-Coaching techniques and Training Aids (Barricades, Ball and Dummy drills).

(5) Phase V-Safety.

4-32. I CORPS ASYMMETRIC WARFARE / COUNTER IMPROVISED EXPLOSIVE DEVICE TRAINING TEAM.

a. General. The I Corps Asymmetric Warfare / Counter Improvised Explosive Device (AW / C-IED) training team is one of many FORSCOM AW / C-IED training teams located throughout the CONUS training base. The I Corps AW/C-IED Training Team is organized as an element of the I Corps G3 TREX division and is manned by a combination of I Corps borrowed military manpower (BMM) and FORSCOM funded civilian contracted instructors.

b. I Corps AW/C-IED Training Team Mission. The mission of the I Corps AW/C-IED Team is to conduct related training at JBLM in order to assist the I Corps Commander and Commanders of units attached to I Corps as a DRU to meet C-IED pre-deployment and sustainment training requirements.

c. I Corps AW/C-IED Training. The I Corps AW/C-IED trains leaders and Soldiers on the following eight AW/C-IED subject areas:

(1) Tactical Site Exploitation (TSE).

(2) Company Intelligence Support Team (COIST).

- (3) Battle Forensics / Biometrics.
- (4) Tactical Site Exploitation / Search.
- (5) Electronic Warfare/Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW).
- (6) Robotics.
- (7) IED Awareness course (IED 101).
- (8) Tactical Questioning (TQ).

d. Scheduling I Corps AW/C-IED Courses. I Corps AW/C-IED courses are listed in ATRRS as a JBLM 415 course and are scheduled by unit schools managers through the on-base course scheduling process (See chapter 8 of this regulation). I Corps AW/C-IED courses are listed in ATRRS as a JBLM 415 courses and are scheduled by unit schools manager through the normal school scheduling process described in Chapter 8 of this regulation.

4-33. SUBMISSION FOR THE CULTURAL ORIENTATION & LANGUAGE TRAINING (COLT) PROGRAM: The I Corps Cultural Orientation and Language Training (COLT) Program is committed to providing Commanders the necessary language and cultural competencies for the effective prosecution of the METLs. The COLT program creates a three-pillared construct, providing: remedial, maintenance, and enhancement training to the professional linguist force; refresher and enhancement training to identified Language Enabled Soldier (LES); and various, tailored options for Commanders to train all Soldiers on language and culture basics in support of operational requirements (exercises, deployments, etc.). AR 11-6, Army Foreign Language Program, governs the management and reporting requirements for Military Intelligence linguists. The COLT program ensures that Commanders have all the necessary resources to provide required training and testing and the development of Language Enabled Soldiers (LES) and Language Enabled Units (LEU) to meet mission requirements. Each unit is responsible for identifying, documenting, and tracking all assigned personnel who fall into any of the above categories. For information contact the Director of the JBLM Language and Culture.

4-34. FOUNDRY INTELLIGENCE TRAINING PROGRAM. The Foundry Intelligence Training Program on JBLM provides I Corps and units attached to I Corps as a DRU with on-base and MTT intelligence related courses designed to maintain and improve the intelligence or intelligence-related skills of Army personnel (military and civilian) who conduct, supervise, or support authorized Army intelligence activities. Soldiers participating in the Foundry Program receive training that builds on institutional, unit, and individual training; reflects the current and changing operating environment; and increases functional and regional expertise while

developing and expanding contacts within the greater intelligence community. The Foundry Program on JBLM is located at the JBLM Intelligence Operations Facility (IOF) Building. The Foundry Program has its own course scheduling and management process. Units desiring to enroll Soldiers into Foundry courses must contact the JBLM MSE G-2. For additional details on the Army's Foundry Program see AR 350-32 (Army Foundry Intelligence Program).

4-35. I CORPS TRAINING INSPECTION AND ASSISTANCE PROGRAM. I Corps G3 TREX executes the training portion of the I Corps Organizational Inspection Program. A unit may request a staff assistance visit from the I Corps G3 TREX at any time to assist with unit training management programs, training management systems or training processes. See I Corps regulation 1-201 for further information on the organizational inspection program.

4-36. SCHEDULING JBLM TRAINING FACILITIES, LAND, AND RANGES.

a. General. The JBLM Garrison Directorate of Plans Training Mobilization and Security (DPTMS) is responsible for scheduling the numerous training facilities, land, and ranges on JBLM. The I Corps Commander sets the JBLM training facilities, land, and range use priorities for units assigned to JBLM. I Corps G3 oversees the implementation of the Commanders training resource priorities and works closely with JBLM Garrison DPTMS to resolve any training resource scheduling issues. See FL Regulation 350-2 (Training Support) for detailed information on scheduling JBLM training facilities, lands, and ranges.

b. I Corps Commanders Training Resource Prioritization. The I Corps Commander establishes the priority for using the JBLM training resources for units assigned to JBLM. The priority is established by considering each unit's status within their ARFORGEN training cycle, each unit Commander's training assessment, each unit's assigned missions, and the I Corps Commander's personal training assessment of each unit.

c. I Corps Training Resource Prioritization Matrix. The I Corps training resource prioritization matrix, maintained and published by the I Corps G3 TREX, lists I Corps units' priority for using JBLM training resources by month.

4-37. JBLM Land and Ranges Scheduling Conferences. JBLM Range Branch holds annual, quarterly, and monthly land and range planning and scheduling conferences. See FL Regulation 350-2 (Training Support) for further details on scheduling JBLM land and ranges. I Corps G3 TREX arbitrates conflicting requests from units for training resources.

a. Annual Scheduling Conference. The purpose of the JBLM annual land and ranges scheduling conference is to plan, on a macro level, known recurring events that consume resources and require lock in. This ensures the annual key events are resourced, and other events can be scheduled around them as the year progresses. The annual scheduling conference normally occurs in February.

b. Quarterly Scheduling Conference. The quarterly conference is for land managers to bid for land for the next quarter. Prior to the conference a draft event matrix is created by Range Control and a final event-matrix is published after the Quarterly Scheduling Conference concludes detailing the results of the conference. This conference is the normal meeting at which units request training areas for collective training events or other key training events in support of the unit's ARFORGEN training strategy.

c. Quarterly Deconfliction Conference. The de-confliction conference is for land managers to review bids from the scheduling conference that have been entered on the schedule, make adjustments and de-conflict competing bids. I Corps G3 TREX will make the final decision on priority bids and arbitrate any issues at the conference. The Pre-Event Matrix is updated by Range Control with the results from this conference.

d. Monthly Scheduling Conference. The purpose of the monthly conference is for land managers to make changes to bids two months out. This is the time when most routine range bids are made to support individual training and qualification. I Corps G3 TREX will make the final decision on priority bids and arbitrate any issues at the conference. The Pre-Event Matrix is updated by Range Control with the results from the Monthly Conference.

4-38. YAKIMA TRAINING CENTER (YTC) LAND AND RANGES SCHEDULING CONFERENCE. YTC schedulers conduct monthly land and range scheduling of conferences on JBLM. This process is similar to the JBLM monthly conference where units bid for YTC resources as needed to support their combined arms training strategy. I Corps G3TREX arbitrates conflicting bids for training resources from Army units. Any required training support packages (i.e., Firefighting teams, ammunition point augmentation etc.) are also worked out at this conference.

4-39. MTC SCHEDULING CONFERENCE AND SCHEDULING MISSION COMMAND TRAINING. The conference is chaired by the I Corps G3 TREX and supported by the Chief, MTC-MSTF. The conference is focused on the JBLM units and includes all unit DRU G3/ S3s. The agenda includes the following:

- a. Introduction.
- b. Event/Exercise Overview: I Corps G3 TREX.
- c. Review Training Resource Prioritization Matrix: I Corps G3 TREX.
- d. Fielding/NET Overview: I Corps G3 FM.
- e. Review/Confirm events for Current quarter and one quarter out.

f. Review and Lock in bids (two quarters out).

g. Training request submitted by units (three quarters out). Units submit training requests by visiting <https://combinedarmscenter.army.mil/orgs/jblm>. Use e-mail certificate to access.

4-40. WEEKEND AND HOLIDAY TRAINING. Units attached to I Corps as a DRU will not routinely conduct training on weekends or holidays. Weekend and holiday training requests not briefed at a Training Brief require DRU General Officer approval. BDEs will submit an exception to I Corps Policy Letter #11, through the DRU units first General officer, to I Corps G3 TREX for tracking purposes. This exception will include a description of the training to be conducted, justification for training, and date(s) that Soldiers will be compensated for Weekend / Holiday training.

4-41. SERGEANT'S TIME TRAINING (STT).

a. Commanders emphasize individual Soldier training in support of METL training by allocating dedicated training time for NCOs using sergeant's time training (STT). The STT recognizes the NCO's primary role in conducting individual, crew, and small team training. The STT develops junior leaders and builds cohesive teams.

b. Sergeants shall have five continuous hours per week dedicated to them in order to train their Soldiers. STT will be well planned with METL related tasks to be trained, approved by the Commander, scheduled, and protected from external distracters.

CHAPTER 5

Certification Training Exercise (CTE) Planning

5-1. PURPOSE. This chapter explains and directs the I Corps CTE planning process and identifies critical milestones that must be met by I Corps and I Corps Direct Reporting Units (DRU) in order to conduct their CTE. This chapter also establishes and directs I Corps staff and training unit responsibilities in planning a CTE. This chapter is intended to be used in conjunction with FORSCOM Regulations 350-50-1 (NTC) and 350-50-2 (JRTC).

5-2. OVERVIEW.

a. CTE. All Brigade Combat Teams, Functional and Multi-Functional Brigades are required to conduct a CTE before entering the Available phase of the ARFORGEN cycle. Brigade Combat Teams will utilize the Combat Training Centers (either the National Training Center (NTC) or the Joint Readiness Training Center (JRTC) for their CTE and Functional and Multi-Functional Brigades will utilize Division Warfighter Exercises (WFX) as their CTE. An ESC will utilize a Corps and above WFX as its CTE.

b. CTE Scheduling. CTEs should be scheduled during the last 3 months of a Brigade's Train/Ready Phase. Brigades will identify their desired rotations to participate in during the ARFORGEN Planning Process and the JBLM representative to the ARFORGEN Synchronization and Resourcing Conference (ASRC) will work to meet the unit's request.

c. Synchronizing the CTE Planning Process. The CTC planning process is detailed, requires numerous deliverable products, and requires several mandatory meetings with CTE planners. Synchronizing and overseeing this entire process is the responsibility of the I Corps Commander who executes this responsibility through the I Corps G3. As a general rule, all deliverable products are developed by the unit, approved through the appropriate channels, and forwarded to FORSCOM by the I Corps G3. All mandatory meetings with CTE planners are attended by the unit, 7 ID G3 planners and or Commanders as appropriate, and I Corps TREX planners. Successful synchronization of this planning process requires close and continual coordination between the training unit, 7ID Exercise planners (as appropriate) and the I Corp G3 TREX.

d. Publish written guidance as early as possible, but no later than two months prior to the start of the training rotation, to inform units tasked by FORSCOM to provide O/C augments how to obtain funding for their DTS travel authorizations.

5-3. CTC TRAINING ROTATION PLANNING.

a. General. Once a unit attached to I Corps as a DRU is scheduled for a CTC Training Rotation, I Corps and the subordinate unit begins planning to meet the FORSCOM Regulation 350-50-1 (NTC) or 350-50-2 (JRTC) requirements. The unit must maintain close and frequent coordination with the I Corps G3 TREX CTE planning team throughout this process.

b. SBCT. SBCTs as a complete BCT attend CTCs as their CTE event. The focus of NTC is developing the collective task proficiency at the BCT and all echelons below.

c. Echelons above Brigade (EAB) Support. FORSCOM 350-50-1 and 350-50-2 specify authorized troop lists that BCTs can be task organized with when conducting a CTC training rotation. BCTs may request to be task organized with combat enablers from the authorized troop list which are beyond their organic assets in order to train for directed missions or in the conduct of Mission Rehearsal Exercises (MRE) at the CTE. If approved, FORSCOM will source these enablers from across the force. This process is an excellent training opportunity for battalions and company sized units that are not assigned to BCTs to participate in a CTC rotation. Units wishing to volunteer for these types of CTC rotation opportunities must make their desires known to the G3 TREX CTE planning team during the ARFORGEN Planning Process.

d. Guest Observer/Controllers Teams (OC/Ts). TRADOC is currently undermanned to ensure FORSCOM is manned sufficiently to meet its missions. Because of the under manning of Observer/Controllers Teams (OC/Ts) at CTC, units are required to provide Guest OC/Ts. All EAB units are required to provide their own OC/Ts and throughout the year, I Corps will be the primary support unit for a rotation and will provide majority of Guest OC/Ts for the rotation. FORSCOM typically publishes the initial Guest OC/T list at approx D-60.

e. Funding. Properly funding a CTC training rotation requires detailed planning and tracking. As a general rule, the brigade designated as the primary training unit is responsible for funding all aspects of the rotation, including support from non-brigade assets (e.g., OC/T augments, combat enablers task organized to the brigade, and others outside brigade support). Brigade and Division resource managers must work closely and continuously with their I Corps G8 team and I Corps TREX CTC planners to understand and properly execute CTC funding responsibilities.

5-4. NATIONAL TRAINING CENTER (NTC).

a. PLANNING MILESTONES. Table 5-1 below lists the key NTC planning milestones for a SBCT. The table describes when the milestone is due (When), what needs to be done (Tasks), why it needs to be done (Purpose), and who (Participants) is required if the task is a meeting. I Corps staff, 7 ID Staff, and the designated training unit use this table to guide their NTC planning efforts. Units that are Echelon Above Brigade (EAB) to other rotations can use this timeline as a guide when conducting coordination with their respect BCT.

National Training Center (NTC) Planning Milestones Chart (Table 5-1)			
When	Tasks	Purpose	Participants
D-365	I Corps G3 TREX Publishes OPORD	Task unit to go to NTC	N/A
D-300	I Corps G3 TREX holds Initial Synch Meeting with 7 ID and the training unit	Review the NTC planning process and milestones with the training unit and plan for scheduling of PDSS, Initial Planning Conference, Grid Set Conference and Leader Training Program	I Corps G3 TREX, 7 ID Exercises, Training Unit
D-270	7 ID coordinates date for the D-240 VTC with NTC	Establish date to conduct VTC between 7 ID CG and NTC CG	N/A
D-265	Training unit coordinates with NTC for the Pre-Deployment Site Survey (PDSS).	Establish dates to conduct the Pre-Deployment Site Survey.	N/A
D-265	Training unit coordinates with NTC for the D-180 conference.	Establish specific conference dates, location, coordinate for facilities, and determine attendance for the conference.	N/A
D-240	Execute the D-240 VTC with NTC	7ID CG and NTC CG discuss rotational training possibilities and expectations	7 ID CG, 7 ID Exercises, NTC CG, I Corps G3 TREX
D-240	7ID Exercises coordinates date for the D-210 VTC with NTC	Establish dates to conduct VTC between training unit and NTC	N/A
D-200	Training unit submits their proposed Draft Mission Letter, Troop List Exception (TLE), Task Organization (TO), and FC Form 1060 to 7 ID Exercises	To allow 7 ID Training to review the proposed Draft Mission Letter Packet for correctness and identify any issues for correction back to the training unit	N/A

D-195	Training unit submits final Draft Mission Letter Packet to 7 ID Exercises	To allow 7 ID Exercises to brief the 7ID G3 and CG on the unit's proposed Draft Mission Letter Packet and seek guidance and approval from the 7 ID CG	N/A
D-192	Upon 7 ID CG's approval, 7 ID Exercises submits Draft Mission Letter packet to I Corps TREX	To allow I Corps TREX to review and analyze the Draft Mission Letter Packet in preparation for the D-180 Conference	N/A
D-190	I Corps TREX submits Draft Mission Letter packet to NTC G3	To allow NTC to review and analyze the Draft Mission Letter Packet in preparation for the D-180 Conference	N/A
D-180	Execute the D-180 Conference	Review, discuss and finalize the Mission Letter Packet begin planning of rotational scenario	I Corps G3 TREX, 7ID Exercises, Training Unit, NTC OPS Group
D-170	Training unit submits final Mission Letter, TLE, TO and FC Form 1060 to 7 ID Exercises	To allow 7 ID Exercises to review the final Mission Letter Packet for correctness and identify any issues for correction back to the training unit	N/A
D-160	Upon approval of the Mission Letter Packet by the 7 IDs CG, 7 ID Exercises submits the packet to I Corps G3 TREX	Allow I Corps TREX to review the Mission Letter	N/A
D-150	I Corps TREX submits the packet to FORSCOM	Allow FORSCOM to review the Mission Letter and begin sourcing the requested training enablers for the rotation.	N/A
D-140	Training Unit coordinates with NTC for Grid Set Conference.	Establish dates and locations to conduct the Grid Set Conference.	N/A

D-120	Update FC Form 1060-R (as needed)	To keep 7 ID, I Corps, NTC and FORSCOM apprised of changes	Training Unit/7ID Exercises/I Corps G3 TREX/NTC
D-110	7 ID Exercises coordinates with NTC for the D-90 VTC.	Establish dates to conduct VTC between 7ID CG and NTC CG	N/A
D-90	Training Unit Conducts PDSS to NTC	See FORSCOM Reg 350-50-1, Appendix D for detailed description of PDSS tasks.	Training Unit
D-90	Execute the D-90 VTC	NTC CG briefs the 7ID CG on the rotational scenario for the training unit and seeks guidance to refine any training objectives.	7 ID CG, 7 ID G3, 7 ID Exercises, I Corps G3 TREX, NTC CG
D-90	Update FC Form 1060-R (as needed)	To keep 7 ID, I Corps, NTC and FORSCOM apprised of changes	Training Unit/7 ID/I Corps TREX/NTC
D-75	Training unit submits draft grid exception memo to 7 ID Exercises	To allow 7 ID Exercises to analyze exception memo and 1060-R and gain approval for submission to FC from 7 ID G3/CG	Training unit/7 ID Exercises/I Corps TREX/7 ID G3/7 ID CG
D-60	Training unit executes the NTC Leader Training Program at the NTC	To train commanders and staffs based on METL assessment	Training Unit
D-60	Training unit executes the Grid Set Conference.	Identify preposition fleet draw requirements and discuss logistical planning details	7 ID Exercises, Training Unit, NTC
D-60	7 ID Exercises submits final grid exception memo to FC	Allow FC to approve and source PREPO draw exceptions	7 ID Exercises

D-45	Training Unit receives NTC Rotational Scenario OPORD	Allow rotational unit's staff to conduct MDMP prior to training rotation	NTC, Training Unit
D-40	7 ID Exercises coordinates with NTC for the D-30 VTC.	Establish dates to conduct D-30 VTC.	N/A
D-30	Finalize all coordination details	See FORSCOM Reg 350-50-1, Appendix D for detail description of coordination tasks.	N/A
D-30	Execute the Senior D-30 VTC.	NTC briefs the 7 ID CG on the final rotational scenario.	7 ID CG, 7 ID G3, 7 ID Exercises, I Corps G3 TREX, NTC CG
D-30	Prepo Draw Grid is locked	To allow NTC to ready the prepo fleet for draw by the unit. Any exceptions after this date require FC approval	N/A
D-13 To D-Day	Training unit deploys to NTC	Prepare to conduct training rotation.	Training Unit Torch Party
D-Day	Execute NTC training rotation	Validate training readiness prior to a deployment or conduct a culminating training event for non-deploying units.	Training Unit
NLT D+45	Training unit provides Section VII of FC Form 1060 to 7 ID Exercises	Allow 7 ID Exercises the opportunity to review the FC Form 1060 and AAR comments for accuracy and conciseness prior to submission to FORSCOM.	N/A
D+60	NLT D+60, 7 ID Exercises provides Section VII of FC Form 1060 rotation AAR to FORSCOM	To close out rotation cycle with all required documentation	7 ID Exercises

Table 5-1

5-5. KEY NTC PLANNING DOCUMENTS.

a. Draft Mission Letter Packet. The draft mission letter packet is the first major deliverable and requires significant coordination between the training unit, 7 ID, and I Corps G3 TREX in order to properly prepare. The purpose of the draft mission letter packet is to provide NTC planners with the proposed packet so they can analyze it before executing the D –180 conference. Once the draft mission letter packet is prepared, the training unit forwards the packet through the I Corps G3 TREX to the I Corps Commander for Situational Awareness. The I Corps G3 TREX forwards the draft mission letter packet to NTC G3. The draft mission letter packet consists of the Mission Letter, the unit's METL assessment, the unit's NTC Training Rotation Troop List/Task Organization, any Troop List Exception (TLE) Requests, FORSCOM Form 1060, and the Senior Trainer's endorsement letter.

(1) Mission Request Letter. The unit prepares a Mission Request Letter detailing their proposed organization and NTC Training plan. Key paragraphs of the mission request letter include the Commander's intent for NTC, troop list (encl 1), METL assessment (Encl 2), training objectives, key training tasks, proposed general training scenario, proposed concept for the training rotation, request for specific training events during Phase I (RSOI), request for specific training events during Phase II (STX/LFX), request for specific training events during Phase III (FSO), request for training enablers / troop list exceptions (encl 3), and proposed rotation timeline.

(2) NTC Training Rotation Troop List / Task Organization. Enclosure #1 to the Draft Mission Letter in FORSCOM Regulation 350-50-1 (NTC) is the Troop List / Task Organization which graphically depicts all the units from the pre-approved troop list template that the training unit commander desires to be task organized with for his training rotation, and that the 7 ID Commander has approved. Appendix A of FORSCOM Regulation 350-50-1 (NTC) provides pre-approved troop list templates for Infantry Brigade Combat Team (IBCT); Stryker Brigade Combat Team (SBCT); Armored Brigade Combat Team (ABCT); and Combat Aviation Brigades. These templates list the type and size of units, beyond a unit's organic units that are authorized to deploy to NTC in support of a unit's training rotation (e.g., Aviation support, above brigade support assets, etc.). The templated units are those units that FORSCOM will fund and task to participate in the training rotation if requested by the unit, approved by the senior trainer (7 ID Commander), and a source unit is available.

(3) METL Assessment. Enclosure #2 to the Draft Mission Letter in FORSCOM Regulation 350-50-1 (NTC) is the training unit's current METL and the Commander's current METL assessment

(4) Troop List Exception Request. Enclosure #3 to the Draft Mission Letter in FORSCOM Regulation 350-50-1 (NTC) is any requests for unit capabilities above what is authorized in Appendix A of FORSCOM Regulation 350-50-1 (NTC) that the training unit commander desires to be sourced for his NTC training rotation. Troop list exceptions are funded with unit OPTEMPO funds; therefore, the 7 ID Commander must understand and approve of any

Troop List Exception Requests. Once approved by the 7 ID Commander and verified as supportable by NTC, FORSCOM will attempt to source any troop list exception units that the I Corps Commander cannot source from I Corps assets. Troop list exceptions are considered by the 7 ID Commander for approval on a case-by-case basis and must be fully justified in the Troop List Exception Request. Justifications must include the rationale, historical precedence, and cost in terms of money, number of rail cars required to move, additional Opposing Forces (OPFOR) required (if any), and Observer/Controller (O/C) augmentation (if any).

(5) FORSCOM Form 1060 (Rotational Unit Worksheet and After Action Report (AAR)). Enclosure #4 to the Draft Mission Letter is FORSCOM Form 1060 which is a worksheet specifies manning, equipment, funding, and support details for the training rotation. Section #1 specifies key training dates, Section #2 details each unit's specific task organization, Section #3 and #4 details each unit's specific manning, Section #5 details each unit's equipment, Section #6 calculates OPFOR augmentation requirements, Section 7 calculates the NTC rotational costs, Section 8 is the unit's points of contact. For the Draft Mission Letter packet the unit completes Sections, 1-6 and 8.

(6) Senior Trainer Endorsement letter. Enclosure #5 to the Draft Mission Letter is the Senior Trainer's (7 ID Commander) endorsement of the Mission Letter Packet. This is the critical document of the Mission Letter Packet. 7 ID G3 is responsible for obtaining the Commander's endorsement signature; however, the unit must be prepared to brief, in detail, their NTC plan to the 7 ID CG and justify any requests for troop list exceptions. Once the CG approves all portions of the Draft Mission Letter, he will sign the endorsement letter and 7 ID G3 will forward the entire Draft Mission Letter Packet to the I Corps TREX who will review and forward to the NTC G3.

b. Final Mission Letter Packet. The final mission letter packet is the second major deliverable. During the D-180 conference the training unit and NTC planners review the draft mission letter packet in detail and make any necessary adjustments. Once all adjustments are complete the unit forwards the final mission letter packet to the 7 ID Commander through the 7 ID Exercises. Once the 7 ID CG approves the Final Mission Letter Packet, the 7 ID Exercise team will forward it to I Corps G3 TREX to review and they will forward the Mission Letter to FORSCOM.

c. Updated FORSCOM Form 1060. The Updated FORSCOM Form 1060 is the third major deliverable. Following the D-180 conference, the unit and NTC planners continually collaborate and update the FORSCOM Form 1060. Sections 4 (personnel) and Section 5 (Equipment) of the FORSCOM Form 1060 are the two critical sections that typically require constant updating.

(1) Section 4 (Personnel). Section 4 (Personnel) of the FORSCOM Form 1060 identifies all the personnel the unit will deploy to NTC with. Typically, the unit troop list goes through continual revision throughout the planning process and thus changes the personnel count

deploying to NTC for the rotation, mandating continual updates to FORSCOM Form 1060. This Section of the FORSCOM Form 1060 is finalized once the troop list is set and all personnel changes are accounted for. The unit provides the final version of this section directly to the NTC planners.

(2) Section 5 (Equipment). Section 5 (Equipment) of the FORSCOM Form 1060 identifies the equipment that the unit intends to draw from the preposition fleet at NTC and what equipment the unit will bring with it from home station. The goal is to maximize utilization of NTC's preposition fleet in order to reduce the transportation costs of conducting an NTC Training Rotation. This Section of the FORSCOM Form 1060 is finalized at D-60 and requires approval of the 7 ID CG.

d. Grid Set Exception Memorandum. The Grid Set Exception Memorandum is the fourth major deliverable. The Exception Memo is prepared by the training unit, signed by the unit commander, approved through the 7 ID CG, and forwarded to I Corps G3 TREX who reviews and forwards it to FORSCOM. The Exception Memo lists all equipment the unit plans to transport to NTC and provides a detailed justification of why the unit is not drawing that equipment from the NTC prepositioned fleet. Once FORSCOM approves the exception memorandum then funding for transporting equipment to NTC is approved.

5-6. JRTC TRAINING ROTATIONAL PLANNING. JRTC Planning Milestones. Table 5-2 below shows the key JRTC planning timeline and deliverables. The table describes the milestones (When), what needs to be done (Tasks), why it needs to be done (Purpose), and who is required (Participants). I Corps staff, 7 ID Staff, and the designated training unit use this table to guide their NTC planning efforts. Units that are Echelon Above Brigade (EAB) to other rotations can use this timeline as a guide when conducting coordination with their respect BCT.

Joint Readiness Training Center (JRTC) Planning Milestones Chart (Table 5-2)			
When	Tasks	Purpose	Participants
D-250	I Corps G3 TREX Publishes OPORD	Task unit to go to JRTC	N/A

D-240	I Corps G3 TREX Holds Initial Synch Meeting with the training unit	Review the JRTC planning process and milestones with the training unit and plan for scheduling of PDSS, Initial Planning Conference, Logistics Conference and Leader Training Program	I Corps G3 TREX, 7 ID Exercises, Training Unit
D-230	Training unit coordinates with JRTC for the Initial Planning Conference.	Establish specific conference dates, location, coordinate for facilities, and determine attendance for the conference.	N/A
D-200	Training unit submits their proposed Draft Mission Letter, Troop List Exception (TLE), Task Organization (TO), and Memorandum of Agreement to 7 ID Exercises	To allow 7 ID Exercises to review the proposed Draft Mission Letter Packet for correctness and identify any issues for correction back to the training unit	N/A
D-200	Training Unit Conducts PDSS to JRTC	To allow the Training Unit to make initial coordination with JRTC planners	Training Unit/JRTC
D-195	Training unit submits final Draft Mission Letter Packet to 7 ID Exercises	To allow 7 ID Exercises to brief the 7 ID G3 and CG on the unit's proposed Draft Mission Letter Packet and seek guidance and approval from the 7 ID CG	Training Unit
D-192	Upon 7 ID CG's approval, 7 ID Exercises sends Draft Mission Letter to I Corps TREX	To allow training unit to review and analyze the Draft Mission Letter Packet in preparation for the Initial Planning Conference	N/A

D-190	I Corps TREX readies Draft Mission Letter for Initial Planning Conference	To allow training unit to review and analyze the Draft Mission Letter Packet in preparation for the Initial Planning Conference	N/A
D-180	Execute the Initial Planning Conference	Review, discuss and finalize the Mission Letter Packet begin planning of rotational scenario	7 ID Exercises, I Corps G3 TREX, Training Unit, JRTC OPS Group
D-170	Training unit submits final Mission Letter, TLE, TO and FC Form 1060 to 7 ID Exercises	Allow 7 ID Exercises to review the final Mission Letter Packet for correctness and identify any issues for correction back to the training unit	Training Unit
D-160	7 ID exercises submits final Mission Letter Packet to the 7 ID CG	Allow 7 ID Exercises to brief the 7 ID G3 and CG on the unit's final Mission Letter Packet and seek guidance and approval from the CG	7 ID Exercises
D-152	Upon approval of the Mission Letter Packet by the 7 ID CG, 7 ID Exercises submits the packet to I Corps TREX	Allow I Corps TREX to review the Mission Letter Packet	7 ID Exercises
D-150	I Corps TREX submits packet to FORSCOM	Allow FORSCOM to review the Mission Letter Packet	I Corps TREX
D-90	Training unit attends the D-90 Logistics Conference at JRTC	To allow the training unit and JRTC to discuss rotational support capabilities and ID enablers. Training unit provides JRTC approved TLE memo.	Training Unit/ JRTC

D-90	Training unit executes the JRTC Leader Training Program at the JRTC	To train commanders and staffs based on METL assessment	Training Unit
D-30	Final troop list/vehicle density list due to JRTC	Allow JRTC to finalize logistical support and PREPO draw fleet	Training Unit
D-20 To D-Day	Training unit deploys to JRTC	Prepare to conduct training rotation.	Training Unit Torch Party
D-Day	Execute JRTC training rotation	Validate training readiness prior to a deployment or conduct a culminating training event for non-deploying units.	Training Unit

Table 5-2. Joint Readiness Training Center (JRTC) Planning Milestones Chart

5-7. KEY JRTC PLANNING DOCUMENTS.

a. Mission Letter Packet. The mission letter packet is the first major deliverable and requires significant coordination between the training unit and 7 ID Exercises in order to properly prepare. The purpose of the draft mission letter packet is to provide 7 ID Exercise planners with the proposed packet so they can analyze it before executing the D –180 conference. Once the mission letter packet is prepared, the training unit forwards the packet through 7 ID Exercises to the 7 ID Commander for approval. Once approved, the 7 ID Exercises presents the Mission Letter at the Initial Planning Conference. The draft mission letter packet consists of the Mission Letter, the unit’s METL assessment, the unit’s JRTC Training Rotation Troop List/Task Organization, any Troop List Exception (TLE) Requests, FORSCOM Form 1060, training responsibility Memorandum of Agreement (MOA) and the Senior Trainer’s endorsement letter.

(1) Mission Request Letter. The unit prepares a Mission Request Letter detailing their proposed organization and JRTC Training plan. Key paragraphs of the mission request letter include the Commander’s intent for JRTC, troop list (encl 1), METL assessment (Encl 2), training objectives, key training tasks, proposed general training scenario, proposed concept for the training rotation, request for specific training events during Phase I (RSOI), request for specific training events during Phase II (STX/LFX), request for specific training events during Phase III (FSO), request for training enablers / troop list exceptions (encl 3), and proposed rotation timeline

(2) JRTC Training Rotation Troop List/Task Organization. Enclosure #1 to the Draft Mission Letter is the Troop List / Task Organization which graphically depicts all the units from the pre-approved troop list template that the training unit commander desires to be task organized with for his training rotation, and that the 7 ID Commander has approved. Appendix A of FORSCOM Regulation 350-50-2 (JRTC) provides pre-approved troop list templates for IBCT; SBCT; ABCT; and Combat Aviation Brigades. These templates list the type and size of units, beyond a unit's organic unit's that are authorized to deploy to JRTC in support of a unit's training rotation (e.g., Aviation support, above brigade support assets, etc.). The templated units are those units that FORSCOM will fund and task to participate in the training rotation if requested by the unit, approved by the senior trainer (7 ID Commander), and a source unit is available.

(3) METL Assessment. Enclosure #2 to the Draft Mission Letter is the training unit's current METL and the Commander's current METL assessment.

(4) Troop List Exception Request. Enclosure #3 to the Draft Mission Letter is any requests for unit capabilities above what is authorized in Appendix A of FORSCOM regulation 350-50-2 (JRTC) that the training unit commander desires to be sourced for his JRTC training rotation. Troop list exceptions are funded with unit funds; therefore, the I Corps Commander must understand and approve of any Troop List Exception Requests. Once approved by the 7 ID Commander and verified as supportable by JRTC, FORSCOM will attempt to source any troop list exception units that the I Corps Commander cannot source from I Corps assets. Troop list exceptions are considered by the 7 ID Commander for approval on a case-by-case basis and must be fully justified in the Troop List Exception Request. Justifications must include the rationale, historical precedence, and cost in terms of money, number of rail cars required to move, additional Opposing Forces (OPFOR) required (if any), and Observer/Controller (O/C) augmentation (if any).

(5) FORSCOM Form 1060 (Rotational Unit Worksheet and AAR). Enclosure #4 to the Mission Letter is FORSCOM Form 1060 which is a worksheet specifies manning, equipment, funding, and support details for the training rotation. Section #1 specifies key training dates, Section #2 details each unit's specific task organization, Section #3 and #4 details each unit's specific manning, Section #5 details each unit's equipment, Section #6 calculates OPFOR augmentation requirements, Section 7 calculates the JRTC rotational costs, Section 8 is the unit's points of contact. For the Mission Letter packet the unit completes Sections, 1-6 and 8.

(7) Senior Trainer Endorsement letter. Enclosure #5 to the Draft Mission Letter is the Senior Trainer's (7 ID Commander) endorsement of the Mission Letter Packet. This is the critical document of the Mission Letter Packet. 7 ID G3 is responsible for obtaining the Commander's endorsement signature; however, the unit must be prepared to brief, in detail, their JRTC plan to the 7 ID CG and justify any requests for troop list exceptions. Once the CG

approves all portions of the Draft Mission Letter, he will sign the endorsement letter and 7 ID G3 will forward the entire Draft Mission Letter Packet to the I Corps TREX who will review and forward to the NTC G3.

(6) Memorandum of Agreement. The MOA establishes a mutual framework between the 162d Infantry Brigade (JRTC) and the training unit. The agreement's primary purpose is to outline training provided to the training unit in relation to their augmented Combat Advisors and Stability Transition Teams (S-TTs).

b. Updated FORSCOM Form 1060. The Updated FORSCOM Form 1060 is the second major deliverable. Following the D-180 conference, the unit and JRTC planners continually collaborate and update the FORSCOM Form 1060. Sections 4 (personnel) and Section 5 (Equipment) of the FORSCOM Form 1060 are the two critical sections that typically require constant updating.

e. Grid Set Exception Memorandum. The Grid Set Exception Memorandum is the fourth major deliverable. The Exception Memo is prepared by the training unit, signed by the unit commander, approved through the 7 ID CG, and forwarded to I Corps G3 TREX who reviews and forwards it to FORSCOM. The Exception Memo lists all equipment the unit plans to transport to JRTC and provides a detailed justification of why the unit is not drawing that equipment from the JRTC prepositioned fleet. Once FORSCOM approves the exception memorandum then funding for transporting equipment to JRTC is approved.

5-8. DIVISION WARFIGHTER EXERCISES (WFX).

a. A War Fighting Exercise (WFX) is an exercise for a unit that is not scheduled to deploy. WFXs function as the primary collective training events for essential battlefield management and decision making skills for battalion staffs and above. Additionally, each WFX is geared to the training commander's mission-essential task list (METL). All training is performed via computer simulation and centers on a notional computer-generated "box." Many spontaneous legal issues arise naturally during the course of a WFX (such as targeting issues, fratricides, and civilians on the battlefield). Additionally, Operational Groups (OPGRPs) A, B, and C insert legal and information operations issues (such as law of armed conflict, ROE, international agreements, justification of the use of force, contract and fiscal law, military justice, foreign claims, and legal aspects of joint, inter-agency, non-governmental and international organization coordination) into the training scenario.

b. A corps level WFX is equivalent to two division WFXs. A unit's participation in a WFX is confirmed at the ARFORGEN Synchronization Readiness Conference (ASRC). WFXs follow the same Joint Exercise Lifecycle (JELC) timeline as Theatre Security Cooperation Programs, (TSCPs), Operation Plans (OPLANs), Mission Rehearsal Exercises (MREs), and Mission Readiness Exercises (MRXs).

c. Functional and multi-functional BDEs planning for WFX participation will follow a planning cycle equivalent to the JELC described in Ch. 6 of this document. Table 5-3 below lists the key planning milestones for a WFX.

War Fighter Exercise (WFX) Planning Milestones Chart (Table 5-3)			
When	Tasks	Purpose	Participants
D-250	I Corps G3 TREX Publishes OPORD	Task unit to go to WFX and attend the Concept Development Conference (if required)	N/A
D-240	I Corps G3 TREX Holds Initial Synch Meeting with the training unit	Review the WFX planning process and milestones with the training unit and plan for scheduling of the Initial Planning Conference, Logistics Conference and Leader Training Program	I Corps G3 TREX, 7 ID Exercises, Training Unit
D-230	Training unit coordinates with WFX executive agent for the Initial Planning Conference.	Establish specific conference dates, location, coordinate for facilities, and determine attendance for the conference.	N/A
D-200	Training unit submits their proposed Draft Mission Letter, Troop List Exception (TLE), Task Organization (TO), and Memorandum of Agreement to 7 ID Exercises	To allow 7 ID Exercises to review the proposed Draft Mission Letter Packet for correctness and identify any issues for correction back to the training unit	N/A
D-195	Training unit submits final Draft Mission Letter Packet to 7 ID Exercises	To allow 7 ID Exercises to brief the 7 ID G3 and CG on the unit's proposed Draft Mission Letter Packet and seek guidance and approval from the 7 ID CG	Training Unit

D-192	Upon 7 ID CG's approval, 7 ID Exercises sends Draft Mission Letter to I Corps TREX	To allow training unit to review and analyze the Draft Mission Letter Packet in preparation for the Initial Planning Conference	N/A
D-190	I Corps TREX readies Draft Mission Letter for Initial Planning Conference	To allow training unit to review and analyze the Draft Mission Letter Packet in preparation for the Initial Planning Conference	N/A
D-180	Execute the Initial Planning Conference	Review, discuss and finalize the Mission Letter Packet. Begin planning of rotational scenario. Submit training objectives to executive agent.	7 ID Exercises, I Corps G3 TREX, Training Unit.
D-170	Training unit submits final Mission Letter, TLE, TO and FC Form 1060 to 7 ID Exercises	Allow 7 ID Exercises to review the final Mission Letter Packet for correctness and identify any issues for correction back to the training unit	Training Unit
D-160	7 ID exercises submits final Mission Letter Packet to the 7 ID CG	Allow 7 ID Exercises to brief the 7 ID G3 and CG on the unit's final Mission Letter Packet and seek guidance and approval from the CG	7 ID Exercises
D-152	Upon approval of the Mission Letter Packet by the 7 ID CG, 7 ID Exercises submits the packet to I Corps TREX	Allow I Corps TREX to review the Mission Letter Packet	7 ID Exercises

D-150	I Corps TREX submits packet to FORSCOM	Allow FORSCOM to review the Mission Letter Packet	I Corps TREX
D-100	Training unit attends the Mid Planning Conference (MPC)	To allow the training unit and executive agent to finalize life support issues and to finalize training objectives	7 ID Exercises, I Corps G3 TREX, Training Unit.
D-90	Training unit executes the STAFFEX at WFX location	To assess location and prepare training unit staff for the WFX	Training Unit
D-60	Training unit attends the Final Planning Conference (FPC)	Allow training unit and executive agent to finalize exercise details and lock in the exercise manning document.	7 ID Exercises, I Corps G3 TREX, Training Unit.
D-20 To D-Day	Training unit deploys to WFX	Prepare to conduct exercise	Training Unit Torch Party
D-Day	Execute WFX	Execute collective training for battlefield management and decision making skills.	Training Unit

Table 5-3. War Fighter Exercise (WFX) Planning Milestones Chart.

CHAPTER 6

EXERCISES

6-1. PURPOSE. This chapter explains the planning process for external exercise participation, defines exercise terms, and establishes external exercise responsibilities for I Corps and I Corps Direct Reporting Units (DRUs).

6-2. DEFINITIONS.

a. Internal Exercises. For the purposes of this chapter, internal exercises are defined as exercises that are conceived, planned, and executed by I Corps or units attached to I Corps as DRU with resources internal to the unit and are conducted at JBLM. Examples of these types of exercises are: Battalion level Field Training Exercises (FTX) or Brigade level Command Post Exercises (CPX) at JBLM.

b. External Exercises. For the purposes of this chapter, external exercises are defined as exercises that I Corps or units assigned to I Corps as a DRU are directed to participate in by higher headquarters. These external exercises are conceived, planned, and resourced by higher headquarters. Examples of these types of exercises are: Combat Training Center rotations, Mission Rehearsal Exercises (MRX), and Theater Security Cooperation Program (TSCAP) Exercises.

c. Training Audience. A training audience is a unit or units the exercise is specifically designed to provide a training effect to. Typically, the designation as a training audience means that during exercise design the so designated unit(s) commanders training objectives are a driving requirement in the development of the exercise scenario and the unit commander will receive the assistance of observers/trainers (O/Ts) during the exercise to assist in making a training assessment of the unit. It is important to understand that a unit participating in an exercise that IS NOT designated as a training audience, will still likely receive a training effect just by participating in the exercise. The key difference from a training audience is that the scenario is not tailored to meet the non-training audience commander needs nor will the unit receive any O/Ts.

d. Response Cell. A response cell is a unit or units that participate in an exercise to replicate a unit or capability that must interface with the training audience in order to provide the required wrap-around operating environment to the training audience. A response cell IS NOT a training audience.

6-3. RESPONSIBILITIES.

a. I Corps G3 TREX.

(1) Coordinate and synchronize aspects of external exercise participation between I Corps and units attached to I Corps as a DRU with higher headquarters, adjacent headquarters, JBLM Garrison, and I Corps staff sections in order to ensure that participation in external exercises is properly resourced, funded, scheduled, and supported.

(2) Publish I Corps Exercise Directives directing unit participation in external exercises.

(3) Publish and maintain the I Corps Exercise Tracker on the I Corps SharePoint webpage.

(4) Collect deliverables produced at external exercise planning conferences in order to synchronize and coordinate I Corps and units attached to I Corps as a DRU participation in external exercises and to assist unit representatives in the exercise planning process.

(5) Provide oversight and guidance to I Corps units participating in external exercises in order to understand external exercise planning and coordination requirements, meet product suspense, and attend relevant exercise planning meetings as required.

(6) For external exercises and related conferences involving participation of personnel from multiple I Corps DRUs and or staff sections, serve as the synchronization element ensuring all suspenses and requirements are met.

b. Units Participating in an External Exercise.

(1) Appoint a primary and alternate point of contact (POC) to I Corps G3 TREX Exercise Operations division to staff, coordinate, and synchronize all aspects of external exercise participation.

(2) Coordinate and synchronize all aspects of external exercise participation (Resourcing, funding, TDY orders, ground and air transportation, life support, etc.) with I Corps G3 TREX Exercise Operations Division in order to understand and execute all unit external exercise planning and coordination requirements and meet product suspense. Attend Joint Exercise Life Cycle (JELC) events as required. Provide a JELC Event Trip Report outlining the deliverables and requirements discussed at the event to the I Corps G3 TREX Exercise Operations Division.

(3) Provide I Corps G3 TREX Exercise Operations Division with an updated exercise Field Budget Estimate (FBE) for approval and synchronization with I Corps G8.

(4) Understand the Joint Exercise Life Cycle (JELC) schedule of exercise planning events and be prepared to nominate personnel (continuity of planners to JELC events is highly desirable) to attend scheduled exercise planning conferences.

(5) When given DIRLAUTH by I Corps G3 TREX Exercise Division, coordinate with the unit's exercise scenario higher headquarters to understand the external exercise scenario and all scenario / tactical planning and participation requirements.

(6) Within 14 days upon exercise completion of an external exercise provide G3 TREX Exercise Operations Division with a succinct and concise AAR.

(7) Ensure when travelling TDY or for exercise participation all DTS Vouchers are submitted NLT 5 days post return to unit location.

6-4. TYPES OF EXTERNAL EXERCISES. Generally, there are five major types of external exercises that I Corps or units attached to I Corps as DRU participate in, they are:

a. Theater Security Cooperation Program (TSCP) Exercises and Chairman Joint Chiefs of Staff (CJCS) Exercises. Theater Security Cooperation Program (TSCP) Exercises and Chairman Joint Chiefs of Staff Exercises. TSCP/CJCS exercises are exercises conducted by combatant commanders as part of their military to military engagement strategy with nations in their Area of Responsibility. These exercises are executed in a 'by, through and with' sense with the partner and host nation. TSCP/CJCS exercises can be any combination of a Command Post Exercise (CPX), FTX, Live Fire Exercise (LFX), or Engineer Capacity Building Exercise (ENCAP).

b. Operation Plan (OPLAN) rehearsal Exercise. Operation Plan (OPLAN) rehearsal Exercise. OPLAN rehearsal exercises are conducted by commanders responsible for standing OPLANs, generally a Combatant Commander. The exercises serve to train and prepare contributing forces for contingencies in accordance with OPLAN/CONPLAN.

c. Mission Readiness Exercise (MRX). MRXs are designed as the culminating training exercise to allow the deploying unit to exercise its battle rhythm and Mission Command processes within an operating environment (OE) that replicates the OE the unit will deploy.

d. Mission Rehearsal Exercise (MRE). MREs are conducted by commanders responsible for training, preparing and certifying formations (Brigade through Joint Commands) for directed operations.

e. Combat Training Center (CTC) rotation Exercise. CTC (JRTC or NTC) rotation exercises are conducted by company through brigade formations as either an MRE for an

upcoming deployment or as a culminating training event (CTE) during a unit's training and readiness ARFORGEN Cycle.

6-5. EXTERNAL EXERCISE SCHEDULING PROCESS. There are two primary means for units to participate in an external exercise:

a. Units can be directed (tasked) to participate in the exercise. Directed (Tasked) External Exercise Participation. Higher Headquarters will formally direct (task) I Corps for a unit(s) to participate in an external exercise as either a training audience or response cell. These external exercise taskings are coordinated and synchronized at the quarterly FORSCOM ARFORGEN Synchronization and Resourcing Conference (ASRC).

b. Units can volunteer to participate in the exercise. Unit Volunteers for External Exercise Participation. Units can identify an exercise that 'fits' their ARFORGEN training requirements and request to participate in the exercise as either a training audience or response cell in order to achieve a training effect. Generally, this is a judicious use of government funding resources as the unit is typically funded to participate in the exercise by the exercise executive agent. Thus the unit is "using another organizations money" to conduct training. Generally, the only negative to this approach is that the executive agent funding the exercise participation can place funding and resource usage constraints on the unit (e.g., the number of Soldiers allowed to participate) that may not be aligned with the unit commander's training objectives. The I Corps G3 coordinates for unit volunteer participation in an external exercise at the ASRC.

6-6. EXTERNAL EXERCISE PLANNING PROCESS. While each type of exercise has its own unique planning process, most exercises, except for CTC rotations, generally follow the exercise planning model outlined below. (See chapter 5 of this regulation for a detailed explanation of the CTC exercise planning process).

a. Concept Development Conference (CDC). The CDC commences macro planning for the exercise, discussing proposals and exercise objectives, producing draft documents for follow-on planning, and identifying requirements for future conferences and planning events. This process is generally driven by a Core Steering Group (CSG) which usually includes senior representatives from the HQ and staff participating and contributing to the exercise. The CDC also identifies who the training audiences are, determines the type of scenario and operating environment required, determines the exercise locations and facility requirements, develops the general scheduling concept, and identifies initial funding requirements and constraints. Normally, participation in a CDC is limited to a very few key exercise designers and participants.

b. Initial Planning Conference (IPC). The IPC is typically the first planning conference open to all exercise designers and participants. The IPC is designed to take the concepts developed at the CDC and develop them into initial, but detailed and further refined, exercise

scenario and design concepts that planners can begin working on. Key to the IPC for scenario design is for the training audience to identify their commanders training objectives. The IPC is best described as the framework and foundation for all subsequent detailed planning at the MPC and FPC.

c. Mid Planning Conference (MPC). The MPC is typically opened to all exercise planners and participants and where all the “heavy lifting” of exercise planning is conducted. This conference is where the majority of the details of exercise scenario and design features are created and codified. The MPC is the last opportunity for major changes to exercise scenario or design.

d. Final Planning Conference (FPC). The FPC is typically where all the details of exercise scenario and design are synchronized and finalized. The Joint Manning Document (JMD), Exercise Support Manning Document (ESMD and Time Phased Force Deployment Data (TPFDD) is locked at this time. At completion of the FPC, the exercise is ready to execute.

e. Exercise Execution. Exercise execution typically consists of three phases. The first phase begins one or two weeks prior to the start date with the exercise set-up. At this time, pre-exercise activity such as simulation and computer software specific training may occur. Following the set-up the, actual exercise scenario and training begins. Training starts at “STARTEX” and ends at “ENDEX”, this can take one to two weeks. For longer exercises there may be a mid-point PAUSE-EX for 24 to 48 hours. The last stage is the exercise tear-down and pack-up.

f. After Action Review (AAR). The AAR is arguably the most critical part of the exercise. The AAR allows the command to review how well the unit did in accomplishing the Commander’s training objectives, identify lessons learned discuss the key learning points of the exercise, and identify processes for sustainment and needing improvement. The AAR is typically held within 24 hours of exercise ENDEX and can last for 2 to 6 hours.

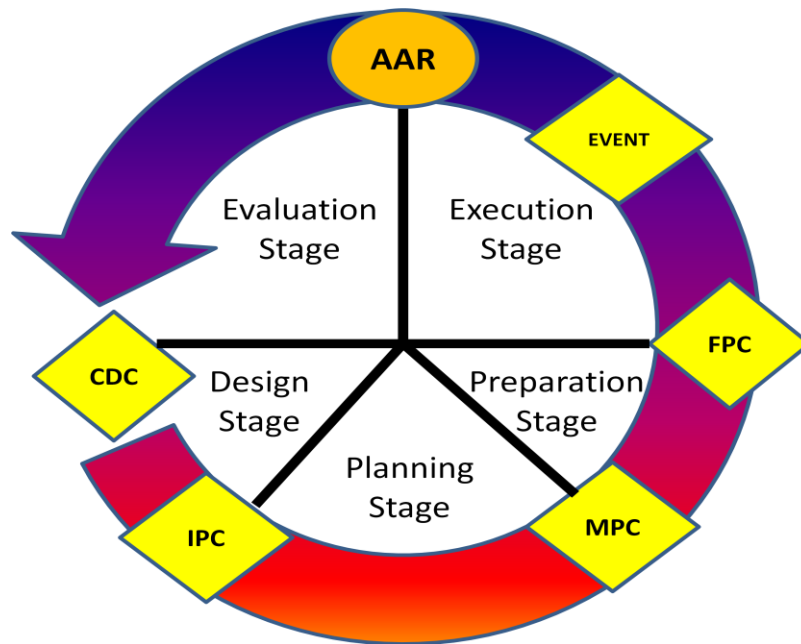


Figure 6-1. Exercise Planning Model

6-7. **EXTERNAL EXERCISE FUNDING.** Determining exercise funding responsibilities and exercise costs is a very critical step in the exercise planning process. Funding constraints and limitations can play a significant role in defining a unit's exercise participation.

a. **Unit Funded Exercise Participation.** The general rule for unit funding is that if a unit is participating in an external exercise as a training audience, the unit is responsible for funding its participation in the exercise. This is referred to as the "pay to play rule". Typically, this rule comes into effect when the unit is deploying to combat operations and is directed to participate in a Mission Rehearsal Exercise (MRX). The unit is responsible for funding its participation from the Overseas Contingency Operations (OCO) funds it receives to pay for pre-deployment training.

b. **Non-Unit Funded Exercise Participation.** The general rule for non-unit funding is that if a unit is participating in an external exercise as a non-training audience (i.e., response cell, higher headquarters replication etc.) then the executive agent sponsoring the exercises is responsible for providing the funds for the unit to participate in the exercise. In this funding situation, the element responsible for the funding, can establish constraints and limitations on the unit participating in the exercise (i.e., dictate the number of participants, direct specific life support choices, direct specific transportation choices) in order to maintain the exercise budget requirements.

c. Field Budget Estimates (FBE). When participating in an exercise, developing an accurate FBE as early as possible is critical. This is particularly pertinent when someone other than the unit is providing the funding. Normally the Executive Agent (EA) will demand an accurate FBE before providing any funding so they can identify costs and possibly modify constraints and requirements if costs are too high for the exercise budget. Units should consult their supporting I Corps G8 representative for details on how to build a FBE in a collaborative manner. While each exercise is unique, the following costs generally make up an FBE:

- (1) Transportation of personnel and equipment to the exercise site and return to home base.
- (2) Lodging at the exercise site.
- (3) Meals at the exercise site.
- (4) Local transportation while at the exercise site.
- (5) Supplies.
- (6) Communication and simulation network circuit rentals.
- (7) Miscellaneous expenses of Soldiers at the exercise site (laundry, taxi, incidentals etc.).

6-8. AIR MOVEMENT OF PERSONNEL. Unless an exercise is conducted locally (at home base), units must move their Soldiers to the exercise site. Soldiers are typically moved via air transportation. Air transportation to an external exercise will generally be military air, contracted air, or individual commercial air carrier.

a. Military Air (MILAIR). Military aircraft can be used to transport Soldiers to and from an external exercise; however, MILAIR is the least used method of air transportation. Additionally, MILAIR is normally the most expensive means of air transportation. MILAIR is generally reserved for large movements of Soldiers (typically 100+). Coordination for MILAIR is normally requested through United States Transportation Command (TRANSCOM) and requires a significant planning lead time. When using MILAIR, the unit must conform to the TRANSCOM movement requirements. This includes, but is not limited to: number of soldiers actually flying cannot vary from the requested / estimated amount by more than +/- 5%. Additionally, departure time's can vary within a 72 hour window. See the I Corps G4 transportation section for details on all MILAIR specifics.

b. **Contracted Commercial Air.** Contracted Commercial Air can be used to transport Soldiers to and from an external exercise. While contracted air is used more often than MILAIR for exercise movement, it is not a common mode of air transportation. While normally cheaper than MILAIR, contract air is a very expensive mode of transportation since the plane is essentially rented from the pick-up point to the destination (full of PAX) and returned to the pick-up point (empty of PAX). Like MILAIR, contracted commercial air is generally reserved for large movements of Soldiers (typically 100+). Coordination for contracted commercial is normally requested through United States Transportation Command (TRANSCOM) and requires a significant planning lead time. Contracted Commercial air movement is subject to the same TRANSCOM movement requirements as MILAIR.

c. **Individually Ticketed Commercial Air.** Individually ticketed commercial air travel is typically the cheapest means of air movement and is by far the most commonly used form of air movement. Units use the Commercial Ticket Program (CTP) to reserve and purchase individual commercial airline tickets. Units can reserve airline seats either through the air ticket reservation function resident in the DTS or by coordinating directly with the local Contract Ticket Office (CTO) travel agent. Using CTO to reserve seats is recommended over the DTS method as units have more flexibility to make changes and fund reservations when reserved through CTO. Units should check with CTO for specific ticketing requirements, but the list below gives the normal planning requirements:

(1) 60 to 30 days from travel - Reserve seats, traveler's names not required 30 days from travel – Traveler's name and specific information required.

(2) 15 days from travel: No more changes to reservations, only cancelations.

(3) 8 days from travel: Cancelations incur a penalty fee.

(4) 8 days from travel: Copies of completed travel orders due to CTO.

d. **Funding Individual Ticketed commercial Air.** Individually ticketed commercial air can be funded either with an individual government travel card or with a centrally billed account (CBA).

(1) **Individually Billed Account (IBA).** The IBA is a government credit card that is the standard means of funding individually ticketed commercial air travel. The DoD mandates that every soldier has an IBA. Units must ensure that every traveling soldier's IBA is activated if this means of payment is used and directed in the formal I Corps order.

(2) **Centrally Billed Account (CBA).** The I Corps CBA can be used to fund individually ticketed commercial air reservations to an external exercise if approved and directed by I Corps

G3 TREX or I Corps G8. CBA is reserved and intended only to fund large movements of Soldiers by commercial air (typically 45 +).

6-9. CARGO MOVEMENT. If equipment must be moved to the exercise location by a transportation mode other than to accompany troops (TAT) equipment, then the exercise unit must coordinate the movement through I Corps G4 (transportation). The I Corps ARFORGEN Execution Cell's (AEC) weekly Force Generation Synchronization Working Group (FGSWG) meeting is the forum in which units coordinate and synchronization cargo movements. The Joint Base Lewis McCord Deployment Key Events Timeline details cargo movement milestones that units must meet. The point of contact for the JBLM Deployment Key Events Timeline tracking tool is I Corps G4.

6-10. EXERCISE LIFE SUPPORT. The provision of lodging, meals and intra-exercise transport, coupled with basic Morale welfare and recreation (MWR) facilities are vital to the success of every exercise. These life support factors directly impact on Soldier welfare and morale and could determine the successful or otherwise conduct of an exercise and the achievement of the established training objectives.

- a. Mayor Cell. Most exercises require a 'Mayoral Cell' to manage and direct all life support issues. The Mayor leads the mayor's cell and is focused on all logistical and administrative aspects of supporting the exercise participants, not on the exercise scenario.

- b. Lodging. Lodging is usually provided in one of two forms, either on base accommodation such as a large barracks building, generally at no cost, or it can be in commercial hotels paid for by either contract (bulk booking) or by per diem.

- c. Meals. If government meals are available (Government Dining Facility), they are typically directed. If government meals are not available, then Soldiers are typically placed on a per-diem meal allowance.

- d. Local transportation. Local transportation to and from the arrival airport and to and from the lodging site to the exercise site is required. This is usually provided by buses requisitioned from the local base transportation motor pool (TMP); however, local transportation can also be through rental vehicles or smaller vehicles from the TMP.

CHAPTER 7

REDEPLOYMENT, REINTEGRATION, AND RESTORATION PLAN – “THE 3R PLAN”

7-1. PURPOSE. This chapter establishes and describes the process for I Corps and I Corps Direct Reporting Units (DRUs) to return to JBLM from deployment.

7-2. OVERVIEW. When returning to JBLM from a deployment, units must complete numerous tasks in order to reintegrate Soldiers and equipment back into the home station training environment. These tasks are executed within a three-phased operation commonly referred to as the “3R plan”. The three phases of the 3-R plan are: Redeployment, Reintegration, and Restoration. These phases are generally sequential, but portions of each phase do overlap each other in time. The 3R plan includes tasks directed by the Department of the Army (DA), FORSCOM, and I Corps. Prior to redeploying to JBLM units receive a 3R execution operations order from I Corps describing the specific execution timelines for the unit and any required adjustments to the generic 3R plan described in this chapter.

7-3. KEY 3R PLAN DEFINITIONS.

a. Return Date: The date at which a unit has 50% + 1 of its Soldiers redeployed to JBLM. For the purposes of defining dates to execute the re-integration modules defined in paragraph 3-7 of this chapter, Return Date is the date a group or flight echelon of returning Soldiers land at the Aerial Port of Debarkation (APOD).

7-4. TRACKING AND REPORTING REQUIREMENTS.

a. Tracking. I Corps and units attached to I Corps as a DRU, redeploying to JBLM will track 100% of their Soldiers, by name, returning from deployment, through all phases and modules of the 3R plan in concert with JBG staff tracking. This tracking requirement is extremely critical and units will ensure they create detailed tracking systems capable of quickly retrieving and reviewing the status of any Soldier’s progress through the 3R process. These tracking systems are the official record of a Soldier’s completion of the 3R phases and modules. The quality and level of detail of a unit’s tracking system becomes especially critical when directed to conduct historical or forensic reviews to determine if and when a Soldier of interest completed each piece of the 3R plan. Of special importance, units will ensure their tracking systems tracks Soldiers’ completion of all follow-on appointments, especially any behavioral health follow-on appointments, made during the reintegration phase of the 3R plan. Note: This paragraph directs complementary 3R tracking requirements to those currently in place through JBLM Garrison elements.

b. Reporting. I Corps and units attached to I Corps as a DRU, will report in writing and brief their progress on completing all 3R plan tasks to the I Corps G3 ARFORGEN Execution

Cell (AEC) during the unit's assigned weekly AEC Force Generation Synch Working Group (FGSWG) meeting. Units will begin reporting the first week after redeployment of a unit's first element, typically a "Torch" or advanced party. Units will continue to report in writing and brief their 3R completion status until the unit reaches 100% compliance of all 3R tasks or are relieved of the reporting requirements by the I Corps Commander. Note: This paragraph does not effect, in any way, any 3R reporting requirement timelines maintained by JBLM Garrison elements.

7-5. 3R RESPONSIBILITIES. 3R requires detailed integration and cooperation with JBLM Garrison staff in order to ensure mission success. Unless otherwise noted, I Corps staff leads listed below will coordinate with JBLM Garrison staff for execution of 3R responsibilities.

a. I Corps G1. Provides oversight and assistance as required to unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates as the support element. The IMCON HR possesses additional expertise and capabilities that can assist in the 3R process.

b. I Corps G2. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G2 as the support element.

c. I Corps G3.

(1) Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G3 as the support element.

(2) When appropriate, publishes an OPORD directing the deployed unit to redeploy, begin redeployment planning, and direct any modifications to the 3R plan described in this regulation necessary for the redeployment circumstances of specific units.

(3) Resolves all operational related redeployment issues with the appropriate higher headquarters and the redeploying unit.

(4) Receives 3R plan completion status reports from units executing the 3R plan at the weekly FGSWG meetings; maintains a status tracker of the reported status information; briefs a unit's current status, as they have reported, when directed.

d. I Corps G4.

(1) Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G4 as the support element.

(2) When directed, deploys a Tiger Team to the deployed unit's in-theater location to assist the unit in preparing, planning, and executing Automatic Reset Induction (ARI) turn-in and equipment redeployment to JBLM.

(3) Resolves all logistical related redeployment conflicts with the appropriate higher headquarters and the redeploying unit.

(4) Coordinates with Joint Base DOL to provide the necessary personnel to conduct airfield arrival control group (AACG) operations at the APOD for redeploying flights.

(5) Maintains in-transit visibility of redeploying unit's equipment in the redeployment process to facilitate reconsolidation of all equipment on JBLM.

e. I Corps G6. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G6 as the support element.

f. I Corps G8. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G8 as the support element.

g. I Corps PAO. Provides publicity of unit redeployment activities by ensuring coverage by social media, DoD media outlets, and local commercial media outlets, as appropriate.

h. I Corps Surgeon. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the I Corps Surgeon as the support element.

i. I Corps Chaplain. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the I Corps Chaplain as the support element.

j. I Corps Safety Office. Assists unit Rear-Detachment commands with planning, coordinating, and scheduling required support for 3R plan tasks that this regulation designates the G2 as the support element.

k. Redeploying Unit(s). When directed by I Corps, plan, coordinate, schedule, and execute all tasks of the 3R plan.

7-6. JOINT BASE COMMANDER. As part of installation support, the Joint Base Commander provides all commanders on JBLM with installation support services for returning units and service members, including:

- a. Airfield Arrival Control Group (AACG) operations at the APOD for redeploying flights.
- b. Assistance with planning, coordinating, and scheduling transportation, facility, and other support units require in executing the 3R plan.

7-7. REDEPLOYMENT. The purpose of the redeployment phase of the 3R plan is to plan and execute the movement of Soldiers and equipment from the theater of operations back to JBLM. This Phase of the 3R plan begins approximately 180 days prior to the units projected Return Date (R-180) and ends when all equipment and Soldiers have left the theater and are moving back to JBLM. The focus of this phase is on equipment accountability within the Theater of Operations and on the initial preparation for redeployment.

Redeployment Tasks				
Date	Task	Purpose	Support Element	Source of Requirement
R-180 to R -90	Unit receives I Corps redeployment order.	To initiate unit redeployment planning and provide any additional details or guidance in executing the generic 3R plan detailed in Chapter 7, I Corps Regulation 350-1.	I Corps G3	I Corps Reg. 350-1
R -90 to R -15	Complete the Post Deployment Health Assessment (PDHA)	Identify high-risk Soldiers prior to redeployment and take steps to mitigate risks prior to returning to JBLM	I Corps Surgeon/SRP MED Cell	DoDI 6490.03
R-90 to R-15	Complete the Down Range Assessment Tool (D-RAT)	Identify any potential health issues with Soldiers	I Corps Surgeon/SRP MED Cell	DA ALARACT
R-60 to R +30	Ship unit equipment back to JBLM	To redeploy unit equipment back to JBLM.	I Corps G4	I Corps Reg. 350-1
R-60 To R-30	Redeploy STAMIS and communication Soldiers and equipment early in the personnel flow	Enable early re-establishment of STAMIS, NIPR, & SIPR systems at JBLM and to begin ordering shortages as soon as possible	I Corps G4	I Corps Reg. 350-1

	back to JBLM			
R -30 To R +30	Redeploy Soldiers back to JBLM.	Return Soldiers to family and friends and re-establish the unit back at home station.	I Corps G3/SRP Operations	I Corps Reg. 350-1
NLT R+30	Reestablish STAMIS, NIPR, and SIPR network	Ensure PBUSE, SAMS-E, and SARS systems are operational and unit NIPR and SIPR ports are hot and ready to plug C4I systems into	I Corps G4 & G6	I Corps Reg. 350-1

7-8. REINTEGRATION. The purpose of the reintegration phase of the 3R plan is to reintegrate redeploying Soldiers back into their family, unit, community, and JBLM. This phase of the 3R plan begins at R-60 and ends at R+14 (when all Soldiers have completed Module 7). The Reintegration phase consists of 8 separate modules. Modules 0 and 1 must be completed prior to beginning modules 2 through 6. Modules 2 through 6 may be scheduled in any order the unit desires. A 48-hour “contingency window” will be placed immediately after each projected Module 1 in order to allow flight shifts to the right. If the flight does not shift, the unit is granted that 48-hour timeframe as Commander’s time.

a. Mandatory Tasks Prior to Allowing Soldiers to Depart on Post Deployment Leave. Block leave is executed from R +15 and R +45 once all re-integration tasks are completed. Units must complete the below mandatory tasks prior to releasing Soldiers for post deployment leave. The I Corps Commander is the only exception authority to these requirements.

(1) Ensure that each Soldier completes 100% of reintegration modules 1-7 prior to being released for post deployment leave.

(2) Ensure that any Soldier who requires or receives a Behavioral Health related follow-on appointment, typically identified during the Reverse SRP, has a follow-on appointment scheduled prior to being released for post deployment leave.

(3) Conduct a command evaluation on each Soldier identified as high risk and assess if risks have been mitigated enough to allow the Soldier to depart on post deployment leave.

b. Planning Reintegration. Unit rear-detachment commands are responsible for planning and executing the Reintegration phase of the 3R plan in conjunction with the Soldier Readiness Center Reintegration Team. I Corps support is available to rear-detachments as necessary (see paragraph 3-6 of this chapter and each task table for I Corps staff responsibilities).

c. Executing Reintegration. Module 0 is executed one to two months before the lead elements of the unit redeploys to JBLM. Module 1 is executed the day each element returns to JBLM (R-day). Modules 2 – 7 are executed between R +1 to R +14. The Commander's intent is that modules 2-7 are executed MON-FRI, only using half duty days 0800-1200, excluding Federal Holidays and I CORPS DONSA's. Any deviation from these times must be submitted as an Exception to Policy by the unit and approved by the I Corps Commander. If a deviation from these times requests a change to the working hours of any JBLM Garrison personnel (i.e., civilian overtime) the Joint Base Commander must also approve the deviation.

d. Module 0. Family Reintegration Training.

(1) Overview. The purpose of module 0 is to prepare families for the return of their deployed Soldiers, mitigate the risks commonly associated with redeploying Soldiers, and make the transition home as smooth as possible by preparing families and managing their expectations. This module begins at R -60 and must be completed no later than R -20.

(2) Planning. Units plan and schedule module 0 events in order to meet the needs of their family members. Units will involve the Family Readiness Group (FRG) leaders in module 0 planning in order to identify family needs such as childcare, material requirements, multiple scheduling times, and other issues in order to maximize Family members participation in module 0. Module 0 does not have a mandatory set of briefings or a program of instruction (POI) like the other modules do. The specific briefings and POI for module 0 are developed by the Rear-Detachment in coordination with the unit's FRG leaders and Chaplain, with the I Corps Chaplain's office assisting in module briefing topics. At a minimum, units will schedule and conduct separate module 0 events for the following 4 Family groups: Young Couples (no children), Parents (children under 12 years of age), Parents (children over 12 years of age), and Couples (children over 18 / no longer living with parents). Additionally, during module 0 planning, units will identify 'at risk' Soldiers, couples, and families and make plans to provide special attention to these groups.

(3) Module 0 Content Examples. There is no required content for the Family Reintegration Training Module. Examples of possible briefing subjects are: "Reintegrating Soldiers into the Household," "Expectations on Time," "Family Finances after deployment," "The need to stay Physically and Mentally Fit," Adjusting to Changing roles at home," "Helping your Soldier overcome loss," "Identifying reckless behavior", "What is PTSD?"

e. Module 1. Arrival Day.

(1) Overview: The purpose of module 1 is to account for all Soldiers, account and secure weapons and sensitive items, provide initial support to 'at risk' Soldiers, and to reunite Soldiers with their families. This module begins when redeploying echelons arrive at the Aerial Port of Debarkation (APOD) and ends with Soldier's release to friends and family. This module

consists of seven events: Greeting Party, Orientation briefing, Chaplain's refresher brief, accounting for and securing sensitive items, movement to the welcome home ceremony, the welcome home ceremony, and release of Soldiers to friends and family.

Module 1. Arrival Day			
Tasks	Purpose	Support Element	Requirement Source
Greet Arriving Soldiers at APOD as they walk off the plane.	A greeting party, typically consisting of members of the unit's chain of command and representatives of higher headquarters, greets each Soldier as they walk off the plane to welcome warriors home.	I Corps SGS	I Corps Reg 350-1
Orientation and safety Briefing	Brief Soldiers on the immediate tasks they will execute, give a pre-release safety briefing, and tell Soldiers when they have to report for the next formation after release from the Welcome Home Ceremony.	Unit Rear Detachment	I Corps Reg 350-1
Chaplain's Initial Guidance Brief	Quickly brief returning Soldiers on having appropriate expectations and taking appropriate actions when reuniting with family members after being away on deployment.	Unit Chaplain	I Corps Reg 350-1
Account for and Secure Sensitive Items	Rear-Detachment Soldiers onsite at the APOD receive, account for, and secure redeploying Soldier's weapons and sensitive items in order to confirm 100% accountability before any Soldier departs the APOD.	I Corps G2	I Corps Reg 350-1
Account for Returning Soldiers	Rear-Detachment Soldiers at the APOD account for all Soldiers before any Soldier departs the APOD.	I Corps G1/DHR	I Corps Reg 350-1
Move Soldiers and baggage to the Welcome Home Ceremony Site	Once 100% accountability for Soldiers, weapons, and sensitive items are confirmed Soldiers load onto waiting transportation and move to the welcome home ceremony in one lift.	JBLM Garrison	I Corps Reg 350-1
Welcome Home Ceremony	Rear-Detachment executes Welcome Home Ceremony for Soldiers, family, and friends.	Unit Rear Detachment	I Corps Reg 350-1
Release to Friends and Family	Upon completion of the welcome home ceremony Soldiers are released to family and friends until the next day's unit formation.	Individual Soldiers	I Corps Reg 350-1

(2) Planning the Arrival at the APOD. The unit rear-detachment is responsible for planning to receive the returning Soldiers at the APOD. The unit schedules the greeting party to greet Soldiers as they walk off the plane; plans to receive, account for, and secure weapons and sensitive items; conducts required briefings at the APOD; coordinates for buses and trucks to move Soldiers and baggage from the APOD to the Welcome Home Ceremony site. Units can coordinate with JBLM Garrison audio-visual support to provide a live video feed of Soldiers arriving at the APOD to the family and friends gathered at the Welcome Home Ceremony location.

(a) The a LNO assigned to the unit in conjunction with the Rear Detachment leadership will provide the chalk leaders with a final copy of the Reintegration schedule/timeline for his chalk.

(b) The LNO will receive a final manifest of the chalk from chalk OIC.

(3) Planning the Welcome Home Ceremony. The unit rear-detachment is responsible for planning and conducting the Welcome Home Ceremony for the returning Soldiers. There is no standard format for the welcome home ceremony, but typically returning Soldiers march into the ceremony site, short welcome home statements are made by the I Corps Commander or his representative and a unit representative, at the conclusion of the ceremony Soldiers are released to family and friends. The unit rear-detachment should coordinate with the I Corp PAO for media coverage of the Welcome Home Ceremony.

(4) Pre-Release Tasks. Before Soldiers are released to family and friends at the end of the Welcome Home Ceremony, 100% of weapons, sensitive items and Soldiers must be accounted for, Soldiers must receive a safety briefing, Soldiers must be informed when and where the next day's formation is, and alert rosters must be updated.

f. Module 2. Deployment Cycle Support Briefings.

(1) Overview. The purpose of this module is to inform Soldiers on the risks associated with reintegration, how to mitigate those risks, and review the administrative issues pertaining to redeployment. This module begins as early as R +1 and ends no later than R + 14. This module consists of five briefings: Chaplain's Reintegration Briefing, Drug & Alcohol Awareness Briefing, Safety Briefing, Finance/Travel Voucher Briefing, and Legal Asset and Tax Issues Briefing.

Module 2. Deployment Cycle Briefings			
Tasks	Purpose	Support	

		Element	
Chaplain's Reintegration Briefing	Brief Soldiers on emotional and family issues they may face during reintegrating explain how to seek out help.	Unit Chaplain.	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Drug & Alcohol Awareness Briefing	Brief Soldiers on the risks associated with alcohol and drug use during reintegration and explains how to identify risky behaviors and how to mitigate them.	Army Substance Abuse Program	
Safety Briefing	Brief Soldiers on safety related risks that returning Soldiers are likely to encounter and how to mitigate them.	I Corps Safety Office.	
Travel Voucher Completion	Explain and assist Soldiers in properly completing their travel vouchers and briefs financial issues of concerns.	Unit Led	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Legal Assistance and Tax Issues Briefing	Brief Soldiers on asset management, tax filings, and pertinent updates to local / national laws and regulations that occurred during their deployment.	I Corps Staff Judge Advocate (SJA) Admin Law.	

(2) Planning Deployment Cycle Support Briefings. The SRC Reintegration Team is responsible for coordinating for the briefers and arranging for the briefing area. The support element column of the above table provides the supporting element that is responsible for assisting the unit with planning and providing briefers for the designated module 2 briefings.

g. Module 3. Reverse Soldier Readiness Program (SRP).

(1) Overview. The purpose of this module is to ensure redeploying Soldiers' medical, legal, key administrative data, and other items are screened and updated. This module begins as early as R +1 and ends no later than R +14. This module consists of Soldiers processing through a "reverse" SRP at the JBLM SRC. Note: Do not confuse the 8 modules of the I Corps 3R plan with the reverse SRP stations, which the SRC site also refers to as modules.

(2) Planning. NLT 90 days from redeployment, the unit rear detachment command makes initial coordination with the SRC site to discuss the upcoming reverse SRP and conduct an IPR for the entire Reintegration Process. As soon as the redeploying flight timelines are confirmed, the unit rear-detachment confirms the specific schedule for each element to reverse SRP at the SRC site. The rear detachment is required to provide an S1 representative to remain

on-site for the duration of the reverse SRC process. This should be an E-7 or above and be knowledgeable about his unit and the Reintegration Process so that he can answer any questions or handle issues as they arise. Units should process Soldiers through the SRC site in elements that maintain unit integrity and command and control (i.e., squads, platoons, flight chinks, etc.).

(3) Follow-on Appointments. Soldiers requiring follow-on appointments will either be given an appointment prior to departing the SRC site or will be given detailed instructions on how to make their appointment. All specialty follow-on appointments are tracked until the Soldier attends his first appointment. After that initial appointment, it is the unit's responsibility to track the Soldier's medical process.

h. Module 4. Command Policy Updates, PCS / ETS Briefing.

(1) Overview. The purpose of this module is to inform Soldiers of any updates to I Corps Command Policies and regulations that may have occurred while the unit was deployed. This module begins as early as R +1 and ends no later than R + 14. This module consists of the following briefs: updates to I Corps command policies, updates to I Corps Regulation 210-6 ("The Blue Book"), PCS and ETS administrative requirements.

Module 4. Command Policy Updates, PCS / ETS Briefing			
Tasks	Purpose	Support Element	Requirement Source
I Corps Command Policy Updates Briefing	Update Soldiers on changes to I Corps Command Policies and regulations.	I Corps SGS	I Corps Reg. 350-1
JBLM Regulation 210-6 Briefing	Update Soldiers on changes to JBLM regulation 210-6 ("the blue book")	Unit Led	
PCS / ETS Briefing	All levels of command, HR elements at all levels of command and the appropriate agencies at DHR will inform Soldiers of PCS and ETS administrative requirements and responsibilities prior to going on post deployment leave.	I Corps G1/DHR	

(2) Planning. The unit rear-detachment is responsible for coordinating for the briefers and arranging for the briefing area. The support element column of the above table provides the supporting agency that is responsible for assisting the unit with planning and providing briefers for the designated module 4 briefings.

i. Module 5. Dental.

(1) Overview. The purpose of this module is to identify deployed Soldiers who require dental care. All returning Soldiers receive a dental screening and schedule follow-on dental appointments, if appropriate, for dates after post deployment leave.

Module 5. Dental			
Tasks	Purpose	Support Element	Requirement Source
Dental Screening	Determine the dental needs of deployed Soldiers, schedule follow-on appointments for after post-deployment leave for any required cleanings or dental work.	I Corps Surgeon/SRP Dental	FORSCOM Redeployment-OPLAN Change 4, 22 DEC 04

(2) Planning. The SRC Reintegration Team is responsible for coordinating with their servicing Dental Clinic to schedule dates and times for the dental screenings, developing procedures to ensure all Soldiers who received follow-on behavioral health or MTBI related appointments execute the appointments before departing on post deployment leave, and developing a plan to identify and assess the risks associated with all high risk Soldiers. Units must ensure they have systems in place carefully track all follow-on appointments and ensure Soldiers execute their appointments. The support element column of the above table provides the supporting agency that is responsible for assisting the unit with planning the designated module 5 events.

j. Module 6. Individual and Family Resources.

(1) Overview. The purpose of this module is to inform Soldiers of the individual and family resources available at JBLM. This module begins as early as R +1 and ends no later than R +14. This module consists of the following briefs: TRICARE, Military One Source, Finance, and Army Emergency Relief. Soldiers with children receive the following additional briefings: School Liaisons and Exceptional Family Member Program.

Restoration Phase Tasks			
Task	Purpose	Support Element	Requirement Source

TRICARE Brief	Brief Soldiers on the benefits of and any changes to TRICARE while Soldiers were deployed.	I Corps Surgeon/ SRP Medical Section	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Military One Source Brief	Brief Soldiers on the programs and benefits of Military One Source and how to best access the support it can provide.		
Finance Brief	Brief to Soldiers explaining / discussing finance issues arising from deployment / redeployment.	I Corps G8/SRP Finance Section	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Army Emergency Relief Brief	Brief Soldiers on the assistance available from AER.	I Corps G1/DHR	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Tasks	Purpose	Support Element	Requirement Source
School Liaisons Brief	Update Soldiers with school age children on expectations from schools.	I Corps G1/JBLM ACS	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
EFMP Brief	Update Soldiers on the Exceptional Family Member Program (EFMP).	I Corps G1/JBLM ACS	FORSCOM Redeployment OPLAN Change 4, 22 DEC 04
Resiliency Training Brief	Brief Soldiers on what resiliency is and how resiliency training will benefit Soldiers and what resources are available for helping with reintegrating into life at home station	Unit MRT	FORSCOM OPORD 2011-01

(2) Planning. The unit rear-detachment is responsible for coordinating for the briefers and arranging for the briefing areas. The support element column of the above table provides the supporting agency that is responsible for assisting the unit with planning and providing briefers for the designated module 6 briefings.

k. Module 7. Final Validation of Reintegration Tasks.

(1) Overview. The purpose of this module is to validate that Soldiers have processed through and completed modules 1-6 prior the signing out on post-deployment leave. This module begins after all Soldiers in an element have completed modules 2-6 and ends upon validation by the appropriate authority. Validation confirms that each Soldier has completed all module 1-6 tasks, completed any behavioral health follow-on appointments they may have received, and validates that all mandatory tasks defined in paragraph 3-7b of this regulation are accomplished prior to releasing Soldiers on post-deployment leave.

Task	Purpose	Requirement Source
Validate completion of all reintegration tasks and confirm appointments scheduled for after post deployment leave	To ensure that all Soldiers have completed 100% of the reintegration tasks and are aware of any follow-on appointments scheduled for after post deployment leave, prior to departing for post deployment leave.	I Corps Reg 350-1
Validate completion of immediate behavioral health follow-on appointments	Confirm that all Soldiers scheduled for immediate behavioral health follow-on appointments have completed those appointments prior to departing on post deployment leave.	I Corps Reg 350-1
Command Assessment of High Risk Soldiers	Conduct a command assessment on high risk Soldiers to determine if the risks have been acceptably mitigated to allow the Soldiers to depart on post deployment leave.	I Corps Reg 350-1

(2) Planning. Unit leadership conducts validation with SRP Operations in order to ensure completion of modules 1-6. The unit Commander is normally the validation authority and determines if the risks have been acceptably mitigated to allow the Soldiers to depart on post deployment leave. During this phase, the unit will also schedule Restoration tasks through SRP Operations.

l. Post Deployment Leave. Post Deployment Leave is executed between R +15 and R +45, once all mandatory tasks as defined in paragraph 3-7b of this chapter have been completed. How units execute post deployment leave, as a unit block, by flight echelon, or by other methods, is at the discretion of the unit Commander. Normally post deployment leave period is up to 30 days.

m. Pass conducted prior to R+14. Units are granted a “48-hour” contingency time based on their initial return date estimate. This time allows for the SRC Reintegration Team to schedule all modules of training and if flights shift, allows for a buffer period so briefers, locations, and

modules are not continually shifted based on flight data. Any unit the requests more than a 48-hour commander time will submit a pass plan through the I Corps Commander at R-90. A copy of the approved pass plan will be provided to the SRC Reintegration Team NLT R-45.

7-9. RESTORATION.

a. Overview. The purpose of the restoration phase of the 3R plan is to provide sustained support to both the Soldier and the family, maintain unit stability, and facilitate healing and growth during the period of time when there is an increased potential for incidents related to deployment. This phase begins when the unit returns from block leave (approximately R+45) and ends NLT R+180. This phase consists of the events listed in the table below. Restoration tasks are the most essential tasks for returning the Soldier and his / her family to a state of normality after a deployment. It is also the most difficult stage of the 3R plan because it occurs between R+45 and R+180, a time when units should expect high personnel turnover and increasing training requirements to fulfill ARFORGEN Reset objectives.

Restoration Phase tasks				
Date	Tasks	Purpose	Support Element	Requirement Source
NLT R+45	Reestablish STAMIS, NIPR, and SIPR Systems	Ensure critical networks are operating at full functionality to enable the start of ARFORGEN RESET operations requiring network connectivity immediately upon completion of post deployment leave.	I Corps G4 & G6/NEC	I Corps
R +45 to R +60	Complete the Reintegration Unit Risk Inventory	Identify Soldiers exhibiting high-risk behaviors affecting unit readiness and personal well being that may have occurred during deployment or since reintegration and provide information on support services available.	I Corps Surgeon/ DHR Operations	AR 600-85
R +45 to R +60	Conduct MTBI & PTSD Symptoms and assistance Briefing	Brief Soldiers and families how to recognize the signs of MTBI and PTSD, how to cope with symptoms and issues related to MTBI/PTSD, and what assistance is available for Soldiers with MTBI or PTSD.	I Corps Surgeon/ SELF	I Corps Reg. 350-1

R +45 To R+60	Complete scheduled post deployment leave follow-on appointments	Ensure that Soldiers complete all scheduled post deployment leave follow-on appointments to prevent missed appointments.	Unit	I Corps Reg. 350-1
R+45 to R+60	Conduct Military Family Life Consultant Briefing	Provide information to Soldiers and family members on what tools are available from Military Family Life Consultants.	I Corps Surgeon/ JBLM ACS	I Corps Reg. 350-1
R +45 to R +90	Receive and account for Redeploying Property and Reconcile Property Books	Ensure accountability of all property that was redeployed to JBLM, identify any unaccounted or missing property, initiate accountability documents (FLIPL), and reconcile property books	I Corps G4	I Corps Reg. 350-1
R +45 To R +90	Small Unit / Team De-Briefings (as needed)	Provide an environment in which members of a platoon, squad, or team can talk through traumatic events that occurred to them while deployed that are continuing to negatively affect the health of the team before team members begin the reassignment process	I Corps Surgeon/ DHR Operations	I Corps Reg. 350-1
R +45 To R +180	Post Deployment Health Re-assessment (PDHRA)	Compare the results from the PDHA (taken during the Redeployment phase) and the PDHRA (taken during the Reintegration phase) with the Soldier's mental and emotional state after post deployment leave to ensure proper adjustment back to home life.	I Corps Surgeon/ DHR Operations	I Corps Reg. 350-1
R+45 to R+180	Warrior Adventure Quest (as needed)	High adventure recreation activities (paintball, adventure races, white-water rafting) to help Soldiers transition to a "new normal" of adrenaline and reduce the potential for high-risk behaviors.	DHR Operations/ JBLM Garrison MWR	I Corps Reg. 350-1
R+45 to R+180	Strong Bonds Retreats (as needed)	Off-post marriage retreats designed to strengthen the bonds of marriage, rekindle loving relationships, and ease stresses on marriage caused by deployments	I Corps Chaplain	I Corps Reg. 350-1

R+45 to R+180	Oxygen Workshop (as needed)	Home station workshops that teach practical skills for improving communication, resolving conflict, rekindling romance, and finding new hope to help spouses adjust to changes in family dynamics caused by redeployment.	I Corps Chaplain	I Corps Reg. 350-1
R+90 to R+180	Post Deployment Resilience Training	Small group training that trains Soldiers on the continuing transition home, problem areas that may have arisen, self-aid/buddy-aid, “Mental Fitness Checks”, and common “myths” associated with seeking help for behavioral health issues.	Unit Master Resiliency Trainer	ALARACT Message 097-2010

b. Planning. Planning for restoration tasks can be the most difficult and time consuming planning mission of the 3R plan due to the amount of tasks, the amount of unknowns during the planning phase, and the challenge of coordinating with agencies outside of I Corps. The unit rear-detachment is responsible for planning and coordinating all restoration tasks. The support elements listed in the table above assist the unit rear-detachment in planning and coordinating these tasks. Many restoration tasks require coordination with agencies outside I Corps that have finite resources, limited throughput capacity, and require long lead times prior to event execution. One of the most critical restoration planning decisions is deciding what element commands and controls the execution of restoration. When the restoration phase starts the unit headquarters should be back from post deployment leave and may have received command and control hand off from the rear-detachment.

(1) Unit Risk Inventory, MTBI/PTSD Briefing, PDHRA, and Military Family Life Coordinator (MFLC) Briefing. These four critical Restoration tasks are coordinated for through the I Corps Surgeon’ office and scheduled by DHR Operations at the conclusion of Module 7.

(2) As needed tasks. Tasks designated in the above table “as needed” are not mandatory; units execute these tasks as units, Soldiers, and families need them.

c. Execution. Unlike planning, executing the restoration phase may become the responsibility of the redeployed and reestablished unit headquarters. Regardless of what headquarters commands the execution of the restoration phase tasks, tracking all Soldiers through restoration, ensuring no scheduled appointments are missed, and coordinating activity dates and attendance rosters remains the highest priority.

CHAPTER 8

SCHOOLS

8-1. PURPOSE. This chapter provides guidance to I Corps and I Corps Direct Reporting Units (DRUs) on the execution of institutional and JBLM on-base schools. It provides an overview of the Army School System (TASS) and prescribes the I Corps policies, responsibilities, and procedures to forecast, schedule, and manage institutional and JBLM on-base schools.

8-2. THE ARMY SCHOOL SYSTEM (TASS) OVERVIEW. The Army School System (TASS) is a composite school system made up of fully accredited and integrated Active Army, Army National Guard, and U.S. Army Reserve schools that provide standard resident and nonresident (distributed learning) training and education for the Army. TASS conducts initial military training (for example, BCT, AIT, Basic Officer Leadership Courses (BOLC I, II, III)); reclassification training (for example, MOS and officer branch qualification); officer, warrant officer, NCO and Army civilian professional development training and education (for example, the OES, NCOES, and Civilian Education System (CES)); and functional training (for example, ASI, SQI, SI, LIC). This is accomplished through both standard resident and distributed-learning courses. I Corps and subordinate units assigned to I Corps as a DRU use TASS to conduct functional and professional development training. See AR 350-1 (Training and Leader Development) for a detailed explanation of TASS.

8-3. SCHOOLS RESPONSIBILITIES.

a. I Corps G3 TREX.

(1) Provides I Corps staff oversight, management, coordination, and scheduling support of institutional and operational training that directly supports the mission of I Corps and subordinate units attached to I Corps as a DRU.

(2) Prioritize on-base school allocations for I Corps units attached to I Corps as a DRU.

(3) Monitor school related I Corps training guidance execution.

b. I Corps Staff.

(1) Provide staff oversight of on base school courses within their staff functional area.

(2) Review on-base school courses within the staff functional area to ensure the training requirements of units are fully met.

(3) Assist Joint Base Training Support Branch (TSB) with resourcing facilities, equipment, and instructors to execute on-base school courses within the staff functional area.

(4) During Organizational Inspection Program (OIP) inspections verify that units are recording completion of on-base school courses within the staff functional area in DTMS. Note: This is not a formal inspection of the contents of the individual training record which is specifically prohibited by AR 350-1; rather, it is a check to ensure training records are being documented in DTMS as required by regulation.

(5) Assist I Corps G3 CUOPS with preparing the Re-occurring Task Matrix (RTM) to provide training support resources to on base school courses that are within the staff functional area.

c. Joint Base Training Support Branch (TSB).

(1) Provide facilities and base operations support for on-base school execution.

(2) Plan, program, budget, and execute on-base schools.

(3) Providing installation input to the Institutional Training Work Group (ITWG).

(4) Co-host the Quota Matrix Conference with I Corps G3 TREX (Schools).

(5) Provide training support to Mobile Training Teams (MTT) on JBLM.

(6) Process individual school enrollment requests and process A1 applications via ATRRS.

(7) Provide a review DTS authorization for all institutional schools TDY and return to ensure confirmation of reservation in courses in ATRRS and verification that travel dates align to the course.

d. Commanders of Units Assigned to I Corps as DRU.

(1) Appoint a unit schools manager in the grade of E6 or higher for brigade size units, and E5 or higher for battalion size units, with primary responsibility for managing the unit schools program.

(2) Submit institutional schools forecast to TACITS per the solicitation message instructions provided by Army Human Resources Command (HRC) and amplification instructions from the I Corps schools manager.

(3) Submit input to ITSP per FORSCOM and I Corps guidance by forecasting institutional training requirements and completing the ITSP worksheet.

(4) Ensure unit schools manager attends schools management work groups, meetings, and conferences as directed by the I Corps schools manager.

(5) Submit enrollment packets to reserve allocated seats in JBLM on-base schools and ensure Soldiers with reserved seats attend their course.

(6) Prepare and process TDY orders for Soldiers with confirmed seats to attend institutional schools in a TDY and return to JBLM status IAW paragraph 8-16 of this regulation.

(7) Sponsor scheduled MTTs IAW the standards established in this chapter.

(8) Maintain Soldiers individual course completion training records in DTMS.

e. Joint Base TSB Course Execution Cell. The course execution cell is organized around courses and course managers. Each course manager is responsible for a subset of courses. Course managers:

(1) Facilitate the execution of on-base schools.

(2) Provide a review of DTS authorization for institutional schools TDY and return to ensure confirmation of reservation in courses in ATRRS and verification that travel dates align to the course.

f. TSB Brigade Support Cell (BSC). The TSB brigade support cell is organized with brigade managers to support the Army brigades stationed on JBLM. Each brigade manager is responsible to provide institutional school support for one or more brigades. Brigade managers:

(1) Receive and process course enrollment, cancellation, and substitution requests for off-base institutional school courses and on-base installation schools courses not listed in ATRRS from unit school managers.

(2) Assist in the training and education of unit school managers as necessary.

8-4. TRAINING DOMAINS.

a. General. The training domains of interest to I Corps units are the institutional and operational training domains. These two separate but overlapping domains comprise the individual training domains that ensure Soldiers are trained and prepared to execute their MOS specific tasks, as well as those additional skills and language capabilities that meet a unit's

operational needs. See AR 350-1 (Training and Leader Development) for a detailed description of the training domains.

b. Institutional Training Domain. The institutional training domain includes Army centers/schools that provide functional and professional military education for Soldiers, military leaders, and Army civilians. Army schools ensure Soldiers, leaders, and Army civilians can perform critical tasks to prescribed standard. The institutional training domain also provides training support products, information, and materials needed by unit leaders in the operational domain to accomplish training and mission rehearsal/assessment.

c. Operational Training Domain. The operational domain encompasses training activities that individuals, units and organizations undertake. These activities include training conducted at home station, during major training events (to include Joint exercises) at combat training centers and other locations (to include mobilization centers), and while operationally deployed.

8-5. INSTITUTIONAL SCHOOLS.

a. General. Institutional schools conduct training that qualifies individuals for a military occupational specialty (MOS), area of concentration (AOC), additional skill identifier (ASI), skill identifier (SI), special qualification identifier (SQI), or language identification code (LIC).

b. Methods of Conducting Institutional Schools Training. I Corps and units attached to I Corps as a DRU use institutional schools to accomplish functional and professional development training and education. Training at an institutional school can be accomplished in any of three methods:

- (1) Resident training at a institutional school house (normally in a TDY status)
- (2) Distance learning from a distance learning facility.
- (3) Training at home station using a Mobile Training Team from the institutional school.

c. Institutional Schools Information. Detailed information concerning Army training courses offered at institutional schools is available through ATRRS. The ATRRS Course catalog, generated by ATRRS, provides a listing of all institutional training courses offered by Army schools and training centers. It provides general course descriptions and information concerning course prerequisites, special administrative requirements, frequency of training, and training locations. It also provides descriptions of interservice training courses and DOD courses for Army personnel.

8-6. JBLM ON-BASE SCHOOLS.

a. General. JBLM on-base schools are institutional school courses and local courses taught on JBLM and hosted by the DPTMS Training Division, Training Support Branch (DPTMS-TSB). On-base schools are designed to meet some, but not all, of the mandatory AR 350-1 schools training requirements units must adhere to. On-base school courses are instructor resourced from multiple sources as follows:

(1) Institutional school courses taught by MTTs from the proponent school that were requested by I Corps and JBC during the normal schools forecasting process on behalf of the Army units stationed at JBLM (i.e., Combatives Level 3)

(2) Institutional school courses approved by the proponent school to be taught at the JBLM on-base school with qualified instructors tasked from units stationed at JBLM (i.e., CBRN Defense course).

(3) Institutional school courses approved by the proponent school to be taught at the JBLM on-base schools with qualified instructors contracted by the Joint Base (i.e., Master Driver)

(4) Institutional school courses approved by the proponent school to be taught at the JBLM on-base school with qualified instructors that are assigned to the Joint Base (i.e., DOL Equipment Prep).

(5) Institutional school courses approved by the proponent school to be taught at the JBLM on-base school with qualified instructors that the proponent maintains at JBLM on a permanent basis. (i.e., HAZMAT)

(6) Local courses directed by the I Corps commander that are taught by I Corps with support from the Joint Base Commander (i.e., Company Commanders and First Sergeant course).

b. On-base Schools Information. Detailed information concerning courses offered at the JBLM on-base school is available in ATRRS, school code 415, and in FL Regulation 350-2 (Training Support). ATRRS provides an accurate listing of all courses scheduled at the JBLM on-base school for the current execution year. FL Regulation 350-2 provides general course descriptions, frequency of training, training locations, and scheduling instructions.

c. Capacity. JBLM on-base schools are not designed to meet 100% of unit training requirements. JBLM on-base schools are only designed to meet 30-50% of unit's schools requirements. Units must use a combination of JBLM on-base schools and sending Soldiers TDY to institution school resident courses to meet all of their school training needs.

d. JBLM On-base Schools Staff Functional Proponent. I Corps or JBG staff functional proponents have been established for each course typically taught at the JBLM on-base school. The staff functional proponent provides staff oversight for the courses they are assigned to ensure the course meets the unit's training needs and to assist DPTMS-TSB with resourcing facilities, equipment, and instructors as required to execute the course. (See paragraph 8-3, Responsibilities). Staff course functional assignments are listed in paragraph 8-1 below.

e. JBLM On-base School Courses. Which courses are taught at the JBLM on-base school can vary slightly from year to year and units should refer to ATRRS for an accurate list of JBLM on-base schools scheduled for the current execution year; however, the below list of courses are typically taught at the JBLM on-base school.

JBLM On-base School Course	Staff Functional Proponent
Transportation and Deployment Related Courses	
Hazardous Material (HAZMAT) Handling Equipment Preparation (Equip Prep) Airload Planner (Load Planner) w/ICODES Unit Movement Officer (UMO) Deployment Planner (UMODP) Mobilization And Deployment Planners Course TC-AIMS II	I Corps G4 & JBG DOL
Leader Development Related Courses	
Brigade / Battalion Commander and Command Sergeant Major Brigade / Battalion XO / S3 and Operations Sergeant Company Commander and First Sergeant Rear Detachment leader	I Corps G3 TREX & JBG DPTMS
Logistics Training Related Courses	
Bus Driver Post Driver Master Driver Property Book Unit Supply Enhanced (PBUSE) Support Operations Course (Phase II) Standard Army Maintenance System Course (Sams-1E) Maintenance Manager Course Federal Logistics (FEDLOG) DLA Customer Service Course Mortuary Affairs/ Company Level Evacuations/ Recovery (CLEAR) Sling Load Certification Unit Armorer	I Corps G4 & JBG DOL

Training Management Related Courses	
Ammunition Manager TAMIS-R (AP) Army Training Requirements And Resources System (ATRRS) Digital Training Management System (DTMS)	I Corps G3 TREX & JBG DPTMS
Chemical, Biological, Radiological, Nuclear (CBRN) Related Courses	
CBRN Defense Course CBRN Room Operations Course (CBRN Ops)	I Corps G3 CBRN
Warrior Skills Related Courses	
Combatives Pistol Marksmanship Rifle Marksmanship Counter IED Defeat Biometrics	I Corps G3 TREX
Medical Training Related Courses	
Field Sanitation Basic Life Support Combat Lifesaver Emergency Medical Technician (EMT) MEDIC Tables 1-8 Validation Individual First Aid Kit Training MEDPROS/eProfile Leaders Course MEDPROS/Clerk Course	I Corps Surgeon/Medical Skills Training Center
Other Courses	
Contracting Officers Representative (COR)\ Defense Travel System- Train the Trainer	I Corps G8
Manpower And Force Management	I Corps G1
Army Safety And Composite Risk Management (COU)	I Corps Safety Office
Enhanced Position Location Reporting System (EPLRS)	I Corps G6

Table 8-1. JBLM Typical On-base School Courses and Staff Functional Areas

8-7. ARMY TRAINING REQUIREMENTS AND RESOURCES SYSTEM (ATRRS).

a. Description. ATRRS is the on-line Training Management Information System that integrates DA school planning, programming and budgeting processes with school execution. ATRRS permits personnel, resource, and training managers (representing Army staff, field

agencies, and training Army Commands) to size the training base and to schedule and reserve training seats.

b. ATRRS Access. The school managers for I Corps and every unit attached to I Corps as DRU must have access to ATRRS in order to effectively manage their unit's schools program. Application forms can be downloaded from the ATRRS website at:

<https://www.atrrs.army.mil/atrrs2.aspx>. The I Corps schools manager controls ATRRS access and applicable permissions for I Corps and units assigned TRA to I Corps school managers.

c. ATRRS Training. All I Corps and units attached to I Corps as DRU schools managers must complete ATRRS training course offered by the JBLM on-base school or an equivalent course offered by any other Army organization.

8-8. INSTITUTIONAL SCHOOLS FORECASTING PROCESS OVERVIEW. The Institutional schools forecasting process is a three year cycle. Three years from the execution year units forecast which institutional school courses they will need in the execution year, allowing TRADOC to plan and budget for training facilities, course types, and instructor requirements. Two years from the execution year, units forecast the number of seats they require in each resident and non-resident (MTT) institutional school course for the year of execution. One year from the execution year TRADOC announces the resident and non-resident institutional school courses and seats available. Figure 8-1 graphically describes this forecasting process.

b. Institutional Training Support Plan (ITSP). Two years from the year of execution units forecast the number of seats they require in each resident and non-resident (MTT) institutional school course for the year of execution and documents these requirements on a spreadsheet called the ITSP. TRADOC releases the ITSP spreadsheet for the fiscal year being forecasted for during the 3rd quarter of each year. The I Corps schools manager forwards the ITSP to the school managers of units assigned to I Corps for TRA for unit school managers to document their requirements. Unit school managers use the following steps to develop their schools forecast:

c. Review the unit's current MTOE, FORSCOM pre-deployment training guidance (if scheduled to deploy in the next two years), AR 350-1 training requirements, and the unit's current ARFORGEN situational training template to determine the institutional school training requirements by course type:

(1) Calculate the number of school seats by course required to fill the unit's training needs, accounting for personnel turnover (assume a 30% turnover rate).

(2) Determine the training methods desired (either resident course attendance or unit sponsored MTT, or a combination of the two).

(3) Determine the desired timeframe within the training window for each course.

(4) Fill in the provided ITSP spreadsheet, annotating courses, time frames and training methods desired.

(5) Submit the ITSP to I Corps schools manager in preparation for the Army Training and Assistance Team (ARTAT) conference.

d. ARTAT Conference. Upon the completion of the I Corps ITSP, the I Corps schools manager schedules the ARTAT conference, which all unit schools managers must attend. The purpose of this conference is to review, understand and validate each unit's ITSP forecast. Once all units ITSP submissions are validated, the I Corps schools manager consolidates all units ITSP submission into an I Corps ITSP and submits the I Corps ITSP to FORSCOM in preparation for use at the ITWG.

e. Institutional Training Work Group (ITWG). Two years from the year of execution the DA, HRC, FORSCOM, and TRADOC jointly host an ITWG. The purpose of the ITWG is to review all ITSPs submitted from across the Army and to establish and prioritize the Institutional training schedule across the Army. The ITWG validates and creates a consolidated ITSP for the Army and submits the Army ITSP to the Training Resource Arbitration Panel. I Corps and JBLM Garrison each send representatives to the ITWG.

f. Training Resource Arbitration Panel (TRAP). The TRAP is a HQDA action group chaired by an appointee from the Deputy Chief of Staff, G-1 to manage the Army's institutional training program in the execution year. The TRAP reviews the Army ITSP from the ITWG, makes any required adjustments, and approves the institutional training schedule for the year of execution. Resident and non-resident institutional school courses approved by the TRAP are funded by TRADOC.

8-10. IN-CYCLE AND OFF-LINE MOBILE TRAINING TEAMS (MTT) TRAP REQUESTS. Request for non-resident institutional schools taught by MTT fall into two categories, commonly referred to as "in-cycle" and "off-line" TRAP requests.

a. In-cycle MTT TRAP Requests. Requests for non-resident schools taught by MTTs that are requested through the normal forecasting process (two years out) described in this paragraph and approved by the TRAP are called "in-cycle" TRAP requests. The defining characteristic of an approved in-cycle MTT TRAP request is that the MTT is funded by TRADOC. This is the normal and desired method of requesting an MTT to conduct training at a unit's home station.

b. Off-line MTT TRAP Requests. Requests for non-resident schools taught by MTTs that are requested outside of the normal forecasting process (less than two years out) described in this paragraph are called "off-line" TRAP requests. The defining characteristic of an approved off-line MTT TRAP request is that if approved, the MTT is funded by the requesting unit. Off-line TRAP MTTs are requested by submitting a Memorandum for Record (MFR) and an Excel spreadsheet justification through the I CORPS G3 TREX Schools Manager 90 days prior to the requested MTT Start date.

(1) Memorandum for Record (MFR). The MFR will be formatted in accordance with AR 25-50 and the following:

(a) Address Line. Address the memorandum THRU G-3, I Corps, Joint Base Lewis-McChord, Washington 98433-9500 and FOR Commander, US Army Forces Command, G3/5/7 Training Division, Fort Bragg, NC 28307.

(b) Subject Line. The Subject line will read, "Request for MTT, for (Course Title)."

(c) Paragraph One. The first paragraph will list the requested school title; school code; course number; number of requested seats identified by Officers, Warrant Officers and Enlisted; and the preferred and alternate requested training dates.

(d) Paragraph Two. The second paragraph will provide a detailed justification / reason for the off-line MTT request. Specifically explain how many Soldiers require the training and how the unit determined that training requirement. For example, if the training requirement

is caused by a recently assigned deployment mission and the normal schools process cannot achieve the required training, explain this in detail.

(e) Paragraph Three. The third paragraph will state that the requesting unit is responsible for all costs associated with the MTT, providing an appropriate facility to conduct the MTT in, and providing all required equipment and support (i.e. audio-visual equipment) to conduct the training.

(f) Paragraph Four. The fourth paragraph will list the requesting units designation, address, and the name and contact information for a POC.

(g) Signature. The MFR must be signed by the brigade level commander or his designated representative.

(2) Excel Spreadsheet. The unit Schools manager will contact the I Corps Schools manager to obtain the specific format for filling out the Excel Spreadsheet.

8-11. JBLM ON-BASE SCHOOLS COURSE SEAT ALLOCATION PROCESS.

a. General. Typically, and by design, the JBLM on-base school courses do not have enough seats to meet 100% of the total schools training requirements for I Corps or units attached to I Corps as a DRU. Therefore, seats are allocated to units on a relative percentage need to each other. The Quota Matrix is a document that is produced annually which documents the JBLM on-base schools course seat allocation.

b. Allocation (Quota Matrix) process. Determining the on-base school course seat allocation to produce the Quota Matrix is a three step process: Determining the total training needs of units, determining the training capacity of each on-base school course, allocating on-base school course seats based on the training needs of units relative to each other.

(1) Step One: Determine the Total Training Needs of Units. Prior to the annual Quota Matrix conference, the I Corps schools manager, sends out a draft Quota Matrix spreadsheet to the schools manager of each unit attached to I Corps as DRU to fill out. The unit schools manager fills out the draft Quota Matrix with the unit's requirement for seats in each on-base course. Required seats are calculated by taking the AR 350-1 training requirement, subtracting the number of trained Soldiers on hand, and adding in seats to account for a 30% PCS of trained Soldiers assumption factor. Once this information is completed, the draft Quota Matrix is returned to the I Corps schools manager. The I Corps schools manager reviews each unit's draft Quota Matrix numbers for accuracy and consolidates them into a draft I Corps Quota Matrix.

(2) Step Two: Identify the Capacity of Each JBLM On-base School Course. Once the Army ITWG is complete and the TRAP releases the Army's approved ITSP, I Corps and the

JBLM Garrison TSB can calculate the seat capacity of each JBLM on-base school course. Once this capacity is determined it is documented on the draft Quota Matrix.

(3) Step Three: Initial Allocation of Course Seats to Units. The initial allocation of course seats to units is a mathematical calculation made by TSB and verified by the I Corps schools manager. This initial allocation serves as an allocation synchronization start point at the annual Quota Matrix Conference. The initial allocation is determined by multiplying the available seats in a course by a unit's seat requirement expressed as a percentage of the total seat requirement for all units. The following example details this process: Course A is taught once a quarter and has 25 seats available per course. The total annual seats available in the course therefore is 100 seats (4 courses x 25 seats each = 100 seats). Adding up the entire seat request for this course by all units from the information units provided on the draft Quota Matrix indicates a total seat requirement for JBLM units for this course of 223 seats. Brigade #1 has indicated on the draft Quota Matrix a seat requirement of 14 seats for this course. Brigade #1's percentage need of seats is 6% of the total requirement ($223 / 14 = .0623 \times 100 = 6\%$ rounded down). Brigade #1's initial seat allocation is 6 seats ($100 \text{ seats} \times .0623 = 6.23 \text{ seats}$, rounded down = 6 seats)

c. JBLM Annual Quota Matrix Conference. Annually, in the third quarter of the fiscal year, I Corps and Garrison TSB jointly host the annual JBLM Quota Matrix conference. The purpose of the Quota Matrix conference is to inform all units of their initial allocations and to conduct a detailed synchronization of course seat allocations by taking into account factors such as ARFORGEN training cycle, scheduled deployments, scheduled training, unit commander preferences, and other important factors. Unit school managers bid, trade, and schedule their initial seat allocations with each other until an agreeable final allocation is determined. The I Corps schools manager is the final authority in resolving any allocation disputes or issues. At the completion of the conference the Quota Matrix is finalized and published and course allocations are updated in ATRRS.

8-12. ENROLLMENT INTO ON AND OFF BASE INSTITUTIONAL SCHOOLS.

a. Off-Base Institutional School Course Enrollment. To enroll a Soldier in an off-base institutional school resident course, the unit's schools manager creates a course application packet for the Soldier consisting of a completed HFL Form 888 (School Application) and any supporting documentation as listed in the ATRRS SLR screen for the particular course. The unit schools manager submits the completed course application packet to the TSB Brigade School Cell (BSC) for processing NLT 60 days prior to the school start date. The appropriate branch of TSB reviews the course application packet for accuracy and if complete forwards the packet to HRC for enrollment or enrolls the student directly into the course via ATRRS, whichever method is appropriate for the requested course. Since units are competing Army wide for resident course seats, enrollment packets must be submitted as soon as possible. The recommended goal is to submit enrollment packets prior to the course start date. Soldiers

directed to attend an institutional school by HRC associated with a PCS are enrolled into the course by HRC; the unit schools manager has no enrollment responsibilities in this situation.

b. Enrollment for JBLM On-base Courses. For enrollment purposes, there are two types of on-base schools: Those courses listed in ATRRS with a JBLM school code of “415”, and those that are not.

(1) Enrollment for an On-base Course with a JBLM School Code of 415. To enroll a Soldier for an on-base course listed in ATRRS with a JBLM School code of “415”, the unit's schools manager creates a course application packet for the Soldier consisting of a completed HFL Form 888 (School application) and any supporting documentation as listed in the ATRRS SLR screen for the particular course. NLT 45 days prior to the start of the course, the Brigade-level schools manager then directly enrolls the Soldier into the on-base school in ATRRS.

(2) Enrollment for an On-base Course without a JBLM School Code of 415. To enroll a Soldier for an on-base course listed in ATRRS without a JBLM School code of “415”, the unit schools manager creates a course application packet for the Soldier consisting of a completed HFL Form 888 (School application) and any supporting documentation as listed in the ATRRS SLR screen for the particular course. No later than 50 days prior to the course start date, the unit schools manager submits the Soldiers course application packet to the TSB Brigade Support Cell for processing and enrollment.

(3) Enrollment Timeline. Units allocated on-base school course seats on the JBLM Quota Matrix must ensure Soldiers indentified to fill the allocated slots are enrolled into the on-base course no later than 46 days prior to the course start date. On the 45th day prior to the on-base course start date, all seat allocations become invalid and the course is opened to unrestricted enrollment. Once open to unrestricted enrollment, any unit may reserve any unreserved seats in the course, regardless of the previous seat allocation. 14 days prior to class start date enrollment for the class closes regardless of the number of open seats yet to be filled.

8-13. NOTIFICATION OF COURSE ENROLLMENT.

a. ATRRS Notification / Enrollment Codes. Once the Soldier is enrolled in an institutional school (resident or on-base) he/she will receive an email via his Army Knowledge Online (AKO) email account notifying the Soldier of his enrollment and providing him a status of either “RESERVED” or “WAIT” depending on availability or prerequisite checks. Students are not locked into the course until the reservation status of “RESERVED” is reflected in ATRRS. Unit school managers can verify a Soldiers enrollment status via the RS screen in ATRRS.

b. Reassignment Processing Center (RPC) Notification. Soldiers enrolled by HRC in an institutional school associated with a reassignment / PCS are notified of their course enrollment by the RPC, JBLM Garrison DHR Military Personnel Division, located at Waller Hall.

8-14. CANCELLATIONS AND SUBSTITUTIONS OF ON AND OFF-BASE INSTITUTIONAL SCHOOLS.

a. Cancellation Procedures for Off-Base Institutional Schools. Enrollment cancellations for Soldiers to attend resident institutional courses must be kept to an absolute minimum. Requests for cancellation of a resident institutional course is ideally 45 days prior to the report date. To cancel a Soldier who is enrolled in an off-base resident institutional school course unit school managers will submit a completed HFL Form 888 (School Application) with the word "Cancel" annotated in parenthesis following the Soldier's name in section 9 (d) with complete justification in section 10 of the form, signed by the Direct Reporting Unit (DRU) G3/S3 and submitted to G3 TREX Schools NCO. The G3 TREX NCO will forward approved cancellation requests to the TSB BSC for processing to ensure the Soldier is not credited with a school "No show". Cancellations will only be approved if the Soldier cannot attend the course due to a valid mission constraints or an exceptional condition such as emergency leave, AWOL, urgent medical requirement, etc. The G3 TREX Chief is the final approval authority for all cancellation requests. If approved, TSB BSC will execute the cancellation in ATRRS.

b. Cancellation Procedures for On-base Schools with a JBLM School Code of 415. Cancellations of Soldiers enrolled to attend an on-base course must be kept to an absolute minimum. To cancel a Soldier who is enrolled in an on-base course with a JBLM school code of 415, the unit schools manager directly cancels the Soldier from the course in ATRRS by changing their Reservation status to "CANCEL" via the RL screen. The unit schools managers must execute the cancellation no later than 14 days prior to the scheduled class report date in order to ensure the unit and the Soldier are not credited with a school "No show". For cancellations submitted in less than 14 days prior to the scheduled class report date the unit school manager will submit a completed HFL 888 (School Application) with the word "Cancel" annotated in parenthesis following the Soldier's name in section 9(d) with complete justification in section 10 of the, signed by the Direct Reporting Unit (DRU) G3/S3 and submitted to G3 TREX Schools NCO for approval/disapproval by the Chief, G3 TREX. If approved, TSB BSC will execute the cancellation in ATRRS. The TSB CEC course managers must receive cancellations NLT 0830 on the first day of class to execute the cancellation in ATRRS. Emergency cancellations will only be approved if the Soldier cannot attend the course due to valid mission constraints or an exceptional condition such as emergency leave, AWOL, urgent medical requirement, etc.

c. Substitution Procedures for Off-Base Institutional Schools and On-base Schools Without a JBLM School Code of 415. To substitute a Soldier into a course that another Soldier is already enrolled in, the unit schools manager submits a completed HFL Form 888 (School

Application) with the word "Delete" annotated in parenthesis following the Soldier's name in section 9 (d) followed by the word "Add" and then the name of the substitute Soldier to be enrolled in the course. The unit schools manager must submit substitution requests to TSB BSC no later than 14 days prior to the scheduled class report date. Emergency substitutions submitted less than 14 days prior to the scheduled class report date, must be submitted to the TSB CEC course manager on a HFL Form 888 NLT 3 working days prior to course start date with a complete justification for the substitution in the remarks section of the HFL Form 888. Emergency substitutions will only be approved if the Soldier cannot attend the course due to a valid emergency condition such as emergency leave, AWOL, urgent medical requirement, etc. The G3 TREX Chief is the final approval authority for emergency cancellation requests. If approved, TSB BSC will execute the emergency cancellation in ATRRS.

d. Substitution Procedures for On-base Schools with a JBLM Code of 415. To substitute a Soldier into an on-base course that another Soldier is already enrolled for, the unit schools manager directly substitutes the Soldiers in ATRRS on the course's RL screen by clicking "Sub" and then entering in the replacement Soldier's information. The unit schools manager must execute the substitution no later than 14 days prior to the course report date in order to ensure the unit and the Soldier are not credited with a school "No show". Emergency Substitutions, defined as substitutions submitted less than 14 days prior to the scheduled class report date, must be submitted to the TSB CEC course manager on a HFL Form 888 (School Application) NLT 0830 on the first day of the class with a complete justification for the cancellation in the remarks section of the HFL Form 888. Emergency substitutions will only be approved if the Soldier cannot attend the course due to a valid emergency condition such as emergency leave, AWOL, medical emergency etc. The G3 TREX Chief is the final approval authority for emergency substitutions. If approved, the TSB CEC course managers will execute the emergency substitution in ATRRS.

8-15. TDY STATUS FOR INSTITUTIONAL SCHOOL COURSE ATTENDANCE.

a. TDY Status. Depending on the Soldier's situation, Soldiers attending an institutional school resident course will travel to the course in one of the following temporary duty statuses:

- (1) Temporary duty with return travel to JBLM (TDY and return).
- (2) Temporary duty en route to a new duty location with no return to JBLM (TDY en route).

b. TDY Status Examples. Soldiers attending institutional schools to receive training for their current duty assignment (e.g., COMSEC custodian; Ranger; PME; Combatives level 4, etc.) will normally travel to the resident course in a TDY and return to JBLM status. Soldiers attending an institutional school to receive training for their next duty assignment in conjunction with a permanent PCS (e.g., Recruiter school, Drill Sergeant School) will normally travel to

school in a TDY en route status. A common exception to this TDY en route normal status is if the Soldier attending a resident school for a future PCS duty assignment plans to return to JBLM to complete any PCS actions (e.g., Ship household goods, out-process JBLM, or move family members), then the travel status is TDY and return to JBLM.

8-16. INITIATING INSTITUTIONAL SCHOOL ATTENDANCE TRAVEL ORDERS RESPONSIBILITIES.

a. TDY and Return Status.

(1) DTS. Unless otherwise directed, travel authorizations (TDY orders) for TDY and return to JBLM for attendance at an institutional school resident course are initiated and processed by the Soldier's unit using the DTS. Units will follow JBLM regulation 1-8 (I Corps Travel Policy and Procedures) and the instructions in this regulation to properly create their DTS travel authorization for Soldier's institutional school attendance. Each unit has one or more trained Organizational Defense Travel Administrators (ODTAs) who can assist the Soldier to properly create their DTS travel authorizations.

(2) Initiating DTS Travel Authorization. Units will initiate and process DTS travel authorizations for Soldiers attending an institutional school resident course in a TDY and return to JBLM status in accordance with the requirements of JBLM regulation 1-8 (I Corps Travel Policy and Procedures), the Institutional Training Travel Guidance at <https://www.g357extranet.army.pentagon.mil/ako/ittg/>, and this regulation and no later than 3 weeks prior to beginning travel in order to ensure the TDY authorizations have enough time to complete all required processing and obtain approval.

(3) ATRRS Status. Units will ensure Soldiers enrolled for an institutional school have a "RESERVED" status showing in ATRRS RS screen before initiating DTS travel authorizations. Units are not authorized to send a Soldier TDY to an institutional school while the Soldier is in a "WAIT" status in ATRRS RS screen. (Note: A "RESERVED" ATRRS status takes precedent over the 3 week requirement in the above paragraph)

b. TDY En route Status.

(1) Processing TDY Authorizations. HRC directs and schedules Soldiers to attend an institutional school en route to a new duty assignment. The JBLM Reassignment Processing Center (RPC), located at Waller Hall, initiates and processes travel authorizations for Soldiers HRC directs to attend an institutional school in a TDY en route status in accordance with the standards in AR 600-8-11.

(2) Travel Vouchers. Soldiers attending an institutional school in a TDY en route status file their travel vouchers at their new duty station once their move is complete. If the TDY exceeds 45 days accrual vouchers may be submitted every 30 days.

8-17. TDY FUNDING FOR INSTITUTIONAL SCHOOL RESIDENT COURSE

ATTENDANCE. Funding for resident course attendance at an institutional school can be either unit or DA funded. The vast majority of DA funding is either Military Training Specific Allotment (MTSA) funded or US Army Recruiting Command (USAREC) funded. Brigade school NCOs can determine the funding source and type for a course by reviewing the schools' C8 screen in ATRRS.

8-18. GOVERNMENT TRAVEL CARD. Soldiers traveling to an institutional school resident course in either a TDY and return or a TDY en route status must use a government travel card for approved TDY expenses. Soldiers without a government travel card must immediately apply for one with their unit government travel card manager, normally the S1 or S4, as soon as the Soldier applies for enrollment or learns of enrollment for an institutional school. Failure to apply for a government travel card in a timely manner (normally three weeks prior to required travel) could force the unit to request an expedited travel card and incur an expedite fee. If the Soldier already has a government travel card he must verify with the unit government travel card manager that the travel card is activated.

8-19. ENROLLMENT IN THE DEFENSE TRAVEL SYSTEM (DTS). Soldiers travelling TDY and return to JBLM to an institutional school must be enrolled in and have their TDY orders produced in the DTS and approved by their unit. Immediately upon enrollment or notification of enrollment for an institutional school the unit must verify the Soldier has an active and current DTS profile. If not registered in DTS, the unit's DTS manager must register the Soldier in DTS or properly transfer the Soldiers DTS account from a previous assignment as per FL Regulation 1-8 (Travel Policy and Procedures).

8-20. TDY AND RETURN TO JBLM TRAVEL AUTHORIZATIONS AND PREPARATION GUIDANCE.

a. General. Units will brief Soldiers on the applicable TDY entitlements at the specific school the Soldier is attending (modes of travel, per diem, lodging, meals, local transportation etc.). Information on authorized entitlements for institutional school attendance is found in the SH screen in ATRRS for the course, in this regulation, in unit SOP, and the in the Joint Federal Travel Regulation (JFTR).

b. Leave Taken in Conjunction with TDY. If leave is taken just prior to the school, the departure date on the travel authorization will be the first day of leave. If leave is taken immediately following the school and prior to returning to JBLM, the return date on the authorization is the last day of leave. All leave will be included in the travel itinerary and coded

as leave on the per diem screen in DTS. DA Forms 31 documenting the leave must be attached to the DTS authorization as substantiating records.

c. Authorized Mode of Travel to an Institutional School. The least expensive mode of travel to the government is normally the authorized mode of travel for Soldiers attending an institutional school in a TDY and return to JBLM status. Due to the large travel distances from JBLM to most Army institutional schools, commercial air travel is typically the least expensive mode of travel and therefore normally the authorized mode of travel. Units will determine the should-cost amounts for both POV and commercial air modes of travel and do a cost comparison between the two modes of travel to determine the least expensive mode of travel to the government. If the Soldier uses a mode of travel other than the least expensive to the government the Soldier's travel reimbursement will be limited to the should-cost estimate of the least expensive mode of travel. Additionally, the official travel time will be limited to the amount of travel days the Soldier would be authorized for the least expensive mode of travel. Required travel time exceeding the official travel time must be taken as ordinary leave and an approved DA Form 31, leave authorization, included with the DTS travel authorization.

d. Commercial Air Travel Reservations. If commercial air travel is the authorized mode of travel, then the Soldier must make air travel reservations with a government authorized air carrier for the travel route. Soldiers can make air travel reservations using the air travel reservation function in DTS or by coordinating directly with the official contract ticket office located inside Waller Hall. Soldiers making air travel reservations through the official travel office incur a reimbursable fee which is claimable when filing the travel voucher.

e. Travel to and from SEATAC International Airport. If traveling by commercial air from SEATAC international airport, the travel to and from SEATAC is reimbursable. Government transportation to SEATAC is typically available, and if so, it is directed. If government transportation to SEATAC is not available, then the cost of travel to and from SEATAC (Public transportation, shuttle service, or POV mileage) is reimbursable.

f. Parking at SEATAC International Airport. Parking at SEATAC international airport or any of the airport's servicing parking facilities for more than a short period is cost prohibitive and therefore is not authorized in accordance with JFTR paragraph U3320.

g. Lodging. If government lodging is available at the TDY site, then government lodging is directed. If government lodging is not available at the TDY site, then commercial lodging is authorized once a non-availability control number from the government lodging office at the TDY site is obtained. (Note: The non-availability control number must be included in the Soldier's Travel voucher when claiming reimbursement for TDY expenses). Reimbursement for authorized commercial lodging is limited to the lodging portion of the per diem allowance for the TDY site. The SH screen in ATRRS for the course will provide information on government lodging availability at the institutional school.

h. Meals. If government meals are available at the TDY site then, they are directed. If government meals are not available, then reimbursement for meal is limited to the meals portion of the per-diem allowance for the TDY site. The SH screen in ATRRS for the course will provide information on government meals availability at the institutional school.

i. In and around travel. Transportation costs (i.e., taxi and bus fares) for official travel to and from lodging, dining facilities, the school, and other official sites, if required, are reimbursable. Units may authorize a rental car for in and around travel at the TDY site if the unit funds the rental car expense. Car pooling must be used for multiple travelers.

j. DTS Line of Accounting (LOA). When creating the Soldiers' DTS travel authorization for institutional school attendance in a TDY and return to JBLM status, the correct line of accounting must be selected in the accounting tab of the DTS authorization. The proper line of accounting (LOA) to select is dependent on the source of funding. The major sources of funding and their corresponding LOAs are:

(1) Unit Funded. Use the unit's designated home station training funding line of accounting.

(2) Military Training for Specific Allotment (MTSA) funded. Use the I Corps MTSA LOA. (Contact the unit's I Corps G8 representative for details or questions)

(3) United States Army Recruiting Command (USAREC) funded. Use the LOA as specified in the USAREC school attendance information sheet sent to the Soldier or contact USAREC directly for LOA guidance.

(4) Other Funding sources. Contact the unit's I Corps G8 representative to determine the proper LOA to use.

k. DTS Routing. When creating the Soldier's DTS travel authorization for institutional school attendance in a TDY and return to JBLM status, the correct routing must be used. Unit DTS managers are responsible for creating and establishing a unit's routing list in DTS. The routing path that must be used / created is:

(1) Contract Travel Office (CTO)

(2) Unit Reviewer.

(3) Institutional Training Branch (TSB) Course Execution Cell (CEC) reviewer. (Contact TSB at 967-2429 to obtain the names of the TSB personnel authorized to review the DTS orders.

(4) Unit Approval Authority.

1. Scheduling Partial Payments (SPP). If the TDY and return to JBLM is greater than 45 days, the Soldier can schedule partial payments to minimize cash flow problems and to avoid government travel card delinquencies and late fees. SPPs are paid based on the dates and payment methods (personal or travel card) documented in the travel authorization. Soldiers may require the assistance of their unit ODTA or G8 assigned budget analyst to schedule SPPs.

8-21. TRAINING SUPPORT BRANCH (TSB) DTS TRAVEL AUTHORIZATION REVIEW. DTS travel authorizations for attendance at institutional schools in a TDY and return to JBLM status are routed through the Course Execution Cell (CEC) at the JBLM TSB in accordance with paragraph 8-13.k. above. TSB conducts review of the DTS travel authorization to confirm reservation in ATRRS and verify that travel dates align to the training course. TSB reviews the orders for the following two items:

a. Verify the Soldier has a “RESERVED” status in the RS screen in ATRRS for the enrolled course.

b. Identify any possible DTS travel authorization errors relative to entitlements. Once TSB Branch completes their review of the DTS travel authorization, the authorization is routed back to the unit’s approving official. If TSB has any comments or issues with the authorization, they notify the unit’s approving official by annotating the preview screen of the DTS authorization in question with their notes. The unit’s approving official determines what, if any, action to take based on TSBs notes prior to approving the orders. In order to properly identify the Soldier and conduct this review, unit DTS managers should upload a copy of the Soldier’s RS and C8 screen from ATRRS to the DTS Travel Authorization. This is done by: saving screen shots of these ATRRS pages as PDF files. then go into DTS for the Soldier, go to EXPENSES, toward the bottom click the SUBSTANTIATING RECORDS button and UPLOAD the file of the saved screen shots from ATRRS.

8-22. FILING TRAVEL VOUCHERS. No later than five duty days after completing the TDY travel the Soldier must complete and file a travel voucher in DTS in order to be reimbursed for authorized TDY expenses. The unit approves all vouchers with no additional mandatory reviews.

8-23. MOBILE TRAINING TEAM (MTT) COURSE EXECUTION. Units can request institutional school support for their training requirements by executing a non-resident course at JBLM with a MTT. If the MTT is approved, the unit is responsible for executing the MTT in accordance with the guidance in this paragraph.

a. Non-Resident Course (MTT) Enrollment Responsibility. Under normal conditions, the unit sponsoring an MTT is responsible for enrolling students in ATRRS. Some exceptions exist and in certain cases the school proponent will accept a student roster from the unit and make the reservation in ATRRS in order to allow the proponent to conduct prerequisite checks on students prior to enrollment. Unit school managers must contact the school proponent POC for the MTT to determine which enrollment method to use.

b. Filling Non-Resident Course (MTT) Seats. The hosting unit is responsible for filling all the allocated seats for the MTT course they are responsible for. Filling the MTT course to capacity is critical. If the course is not filled to capacity we run the risk of the proponent refusing requests for future MTTs and having to justify the not filling the course to capacity. If the hosting unit cannot fill all the course seats, the unit schools manager will notify the I Corps schools manager NLT than 50 days prior to the start of the training. The I Corps schools manager will notify other brigades of the available seats and attempt to fill the course.

c. Hosting a MTT. Units that have been approved to host an Institutional Training MTT will do the following:

(1) Appoint an MTT LNO. When hosting an MTT the hosting unit must assign a single Liaison Officer or NCO (LNO) who is responsible for coordinating with the proponent school house to ensure all necessary resources the MTT requires to conduct the training are available and synchronized for the training.

(2) Establish Contact with the School House. The LNO will initiate contact with the MTT POC at least 120 days prior to the start date of the MTT. In cases where there may not be 120 days prior to the start date, the LNO must contact the proponent schoolhouse immediately upon notification that the MTT has been approved.

(3) Provide Required Resources. Required resources may include, but are not limited to, classrooms, computers, land, ranges, ammo or vehicles. If a situation arises where a required resource cannot be obtained, the LNO must contact the schoolhouse and notify them of the shortfall. In some cases the schoolhouse may authorize the unit to conduct the training without the specified resource.

(4) Coordinate a Site Visit. The LNO must coordinate and schedule the MTT to conduct a training site visit NLT 30 days prior to the start of the training. The purpose for the onsite visit is for the instructors to validate the resources and work any final details prior to the training.

(5) Manage conduct of the Course. During execution of the course, the sponsoring unit will coordinate daily with the MTT and ensure all required support is provided. If issues arise

that the sponsoring unit cannot quickly solve the unit schools manager will immediately notify the I Corps schools manager of the situation and request support.

8-24. NCO EDUCATION SYSTEM (NCOES) EXECUTION. The goal of NCO training and the NCOES are to prepare noncommissioned officers to lead and train Soldiers who work and fight under their supervision, and to assist their leaders to execute unit missions. NCOES is linked to promotion to SSG, SFC, MSG, and SGM. For detailed information on NCOES see AR 350-1 (Training and Leader Development).

a. NCOES Courses.

1. Warrior Leaders Course (WLC). Basic, branch-immaterial, leadership training aimed at Soldiers in grades E4 (P) and E5.

2. Advanced Leaders Course (ALC). Leader training and basic branch-specific, squad and platoon-level training aimed at Soldiers in grades E5 (P) and E6.

3. Senior Leaders Course (SLC). Advanced, branch-specific, platoon and company-level training aimed at Soldiers in grades E6 (P) and E7.

4. Sergeant Major Course (SMC). Senior-level, branch-immaterial, staff training aimed at grades E8 and above selected for attendance.

5. Part of the NCOES progression is the completion of Structured Self Development(SSD) distance learning required for each level. Soldiers are automatically enrolled in their required SSD level.

b. Noncommissioned Officer Academies (NCOAs). NCOAs provide NCOES training at the appropriate skill level to prepare NCOs for future operational assignments. To ensure that all Soldiers have an opportunity to attend WLC and ALC, the training base has been divided into 16 geographic NCOA training regions, each with an NCOA. The regional NCOA provides NCOES training for Soldiers in its assigned geographic region to include administrative and logistical support.

c. Henry H. Lind NCOA. The Henry H. Lind NCOA, located on Joint Base Lewis-McChord, is the NCOA that serves Soldiers in NCOA region 13 which includes California, Idaho, Nevada, Oregon, and Washington. Excess training requirements that cannot be serviced by the Henry H. Lind NCOA go to the NCOA Region 11, located at Ft. Bliss, TX.

d. Scheduling Soldiers for ALC, SLC, and SMC.

(1) General. NCOES attendance is managed by HRC. HRC is responsible for scheduling Soldiers for school. Soldiers who are not currently scheduled for a course and meet the prerequisites may request enrollment. To request enrollment, a DA Form 4187 requesting the course desired signed by the Company Commander and an Enlisted Record Brief (ERB) are submitted to the Brigade School NCO. Once the Brigade Schools manager has verified the Soldier is qualified to attend the course, the DA Form 4187 and ERB are submitted to the I Corps schools manager. The I Corps schools manager reviews the request and submits it to the appropriate HRC school manager.

(2) Deletions and Deferments. HRC is the approving authority for all NCOES deletions and deferments. The justification for deletion or deferment must be IAW AR 350-1. The unit must submit a DA Form 4187 listing the course number, report date, and the justification for deferment or deletion in the remarks block, and be signed by the Battalion Commander, ERB and supporting documentation to the I Corps schools manager. The I Corps schools manager is responsible for ensuring the justification meets the guidance of AR 350-1. The I Corps schools manager submits the request to the appropriate HRC school manager.

(3) Scheduling Soldiers for WLC. Warrior Leaders Course (WLC) is managed by the Harry H. Lind NCO Academy on JBLM. Units submit WLC packets directly to the Harry H. Lind NCO Academy in accordance with I Corps Regulation 350-1. The WLC Calendar, Training Schedules, Pre-execution Checklist and Packing list are all available on the Harry H. Lind website at: <https://ftextra.lewis.army.mil/ncoa/index.asp>.

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APPENDIX

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DA Form 4187 (Personnel Action), January 2000

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DD Form 1750 (Packing List), September 1970

GLOSSARY

SECTION I Abbreviations

AA	Active Army
AACG	Airfield Arrival Control Group
AALPS	Automated Airload Planners System
AAR	After Action Review
ACRs	Armored Cavalry Regiment
ACTB	ARFORGEN Cycle Training Briefs
AEC	ARFORGEN Execution Cell
AER	Army Emergency Relief
AES	ARFORGEN Executive Summary
AFSB	Army Field Support Brigade
AKO	Army Knowledge Online
ALC	Advanced Leaders Course
ALOTT	Army Training Requirements and Resources System
AOC	Area of Concentration
AP2	Aim Point 2
APOD	Aerial Port of Debarkation
AR	Army Regulation
ARFORGEN	Army Force Generation
ARI	Automatic Reset Induction
ARTs	Army Tactical Tasks
ARTAT	Army Training and Assistance Team

ASC	Army Sustainment Command
ASI	Additional Skill Identifier
ASRC	ARFORGEN Synchronization and Resourcing Conference
ATN	Army Training Network
ATRRS	Army Training Requirements and Resources System
AVCATT	Aviation Combined Arms Tactical Trainer
AW/C-IED	Asymmetric Warfare and Counter Improvised Explosive Device
BCSoSIT III	Battle Command Systems of Systems Integration Training III
BCT	Brigade Combat Teams
BDE	Brigade
BMM	Borrowed Military Manpower
BOLC	Basic Officer Leaders Course
BSC	Brigade Support Cell
C2XOrder	Command and Control Execution Order
CATS	Combines Arms Training Strategy
CBA	Centrally Billed Account
CBRN	Chemical, Biological, Radiological, Nuclear
CDC	Concept Development Conference
CEC	Course Execution Cell
CEF	Contingency Expeditionary Forces
CES	Civilian Education System
CFFT	Call For Fire Training
CJCS	Chairman Joint Chiefs of Staff

CLEAR	Company Level Evacuations/ Recovery
COIST	Company Intelligence Support Team
COR	Contracting Officers Representative
CPX	Command Post Exercises
CREW	Counter Radio-Controlled Improvised Explosive Device Electronic Warfare
CSG	Core Steering Group
CSM	Command Sergeant Major
CTC	Combat Training Center
CTO	Contract Ticket Office
CTP	Commercial Ticket Program
DA	Department of the Army
DEF	Deploying Expeditionary Forces
DHR	Directorate of Human Resources
DoD	Department of Defense
DOL	Directorate of Logistics
DOT	Department of Transportation
DMETL	Deployment Mission Essential Task List
DPTMS	Directorate of Plans Training Mobilization and
DRU	Direct Reporting Unit
DTMS	Digital Training Management System
DTS	Defense Travel System
eMILPO	Electronic Military Personnel Office
EMM	Event Menu Matrixes

EMT	Emergency Medical Technician
ENDEX	End of Exercise
EPLRS	Enhanced Position Location Reporting System
ERB	Enlisted Record Brief
ESMD	Exercise Support Manning Document
ETS	Estimated Time of Separation
FBE	Field Budget Estimate
FEDLOG	Federal Logistics
FGSWG	Force Generation Synchronization Work Group
FM	Field Manual
FORSCOM	United States Army Forces Command
FPC	Final Planning Conference
FRG	Family Readiness Group
FTX	Field Training Exercises
HAZMAT	Hazardous Material
HBCT	Heavy Brigade Combat Team
HJB	Headquarters Joint Base
HFL	Headquarters Fort Lewis
HRC	Human Resources Command
IAW	in accordance with
IBCT	Infantry Brigade Combat Team
IED	Improvised Explosive Device
IPC	Initial Planning Conference

ITAPDB	Integrated Total Army Personnel Database
ITB	Institutional Training Branch
ITR	Individual Training Records
ITSP	Institutional Training Support Plan
ITWG	Institutional Training Work Group
JBG	Joint Base Garrison
JBLM	Joint Base Lewis-McChord
JELC	Joint Exercise Life Cycle
JLCCTC	Joint Land component Constructive Capability
JMD	Joint Manning Document
JRTC	Joint Readiness Training Center
LAD	Latest Arrival Date
LIC	Language Identification Code
LFX	Live Fire Exercise
LNO	Liaison Officer
LOA	Line of Accounting
LTP	Leader Training Program
MCT	Mission Training Complex
MCTP	Mission Command Training Program
METL	Mission Essential Task List
MGS-AGTS	MGS Advance Gunnery Training System
MFLC	Military Family Life Coordinator
MFR	Memorandum for Record

MILAIR	Military Air
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MOUT	Military Operations in Urban Terrain
MPC	Mid Planning Conference
MRE	Mission Rehearsal Exercise
MRX	Mission Rehearsal Exercises
MSG	Master Sergeant
MTBI	Mild Traumatic Brain Injury
MTOE	Modified Table of Organization and Equipment
MTSA	Military Training Specific Allotment
MTT	Mobile Training Team
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOES	Noncommissioned Officers Education System
NCOIC	Non-Commissioned Officer in Charge
NIPR	Non-Secure Internet Protocol Router
NLT	not later than
NTC	National Training Center
O/C	Observer/Controller
OCO	Overseas Contingency Operations
OE	Operating Environment
OIP	Organizational Inspection Program

OPFOR	Opposing Force
OPLAN	Operation Plan
OPORD	Operation Order
PAO	Public Affair Office
PAUSE-EX	Pause of Exercise
PBUSE	Property Book Unit Supply Enhanced
PCS	Permanent Change of Station
PDHA	Post Deployment Health Assessment
PDHRA	Post Deployment Health Re-assessment
PDSS	Pre-Deployment Site Surveys
PDTG	Pre-Deployment Training Guidance
POC	Point of Contact
POI	Program of Instruction
POV	Privately Owned Vehicle
POW	Privately Owned Weapons
PTSD	Post Traumatic Stress Disorder
RC	Reserve Component
RCTS	Route Clearance Training System
R-DAY	Return Date
RDD	Required Delivery Date
RITMS	Resident Individual Training Management System
RPC	Reassignment Processing Center
RVTT	Reconfigurable Vehicle Tactical Trainer

SBCT	Stryker Brigade Combat Team
SFC	Sergeant First Class
SGM	Sergeant Major
SI	Skill Identifier
SIPR	Secret/Secure Internet Protocol Router
SITEMP	Situation Templates
SLC	Senior Leaders Course
SMC	Sergeant Major Course
SMDR	Structure and Manning Decision Review
SOP	Standing Operating Procedures
SPP	Scheduling Partial Payments
SQI	Special Qualification Identifier
SRP	Soldier Readiness Program
SSG	Staff Sergeant
STARTEX	End of Exercise
STRAC	Standards in Training Commission
STT	Sergeants Time Training
TACITS	The Army Centralized Individual Training Solicitation
TAMIS	Total Ammunition Management Information System
TAT	To Accompany Troops
TASS	The Army School System
TDY	Temporary Duty
TLE	Troop List Exception

TMP	Transportation Motor Pool
TPFDD	Time Phased Force Deployment Data
TQ	Tactical Questioning
TRA	Training and Readiness Authority
TRADOC	U.S. Army Training and Doctrine Command
TRANSCOM	United States Transportation Command
TRAP	Training Resource Arbitration Panel
TREX	Training and Exercises
TSB	Training Support Branch
TSCP	Theater Security Cooperation Program
TSE	Tactical Site Exploitation
ULO	Unified Land Operations
UMO	Unit Movement Officer
UMODP	Unit Movement Officer Deployment Planner
USAREC	United States Army Recruiting Command
USR	Unit Status Reports
UTM	Unit Training Management
WLC	Warrior Leaders Course
WTA	Warrior Training Academy
YTC	Yakima Training Center

SECTION II

Terms

This section contains no entries.