

Training Development Strategy

--future focuses on two comprehensive programs

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The US Army Chemical School's (USACMLS's) individual and collective training development strategy for the future focuses on two comprehensive programs to improve technical, tactical, and leadership skills. The first program will develop skills, knowledge, and attitudes (SKAs) that an individual needs to perform his MOS duties at each level.

This training development strategy starts with those SKAs required by a private (as an equipment operator in a squad) to perform his decontamination, smoke, or reconnaissance functions after completing 54B10 Advanced Individual Training (AIT).

On the officer side we have those SKAs that a lieutenant who is graduating from Officer Basic Course (OBC) and going to an NBC company, as a platoon leader, should have to be able to perform his duties and responsibilities.

These SKAs carry through and are cumulative to the SGM- and COL-level positions and up to corps- and arsenal-level operations.

Along with all other Training and Doctrine Command (TRADOC) service schools the USACMLS is identifying the SKAs critical for each key duty position a chemical soldier can be expected to fill. Identification of these SKAs will help to insure that these SKAs are taught at the proper time in a soldier's career to enable the chemical soldier to perform the duties required at the next assignment.

For example (Figure 1), in OBC a lieutenant preparing to be an NBC platoon leader will acquire the ability to conduct NBC operations, conduct NBC defense operations, operate NBC equipment, develop and maintain units, and lead troops. This lieutenant will also gain fundamental knowledge and understanding for these duty positions, as well as developing the beliefs and attitudes which, with some slight modifications, will serve throughout the remainder of his or her career.

A profile like this has been developed for each grade, program of instruction, and key duty position assignment for Chemical soldiers. Figure 2 shows the SKAs to be gained by an E2 during AIT to prepare him to be a squad

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not going to exploit this particular chemical attack with a ground offensive. Probably just a harassment drill, considering the type of agent employed.

There will be other chemical attacks. The agents will be the more lethal blister and nerve types, and the enemy will attack to exploit their effects.

* * * * *

Shortly after noon that day both Captain Norouzi and Captain Al Yemani faced toward Mecca and prayed for peace. *In'sh Allah* (God willing).

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* Imam is the title of an Islamic chaplain.

Figure 1. Platoon leader's skills, knowledge, and attitudes.

UTILIZATION YEARS AND SCHOOLING																																		
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30																																		
DOPMA PROMO OBJ			(02)		03				04				05				06																	
MILITARY SCHOOLING			O B C				CAS3								SENIOR SERVICE COLLEGE																			
							OFFICER ADVANCED COURSE		COMD and GENERAL STAFF COLLEGE						AWCCSC																			
ADV CIV SCH					MS/PhD/TWI																													

PLT LDR SKILLS	PLT LDR KNOWLEDGE	PLT LDR ATTITUDES
Conduct NBC Operations + Smoke + Flame Field Expedients Conduct NBC Defensive Operations + Decontamination + Reconnaissance ++ Chemical Survey ++ Radiological Survey + Detection and Identification + NBC Crossing Operate NBC Equipment + Decon (M12A1, M17, M13, M11, M280, M258) + Smoke (M3A4, M157, M1059) + Det/ID (M256, M8, M9, M8A1) + Rad (AN/PDR27, IM174, IM93) Develop and Maintain Units + Inspect Equipment and Maintenance + Receive, Store & Issue Ammunition Lead Troops	- Effects of Weather and Terrain on NBC Agents - Effects of Weather and Terrain on Smoke - Defensive Measures Against Nuclear Weapons Effects - Characteristics of Ionizing Radiation - Decon Methods and Procedures - Chemical Equipment and Employment - Principles of Unit Defense - Principles of Offensive Operations at Company-Battalion Level - Characteristics and Employment of Flame Field Expedients - Munitions Supply Operations - Small Unit Tactics - Duties, Responsibilities, and Authorities of Officers and NCOs	- Belief in Duty, Honor, and Country - Belief in America, the Army, and our Principles - Self Sacrifice for Others - Caring for Soldiers - Confidence and Trust in Superiors and Subordinates - Belief in the Threat Capability to Employ NBC Weapons - Belief that all Critical Warfighting Skills must also be Performed under NBC Conditions - Confidence in our Identification and Protection Equipment - Confidence in our Ability to Fight and Win on a Contaminated Battlefield - Belief that Professional Development through Advanced Education, Training, and Mentoring Enhances Chances for Success on the Modern Battlefield

member in an NBC company.

This program interfaces with the second initiative, the Horizontal and Vertical Integration (HVI) of training. The goal of this program is to ensure that all Chemical soldiers are technically and tactically proficient and prepared to lead, train, fight, and maintain their units.

The School is taking the officer and enlisted SKAs and refining the horizontal progression of officer and enlisted training. At the same time there is cross-walking in each functional area between the grade levels and levels of command to ensure

that vertical training, both individual and collective, is tied together into a comprehensive package.

Horizontal training is basically the traditional sequential and progressive training, whether it is individual or collective. Figure 3 shows the horizontal progression of officer training beginning with precommissioning and OBC where officers gain the SKAs necessary to be qualified platoon leaders and battalion chemical staff officers.

In the Officer Advanced Course (OAC), captains receive additional training that prepares them to be

company commanders and brigade chemical staff officers. Then through Combined Arms and Services Staff School (CAS³), Command and General Staff College (CGSC), and the precommand course, the field grade officer is prepared for battalion and plant (ammo, for example) command and to be a division chemical officer. Finally, an officer attends the war college for brigade, arsenal and depot command, and corps chemical officer duties.

On the enlisted side (Figure 4) the horizontal sequential training starts in AIT. Here the privates

Figure 2. Squad member skills, knowledge, and attitudes.

UTILIZATION YEARS AND SCHOOLING																																	
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22																																	
DOPMA PROMO OBJ	E1-3	E4	E5		E6			E7								E8			E9														
MILITARY SCHOOLING	A I T	P L D C	BNCOC					ANCOC								SMA																	
SQUAD MEMBER SKILLS												SQUAD MEMBER KNOWLEDGE																					
Operate and Maintain Equipment - Radiological Monitoring + AN/PDR27-Series + IM147/93/PP1578 + IM174/174A - NBC Detection and Identification + M8/M8A1 + M256A1 + M8/M9 Paper - Smoke + M3A4 Smoke Generator + M157 Smoke Set + M1059 Smoke System - Fuel Supply + 15-GPM Pump + Tank and Pump Unit - Decontamination + M12A1 PDDA + 65-GPM Pump + M17 LDS + M258A1 + M280 + M11 + M13 - Vehicles + Wheeled + Tracked												Maintain and Wear NBC Protective Equipment + M17-Series Mask w/Hood + M24/25 Protective Mask + Battle Dress Overgarment + Chemical Protective Gloves/Overboots Employ and Ignite Smoke Pot + M4A2 Smoke Pot + M5 Smoke Pot Load and Unload Fog Oil/ Gasoline Mark NBC Contaminated Area Read Maps Give First Aid Use and Maintain Individual/ Crew Weapons (M60/.50 Cal) Use Camouflaging Techniques											- Land Navigation - Safe Operations of NBC Equipment/Vehicles - Individual Camouflage Techniques - Squad-Level Tactics - Radio Procedures - Individual and Crew Served Weapons (M60/.50 Cal) - First Aid										
												SQUAD MEMBER ATTITUDES																					
												- Belief in Duty, Honor, and Country - Belief in America, the Army, and our Principles - Self Sacrifice for Others - Caring for Fellow Soldiers - Confidence and Trust in Superiors and Peers - Belief in the Threat Capability to Employ NBC Weapons - Belief that all Critical Warfighting Skills Must also be Performed under NBC Conditions - Confidence in our Identification and Protection Equipment - Confidence in our Ability to Fight and Win on a Contaminated Battlefield - Belief that Professional Development through Advanced Education, Training, and Mentoring Enhances Chances for Success on the Modern Battlefield																					

master the SKAs required to prepare them to be equipment operators. The training continues through the Primary Leadership Development Course (PLDC) and the Basic Noncommissioned Officer Course (BNCOC) where they train to be squad leaders, company NBC NCOs, and battalion NBC staff NCOs. Finally, through the Advanced Noncommissioned Officer Course (ANCOC), 1st SGT Course, and SGM academy, the soldier acquires skills necessary for a Chemical first sergeant and SGM.

Figure 5 shows a simplified layout of key officer and enlisted positions for TOE chemical units and chemical infrastructure positions in non-chemical units from the chemical NCO in every company through the Corps Chemical Section.

Vertical integration of training is the alignment of shared responsibilities between officers and enlisted soldiers considering the individual SKAs as they relate to the roles of the individuals at the various levels of command.

Figure 6 illustrates the vertical portion of the package. The vertical broad lines represent internal command and staff communication and coordination at each level of command.

The diagonal broad lines represent mission tasking channels in various chemical functional areas (that is, contamination avoidance, decontamination, flame, protection, retaliation, and smoke).

Vertical training should involve personnel representing each duty position along the selected tasking

Figure 3. Officer horizontal training.

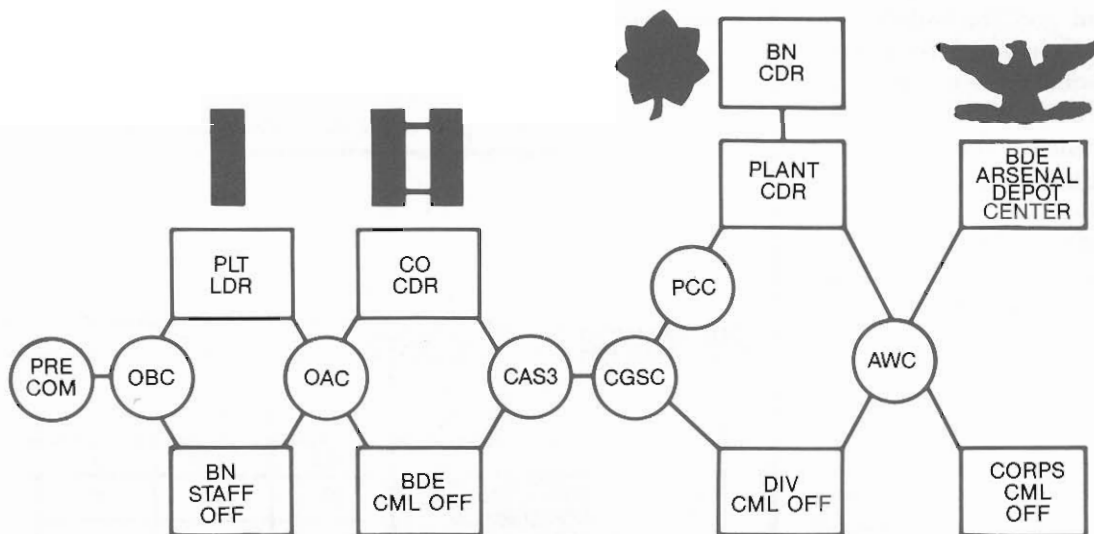
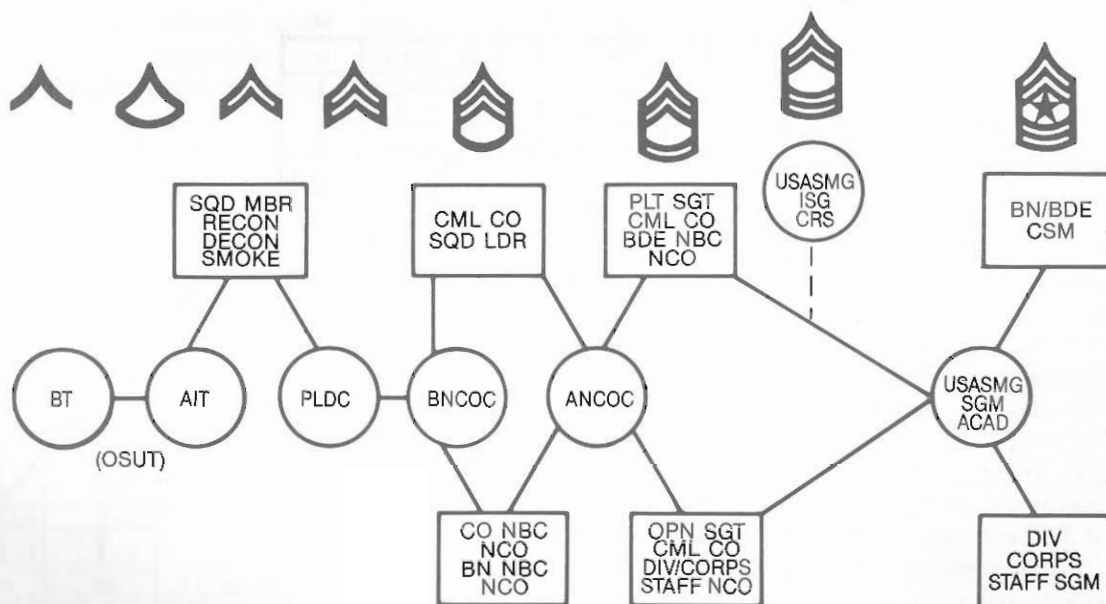


Figure 4. Enlisted horizontal training.



line involved in the planning and executing of a given mission. For example, the mission "to determine if a main supply route (MSR) is contaminated" could be passed from Corps through Division to the Heavy Division Chemical Company Recon Platoon and finally to the Recon Squad and the individuals who conduct chemical reconnaissance. Personnel representing each of these functions should be involved to ensure the training is vertically integrated.

Connection of these broad vertical and diagonal lines shows the cross-linking of the internal and external mission planning, coordinating, and executing between the chemical infrastructure staffs and the chemical units. Given this vertical perspective, we must now ensure in our course development process that our horizontal training is vertically aligned and integrated between officer and enlisted shared tasks within each functional area (figure 7).

This integration must then be translated to the SKAs for each grade and duty position. For individuals in these positions to be able to adequately perform their missions, they must know the skills and knowledge required of the individuals in those lateral and lower level positions. In order to properly interface with those positions above, the soldier must be familiar with the skills and knowledge they require.

These SKAs are then translated into Annotated Task Lists (ATLs), Programs of Instruction (POIs), Lesson Plans (LPs), and finally into enhanced training to develop officers and NCOs who are technically and tactically competent and prepared to lead, train, fight, and maintain their units on an NBC and obscured AirLand Battlefield.

To add a third dimension to this process, we need to look at the inter-relationship between skills and knowledge. Figure 8 shows that the lower ranking soldiers are more

Figure 5. Simplified layout of key positions.

INDIV	SQD	PLT	CO	BN	BDE
CML OP SP	SQD LDR	PSG	ISG	CSM	CSM
E1	E6	E7	E8	E9	→
OSUT PLDC	BNCOC	ANCOC	ISGC	SGMA	
CHEMICAL UNITS		LDR	CDR	CDR	CRD
		01	03	05	06 →
		COBC	COAC CS ³	CGSC PCC	AWC

HORIZONTAL

CO	BN	BDE	DIV	COPRS
CML NCO	CML STF NCO	CML STF NCO	CML STF NCO	CML STF NCO
E5	E6	E7	E8	E9 →
BNCOC		ANCOC		SGMA
	CMLO	CMLO	CMLO	CMLO
	01	03	05	06 →
COBC	COAC CS ³	CGSC		AWC

CHEMICAL
INFRASTRUCTURE
NON-CHEMICAL
UNITS

Figure 6. Internal communication and coordination.

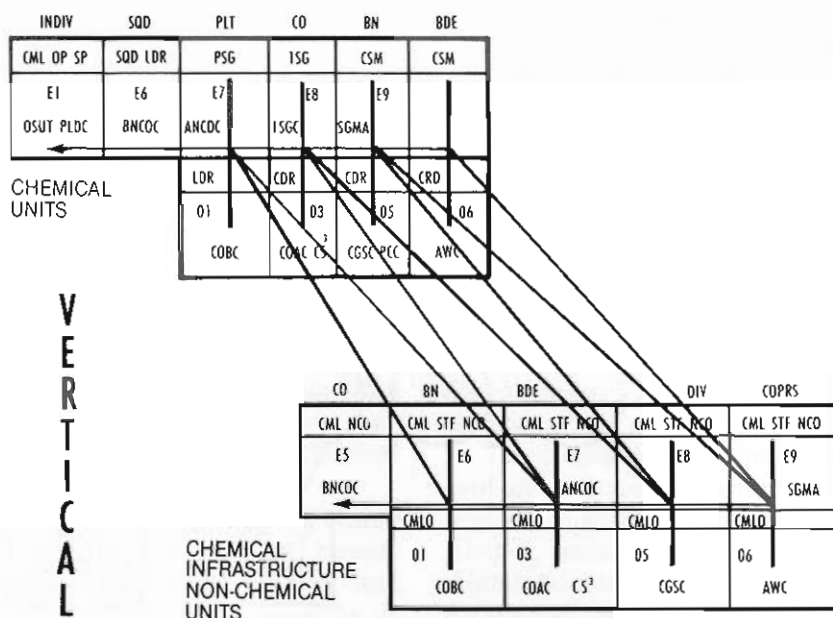


Figure 7. Aligned and integrated shared tasks.

INDIV

INDIV	SQD	PLT	CO	BN	BDE
CML OP SP	SQD LDR	PSG	ISG	CSM	CSM
S E1 K	S E6 K	S E7 K	S E8 K	S E9 K	S K
OSUT PLDC	BNCOE	ANCOE	SGC	SGMA	
	LDR	CDR	CDR	CDR	CDR
	S O1 K	S O3 K	S O5 K	S O6 K	
	COBC	COAC CS ³		AWC	

VERTICAL

CO	BN	BDE	DIV	COPRS
CML NCO	CML STF NCO	CML STF NCO	CML STF NCO	CML STF NCO
S E5 K	S E6 K	S E7 K	S E8 K	S E9 K
BNCOE		BNCOE		SGMA
	CMLO	CMLO	CMLO	CMLO
S O1 K	S O3 K	S O5 K	S O6 K	
COBC	COAC CS ³	CGSC	AWC	

HORIZONTAL

CML NCO	CML STF NCO	CML STF NCO	CML STF NCO	CML STF NCO
S E5 K	S E6 K	S E7 K	S E8 K	S E9 K
BNCOE		BNCOE		SGMA
	CMLO	CMLO	CMLO	CMLO
S O1 K	S O3 K	S O5 K	S O6 K	
COBC	COAC CS ³	CGSC	AWC	

**CONT AV
DECON
FLAME
PROTECT
RETAL
SMOKE**

The goal of TRADOC courses is to certify competence in military skills. For noncommissioned officers as trainers, this means demonstrating that they can lead troops and accomplish the mission. This goal is achieved in professional development courses by bringing students of different skill levels into

In this the Year of Training and

Figure 8. Skills and knowledge spectrum.

SKILLS, KNOWLEDGE SPECTRUM

KNOWLEDGE

SKILLS

E1 O1 E9 O6

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