

ARNG-G3, Training Division

Company Training Management: Focusing on the Fundamentals by Executing Routine Things Routinely

Information Pamphlet, 1st Edition



Training Policy and Strategy Branch
1 August 2024

“This is the best the Army Guard has ever been, and it’s, quite frankly, because of your leadership and what you’re doing to keep us moving forward.”

Lt. Gen. Jon Jensen

Forward

The Army National Guard (ARNG) trains to support the federal wartime mission. By gaining proficiency and readiness to fight and win our T10 missions, we build the competency to successfully support our communities and T32 mission sets.

To reach readiness requirements company commanders must adhere to the training principles set forth in the FM 7-0 (2021) and ADP 7-0 (2024). This pamphlet assists company commanders in the development of training that focuses on readiness building and prioritizing of time and resources.

This pamphlet is meant to guide company commanders and training officers in the application of the principles contained in the above-referenced doctrine. This edition of the Company Training Management Pamphlet has particular emphasis on the Commander’s vital role in training, the prioritization of training (formally referred to as “battle focused training”), as well as a detailed explanation of the METL crosswalk. These three areas of emphasis are critical for successful application of all nine Principles of Training but are often overlooked or underutilized.

Proper training management provides Army leaders with a common, practical framework to effectively train Soldiers and units to conduct multidomain operations. This pamphlet lists key tasks, guidance and regulations from FM 7-0, ADP 7-0, TC 3-20.0 and references Army Training Network (ATN) to give leaders at all levels a framework to conduct training management of ARNG forces.

Leaders like you at all levels must build and execute rigorous training events that can test our Soldiers’ proficiency. It is through competency built in training that we reduce the risk to our Soldiers in combat. We must prepare our teams to fight and win the nation’s wars. That preparation starts with you.

SHAWN D. PLANKINTON
COL, FA
Chief, Training Division

Summary

Training management is a constant deliberate process for company commanders. To be successful at training management company commanders nest mission essential tasks (METs) to mission essential task list (METL) requirements and to the next echelons METL.

The ARNG G-3/5/7, Training Division developed this pamphlet for company commanders as an easy reference guide in training management. While it provides easily digestible information for company commanders to assist in training management, it does not replace doctrinal publications.

This pamphlet discusses the following topics:

- Company Commander and 1SG Responsibilities
- Training Priorities at echelon
- Standard Mission-Essential Task List (METL)
- Training & Evaluation Outline (T&EO)
- Battle Task
- MET Assessment
- Mission Essential Task (MET) to Individual Task List
- Individual Weapon Training Strategy (IWTS)
- Company Training Meetings
- Army Training Network (ATN)



Table of Contents

A. Training Management Principles	5
A.1 Company Commander and 1SG Responsibilities	5
A.2 Noncommissioned Officers Train Individuals, Crews, And Small Teams; Advise Commanders On All Aspects Of Training	6
A.3 Train Using Multiechelon Techniques	6
A.4 Train an a Combined Arms Team	6
A.5 Train to Standard Using Appropriate doctrine	6
A.6 Train as you fight	6
A.7 Sustain Levels of Training Proficiency Over Time	6
A.8 Train to Maintain	7
A.9 Fight to Train	7
B. Prioritizing Training	8
B.1 Prioritizing Training	8
B.2 Mission Essential Task Prioritization	8
B.3 Prioritizing Collective Tasks Below Company Level	8
C. METL Crosswalk	9
C.1 Standard METL	9
C.2 Assigned Mission METL	10
C.3 MET to Individual Crosswalk	10
D. Training and Evaluation Outline (T&EO)	13
D.1 Training and Evaluation Outline (T&EO)	13
D.2 T&EO Purpose	13
D.3 T&EO Report	13
D.4 Task Criteria Matrix	15
D.5 CMDRs Proficiency Upgrade	17
D.6 Performance Steps and Measures	17
D.7 Task Performance Summary Block	18
E. Battle Task	19
F. Integrated Weapons Training Strategy (IWTS)	20
F.1 Strategy Principles	20
F.2 Fundamentals First	20
F.3 Maximize Virtual Systems	21
F.4 Provide Commander Flexibility	21
F.5 IWTS Structure	21
F.6 Standard IWTS Table Structure	22
F.7 Echelon-Based Categories	23
G. MET Assessment	24
H. Training Meeting	24
H.1 Monthly Company Training Meeting	24
H.2 Training Meeting Cycle	25
H.3 Prioritize and Assess Training Proficiencies	25
H.4 Long-Range Planning and Preparation	25
H.5 Mid-Range Planning and Preparation	25
H.6 Short-range Planning and Preparation	26
H.7 Company Training Meeting Focus	26
H.8 Leveraging Online Training Support	27
H.9 The 8-Step Training Model	27
H.10 Risk Assessments	27
I. Army Training Network (ATN)	28

I.1 Unit Training Management (UTM).....	28
I.2 UTM Mobile Training Teams (MTT).....	28
I.3 Digital Training Management System (DTMS).....	28
I.4 Combined Arms Training System (CATS).....	28
I.5 Small Unit Leader Tool.....	28
I.6 Digital Job Book.....	29
I.7 Platoon Task and Training & Evaluation Outline (T&EO) Viewer.....	29
J. References.....	29

A. Training Management Principles

The Army's nine principles of training guide how Army leaders implement effective and disciplined training. These principles strive to influence how commanders and leaders ensure that training achieves the proficiencies required to win. The principles provide general direction and allow leaders the flexibility to adjust training to local conditions and the guidance from higher commanders. (APD 7-0, 2024).

The principles of training are complementary to each other, providing task and purpose to every aspect of how the Army trains. These are the Army's principles of training per (FM 7-0, 2021 and ADP 7-0, 2024):

- Commanders are the primary trainers.
- NCOs train individuals, crews, and small teams; they provide input and advise commanders on all aspects of training.
- Train using multiechelon techniques.
- Train as a combined arms team.
- Train to standard using appropriate doctrine.
- Train as you fight.
- Sustain levels of training proficiency over time.
- Train to maintain.
- Fight to train.

A.1 Company Commander and 1SG Responsibilities: Commanders and leaders keep it simple: shoot, move, communicate, and survive. Units must master the basics before progressing to increasingly complex tasks. A basic task training focus provides the foundation to build proficiency in individual tasks as the unit progresses to more complex unit collective tasks.

Company Commanders: Commanders are the primary trainers. Commanders are responsible and accountable for the training and performance of their units. Commanders train and resource training one echelon down, and they evaluate to two echelons down. They are responsible for assessing unit training proficiency and prioritizing unit training. Subordinate unit leaders are the primary trainers of their elements. For example, a platoon leader is responsible for the training and performance of the platoon.

Commanders provide clear and concise guidance on what is trained, when it is trained, who is trained and why—task and purpose. Training guidance provides subordinate leaders a clear vision of their training expectations giving the unit direction, purpose, and motivation necessary to train effectively (ADP 7-0, 2024).

Commanders Must (FM 7-0, 2021):

- Be present and actively engaged in training.
- Demonstrate tactical and technical proficiency.
- Ensure training is conducted to standard as prescribed in Army training and evaluation outlines (known as T&EOs) and applicable weapon system publications.
- Ensure training is led by trained and certified officers and noncommissioned officers (NCOs).
- Protect training by eliminating distractors.
- Effectively manage risk by continuously reviewing risk assessment and managing mitigation and control measures.

1SG: Noncommissioned officers set the foundation for Army training. The 1SG assists in planning, coordinating, and supervising all activities that support the unit's mission. They train Soldiers, crews, and small teams to be battle-ready. 1SGs establish unit policies, procedures, and training guidance in collaboration with the commander. They provide crucial input and advice to the commander on what is trained and how it is trained. This ensures the organization trains on its most important tasks down to the individual Soldier, to ensure all Soldiers are proficient in Warrior tasks and drills.

1SGs Ensure (FM 7-0, 2021):

- Subordinate leaders are trained and prepared.
- Training is conducted to standard, not time.
- Task execution is repeated until the standard is reached.

A.2 Noncommissioned Officers Train Individuals, Crews, and Small Teams; Advise Commanders on all Aspects of Training: They train Soldiers, crews, and small teams to be battle-ready. They provide crucial input and advice to the commander on what is trained and how it is trained. This ensures the organization trains on its most important tasks down to the individual Soldier.

Noncommissioned officers (FM 7-0, 2021):

- Maintain responsibility for Soldier and small-unit training proficiency.
- Identify and train Soldier, crew, and small-team tasks.
- Help identify and prioritize unit collective tasks that support unit METs.
- Train and enforce task standards.
- Continually focus training on sustaining strengths and improving weaknesses.
- Develop junior NCOs and help officers develop junior officers.
- Provide timely and objective training advice to their officers.
- Assist in planning, resource coordination, support, risk management, supervision, and evaluation of training.

A.3 Train Using Multiechelon Techniques: The Army fights as a team. Whenever possible, the Army trains at all echelons as a team, when applicable with joint and multinational partners. Additionally, the simultaneous training of multiple echelons on complementary tasks is the most efficient and effective way to train because it optimizes the use of time and resources. For example, in planning a company field training exercise (known as FTX), the company may engage the battalion staff to replicate higher unit command and control functions (ADP 7-0, 2024).

A.4 Train as a Combined Arms Team: The Army fights as a combined arms team. To win, units must regularly train with the organizations they operate on the battlefield with. Training as a combined arms team ensures the best use of resources since it helps avoid redundancies. Leaders proactively plan and coordinate training, considering as many of the elements and domains as possible with which they operate. The ***combined arms team training principle is conducted at battalion and higher echelons*** as they train to integrate as part of a joint forces team (ADP 7-0, 2024).

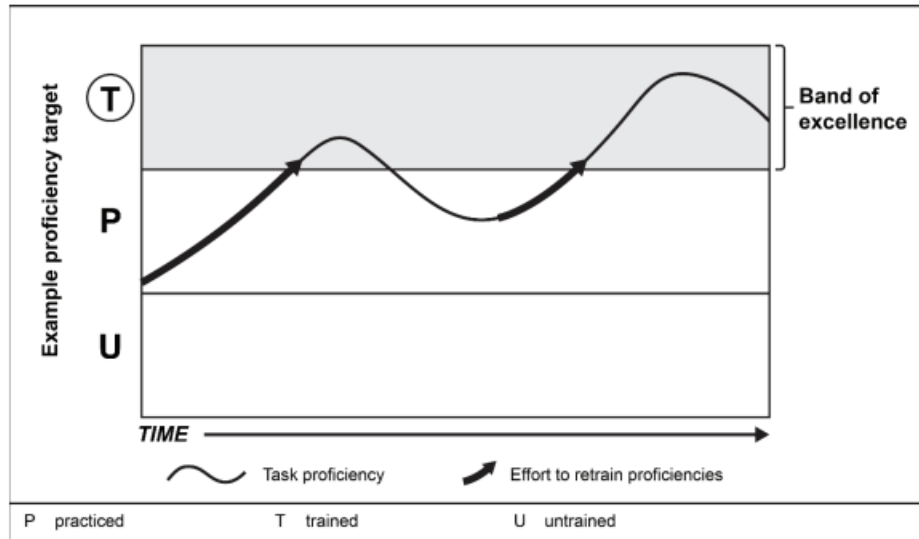
A.5 Train to Standard Using Appropriate Doctrine: The Army trains to standard using appropriate doctrine. A standard is the proficiency required to accomplish a task under a specified set of conditions. These conditions reflect the dynamic complexities of expected operational environments to include cyber, information warfare, and hybrid threats. Leaders continue to train high-priority tasks even after units achieve trained proficiency standards. Leaders do this by increasing the complexity of task conditions, by intensifying the levels of stress, and by maximizing repetitions and sets until units achieve task mastery (ADP 7-0, 2024).

A.6 Train as You Fight: Leaders create training environments as close to combat-like conditions as possible. Such training environments include opposing forces that replicate tough, realistic, and relevant near-peer threats. Training also mimics various operational variables. This intense and life-like training enables Soldiers and units to overcome the stress, chaos, uncertainty, and complexity of combat as they train (ADP 7-0, 2024).

A.7 Sustain Levels of Training Proficiency Over Time: Commanders strive to achieve unit training proficiency and seek to sustain it over time. Leaders understand the impact of task atrophy—that over time and circumstances, individual and unit skills naturally fade. The factors causing task atrophy include infrequent training frequency, key personnel turnover, new equipment fielding, and resource constraints. Leaders actively and aggressively work to mitigate the effects of task atrophy by using available training resources to extend training proficiency when possible. Effectively leveraging live, virtual, and constructive environments assist leaders in sustaining training proficiency and enabling task mastery. Virtual training sets conditions for live training by allowing for unlimited task repetitions during the preparation phase of a training event. Continued repetitions after execution helps units and Soldiers sustain proficiency over time (ADP 7-0, 2024).

Commanders train to sustain designated proficiency levels for METs, weapons qualification, and collective live-fire tasks within a band of excellence. They recognize the effects that task atrophy has on unit training skills, while continuously mitigating the effects of task atrophy to sustain proficiencies over time. For example, the battery commander must sustain a T proficiency in the MET 'Deliver Indirect Fires.' Since the battery has limited gunnery time for live-fire, the commander employs other training environments (constructive and virtual) to sustain gun section and platoon proficiencies over time.

ADP 7-0, Figure 3-1. Sustaining unit proficiency within a band of excellence



A.8 Train to Maintain: Units train to maintain to keep personnel, equipment, and systems in the fight. To keep personnel in the fight, leaders train their subordinates to maintain unit cohesion and motivation and to ensure Soldier health and welfare is constantly monitored. Leaders ensure training includes training to maintain equipment like weapons, vehicles, and tactical gear, so they are serviceable and always mission ready. Leaders train to ensure complex systems like communications and digital systems are also maintained and serviceable to a high level of readiness (ADP 7-0, 2024).

A.9 Fight to Train: It is a commander's duty to fight through distractions and protect training. All higher echelon commanders have the responsibility to defend their subordinate organizations' approved training from unforeseen requirements and to underwrite associated risk to lower priority missions. The fight to train principle separates great trainers and units from the others (ADP 7-0, 2024).

B. Prioritizing Training

B.1 Prioritizing Training: Acknowledges that units cannot achieve or sustain trained proficiency on every task simultaneously due to limitations of time or the availability of training resources. Commanders use a prioritized training approach to optimize limited training time and resources to achieve proficiencies based on their unit's mission. To focus this effort, the commander in dialogue with the next higher echelon commander determines the priorities for each proficiency (mission-essential tasks, weapons qualification, and collective live-fire tasks) based on mission requirements. Similarly, commanders determine and establish training priorities in preparation for operational deployments, a Combat Training Center (CTC) rotation, or daily services for state mission support. Prioritized training must link to the unit's doctrinal mission. Every unit is unique, but the fundamentals of shoot, move, communicate, and survive apply to all types of formations and serve as the basis for prioritization. (FM 7-0, 2021)

B.2 Mission Essential Task Prioritization: Due to time and resource limitations, units are rarely able to achieve and sustain fully trained proficiency on all METs simultaneously. Commanders therefore prioritize their METs to identify the METs that must be resourced and trained to 'T' proficiency. Prioritization of METs is based on mission requirements (concept plan or operation plan and future expected missions) approved by the next higher echelon commander. METs identified and approved as lower priority are resourced to maintain proficiency but are not the unit's training priority.

B.3 Prioritizing Collective Tasks Below Company Level: Leaders of echelons below company level (platoons, squads, crews, teams, and other small units) must also prioritize the collective tasks on which their echelon trains. Limited time and resources prevent lower echelon organizations from simultaneously attaining a 'T' proficiency on all collective tasks that support their organization's METs. Therefore, leaders of echelons below company level select and prioritize the collective tasks for their echelon that are most critical to the accomplishment of their company's prioritized METs. These prioritized collective tasks below company level that are critical to the successful accomplishment of prioritized company METs are battle tasks. A battle task is a platoon or lower echelon collective task that is crucial to the successful accomplishment of a company, battery, or troop mission essential task. An organization's battle tasks can include high-payoff tasks or battle drills.

Platoon leaders with the assistance of their platoon sergeant identify and prioritize the battle tasks that best support their company's prioritized METs. This process continues to lower echelons with noncommissioned officers determining the prioritized battle tasks that best apply to their echelon (such as squad, team, or crew). Company commanders are responsible for the proper nesting of battle tasks to MET's.

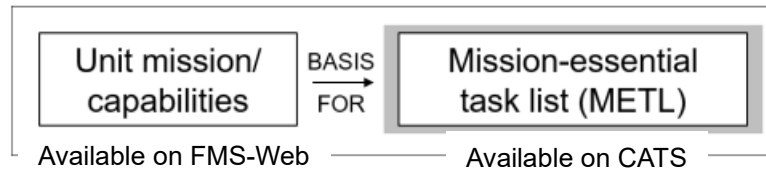
C. METL and METs

C.1 Standard METL: Standard METL are approved Headquarters, Department of the Army official listings of a unit's METs (table of organization and equipment (TOE) and select table of distribution and allowances (TDA) units). A mission-essential task is a collective task on which an organization trains to be proficient in its designed capabilities or assigned mission. This portion is designed to ensure the organization understands their unit METL, the relationship of supporting collective tasks, and how they nest with the higher headquarters.

CMDRs provide clear and concise guidance on what is trained, when it is trained, who is trained and including the task and purpose.

HQDA standardized METLs (per FM 7-0, para 2-3) are the fundamental tasks a unit is required to perform in an operational environment. A unit's T-Level is calculated using the commander's assessment of the standardized METL. A unit's standardized METL, available in combined arms training system (CATS), is accessible through Army training network (ATN) or DTMS.

FM 7-0 Figure 2-1. The unit METL is based on the unit's mission and capabilities



C.2 Assigned Mission METL: Not all missions assigned to a unit align with its design or standardized METL. When this occurs, units conduct mission analysis and a commander-to-commander dialogue to identify the key collective tasks required to execute the assigned mission. The additional tasks, along with tasks shared with the standardized METL, become the unit's assigned METL. Regardless of the assigned METL, the T-Level is calculated using only the standardized METL.

C.3 MET to Individual Task Crosswalk: Leaders of echelons below company level (platoons, squads, crews, teams, other small units) must also prioritize the collective tasks their echelon trains on. These leaders select and prioritize the critical collective tasks required for their echelon that led to the accomplishment of the company's mission essential tasks. These prioritized collective tasks below company level are called Battle Tasks. Battle Tasks also extend to lower echelons, such as the crucial squad task required to complete a platoon battle task, etc. In some formations, Battle Tasks may include selected individual tasks deemed critical to the accomplishment of the higher-level task. Once all Battle Tasks have been identified, leaders then continue the crosswalk to identify the necessary individual tasks to support the CMDRs training goals. Currently, the proponents do not do this crosswalk, so it's essential that the company commander identifies Battle Tasks to effectively train the platoons, squads crews' teams, and other small units. A "task crosswalk worksheet" is linked below as a tool to assist subordinate leaders with accomplishing this process.

The MET crosswalk is a six-step process. The crosswalk enables leaders to select and prioritize METs, critical actions, battle tasks, and individual tasks to train all echelons. Leaders submit the prioritized battle tasks to the unit commander for approval.

This crosswalk example uses an infantry company standardized MET; however, the process is the same for all units.

Training and Evaluation Outline Report

Status: Approved
17 Dec 2024

Task Number: 07-1028
Task Title: Conduct an Area Defense - Rifle Company (IBCT)

Objective Task Evaluation Criteria Matrix:

Plan and Prepare	Execute	Assess
1. The leader obtains the appropriate T&EO to begin the crosswalk, utilizing other T&EOs in later steps as needed.	1. The leader identifies all required critical actions for the selected MET(s). (NCOs) Determine the platoon tasks for each critical action using doctrinal publications, the T&EO, and experience.	1. The leader identifies all critical actions for the platoon task. (PL/PSG) Be aware some critical actions may require multiple supporting tasks and some battle tasks are individual tasks.

Task Performance Summary Sheet

Task Number: 07-1028
Task Title: Conduct an Area Defense - Rifle Company (IBCT)

Task Description: Conduct an Area Defense - Rifle Company (IBCT)

Task Objectives:

- 1. The leader obtains the appropriate T&EO to begin the crosswalk, utilizing other T&EOs in later steps as needed.
- 2. The leader identifies all required critical actions for the selected MET(s). (NCOs) Determine the platoon tasks for each critical action using doctrinal publications, the T&EO, and experience.
- 3. The leader identifies all critical actions for the platoon task. (PL/PSG) Be aware some critical actions may require multiple supporting tasks and some battle tasks are individual tasks.

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Excerpts from the T&EO 07-CO-1028.
The leader obtains the appropriate T&EO to begin the crosswalk, utilizing other T&EOs in later steps as needed

Step 1: Select a MET to crosswalk. (Commander)

- The leader selected 07-CO-1092 Conduct an Attack – Rifle Company (IBCT) as the priority MET to train on.

Step 2: Identify all required critical actions for the selected MET(s). (NCOs) Determine the platoon tasks for each critical action using doctrinal publications, the T&EO, and experience.

- The leader selected 07-CO-1092 Conduct and Attack – Rifle Company (IBCT)

*Exerpt from CATS/ATN

Infantry Company METs	
07-CO-1092	Conduct an Attack – Rifle Company (IBCT)
07-CO-1028	Conduct an Area Defense – Rifle Company (IBCT)
07-CO-1072	Conduct a Movement to Contact – Rifle Company (IBCT)
07-CO-1272	Conduct Area Security - Company
55-CO-4830	Conduct Expeditionary Deployment Operations

➔ Step 2

Step 3: Identify all critical actions for the platoon task. (PL/PSG) Be aware some critical actions may require multiple supporting tasks and some battle tasks are individual tasks.

- The leader selected 07-PLT-3000 Conduct Support by Fire.

***Exerpt from CATS/ATN**

07-CO-1092	Corresponding Critical Platoon Tasks	
Critical Actions		
Movement	07-PLT-1342	Conduct Tactical Movement - Platoon
Breach an Obstacle	17-PLT-3070	Breach an Obstacle
Direct Fire	07-PLT-3027	Integrate Direct Fires - Platoon
Indirect Fire	07-PLT-3036	Integrate Indirect Fire Support - Platoon
Attack	07-PLT-1092	Conduct an Attack
Support by Fire	07-PLT-3000	Conduct Support by Fire - Platoon

Step 3

Note: Crosswalk all identified platoon tasks. (Commander/PL)

- The leader identifies the **corresponding platoon level tasks** for each critical action. From this list, the leader selected 07-PLT-3000 *Conduct Support by Fire –Platoon*.

Step 4: Identify all critical actions of the squad task. (PL/PSG/SL) Then select all the corresponding individual tasks. There may be 10-30 individual tasks associated with the critical action.

- The leader selected 071-SQD-3000 *Conduct Support by Fire*.

***Exerpt from CATS/ATN**

07-PLT-3000	Corresponding Critical Squad Tasks	
Critical Actions		
Tactical Movement	071-326-5610	Conduct Movement Techniques
Support by Fire	07-SQD-3000	Conduct Support by Fire
Direct Fire	07-SQD-1256	Conduct an Attack by Fire
Integrate Fire Support	061-283-1005	Conduct Precision Adjust Fire Mission
Treat/Evac Casualties	07-SQD-9032	Treat Casualties
	07-SQD-9033	Evacuate Casualties

Step 4

Note: Multiple nested T&EOs within the battle tasks require the same individual tasks. These shared individual tasks are considered “**high payoff**” tasks, and their completion compounds the unit’s overall training readiness saving time and resources.

Note 2: T&EOs nested under the platoon battle task *Conduct Support by Fire - Platoon* have a combined total of 71 Army warrior tasks (AWTs) and 55 Battle Drills. There are 343 individual infantry critical tasks leaders may choose from and prioritize in Step 4. Leaders use STP 21-1-SMCT to identify common AWTs and use MOS specific STPs to identify Individual Critical Task List. Prioritization creates realistic, achievable, battle focused training within resource and time constraints.

Step 5: Identify all **prerequisite** and **supporting** critical actions for the individual task from Step 4. Determine corresponding tasks to build the Soldier skills required for situational readiness.

- The leader determines the corresponding individual **common** and **critical** tasks from STP 21-1-SMCT and the MOS specific STP 7-11B1-Soldier’s Manual and Trainer’s Guide (SM-TG).

***Exerpt from CATS/ATN**

071-COM-0030			
Common Actions		Corresponding Common Individual Tasks from STP 21-1-SMCT	
Load an M16/M4	→	071-COM-0028	Load an M16-Series Rifle/M4-Series Carbine
Unload an M16/M4	→	071-COM-0027	Unload an M16-Series Rifle/M4-Series Carbine
Maintain the M16/M4	→	071-COM-0032	Maintain an M16-Series Rifle/M4-Series Carbine
Functions Check	→	071-COM-0029	Perform a Functions Check on an M16/M4
Correct Malfunctions	→	071-COM-0033	Correct Malfunctions of an M16/M4
Zero the rifle	→	071-COM-0031	Zero an M16/M4
Critical Actions		Corresponding Critical Individual Tasks from STP 7-11B1-SM-TG	
Operate the M68	→	071-705-0002	Operate an M68 Close Combat Optic
Mount the M68 to M4	→	071-705-0011	Mount the M68 Close Combat Optic on an M4
Boresight the M68	→	071-705-0013	Boresight the M68 Close Combat Optic on an M4
Fire w/ AN/PAS-13	→	071-100-0021	Engage Targets with an M4 using an AN/PAS-13
Mount AN/PAS-13	→	071-008-0015	Mount AN/PAS-13 Thermal Weapon Sight to M4
Dismount AN/PAS-13	→	071-008-0014	Dismount AN/PAS-13 Thermal Weapon Sight to M4

Note: Each MOS has a specific STP for skill levels 1-4 found at the Army Publishing Directorate. Performance Steps and Measures for all individual tasks are found in STPs or by searching the Central Army Registry website: <https://rdl.train.army.mil/catalog/dashboard>.

➤ During the Support by Fire collective tasks, the leader determines critical actions and identifies the corresponding Battle Drills to conduct.

***Exerpt from CATS/ATN**

Support by Fire			
Critical Actions		Corresponding Battle Drills from STP 21-1-SMCT Appendix A	
React to Contact	→	Battle Drill 1	React to Contact
React to an Ambush	→	Battle Drill 4	React to Near/Far Ambush

➤ The leader adds all the individual tasks listed in STP 21-1-SMCT Appendix A for Battle Drill 1 and Battle Drill 4.

Step 6: Return to Step 1 and select the next prioritized MET. Conduct the task crosswalk down to the individual level. This process continues until all METs are completed.

To assist in the crosswalk process, a worksheet is available on ATN [Task Crosswalk Worksheet](#). The worksheet helps leaders determine and record battle tasks and associated individual tasks.

D. Training and Evaluation Outline (T&EO)

D.1 Training and Evaluation Outline (T&EO): During training events, leaders strive to achieve the Army standard for tasks trained. During training events, leaders and evaluators use T&EOs to measure observed task proficiency. The T&EOs provide the commander the necessary criteria to help assess unit training proficiency. The T&EO are the Army's source for collective task, conditions, and standards.

"A training and evaluation outline is a summary document that provides performance and proficiency standards for individual and collective tasks. It provides information on individual or collective task training objectives, resource requirements, and evaluation procedures. Training and evaluation outlines (T&EOs) provide important training information that informs successful task execution. T&EOs are proponent developed and published." (FM 7-0, D-1)

D.2 T&EO Purposes:

- Trainers use T&EOs to prepare and practice task execution.
- Evaluators use T&EOs to observe and evaluate task performance.
- CMDRs use T&EOs to help assess collective task proficiency as part of feedback.

D.3 T&EO Report: These outlines provide CMDRs essential feedback to inform their assessment of task proficiency. This paper describes the primary elements of collective task T&EOs.

Example T&EO Report

Step Number	Reference ID	Reference Name	Required	Primary	Source Information
ADP 5-0		The Operations Process	Yes	Yes	
ATP 4-11		ARMY MOTOR TRANSPORT OPERATIONS	Yes	No	
FM 4-01		Army Transportation	Yes	No	

Conditions: A new area of operations has been identified. Future locations of subordinate/supporting units have been designated and coordinated with the higher HQ staff element. The HQ is responsible for positioning all its subordinate commands. The HQ has digital and/or analog communications with higher and lower HQ. Status reports, maps, overlays, Unit tactical standing operating procedures (TSOP), higher TSOP, and lower TSOP are available. The S20 has staff responsibility for the movement order in coordination with the Support Operations and S4 Section. The operations plan/operations order (OPLAN/OPORD) is available. During the move the staff continues to direct logistics activities in support of the current operation. This task is performed under all day and night environmental conditions. Threat capabilities include OPFOR ability to gather information, interact with hostile force sympathizers, coordinate suicide bombings, set up Improvised Explosive Devices (IEDs), coordinate air support, and execute reinforced platoon/squad operations in a chemical, biological, radiological, and nuclear (CBRN) environment. A replicated (LVC) regular, conventional or hybrid threat BDE or Division size OPFOR, with near-peer enablers that should include cyber, degraded space, EW, advanced ISR, C3D, integrated air defense, counter and precision fires, SOF, CBRNE considerations, information warfare, and air threats. All operational variables must be present to various degrees to stimulate responses for key training objectives. Some iterations of this task should be performed in MOPP 4.

Standards: Movement order prepared in accordance with applicable FMs and the TSOP within the time established in the preparation guidance. At MOPP4, performance degradation factors increase completion times for movement order. For the purpose of this task, an Army leader is defined as a Soldier who is in an officer, warrant officer, or non-commissioned officer (NCO) position designated by grade, paragraph, and title on the units Table of Organization and Equipment (TOE). Leaders also include subject matter experts (SME) who possess the knowledge and skills required to perform a specified task that supports or constitutes an element of this collective task. Leaders may also be personnel otherwise assigned to the unit and designated as a leader by the unit commander.

Live Fire: No

Task Number: A task number is a unique identifier assigned to each T&EO. For collective tasks, the task number consists of two groups of numbers and one group of letters separated by hyphens. An example of a task number is: 07-CO-1092. The first set of numbers (code) identifies the school or proponent responsible for developing the task. A proponent is an Army organization or staff assigned primary responsibility for material or subject matter in its area of interest. In this example, the first two digits, 07, indicate an infantry task developed by the Maneuver Center of Excellence (MCoE), as the proponent for infantry tasks.

The second set of letters is echelon codes for the level of command the collective task applies. In the example of 07-CO-1092, the CO applies to a company level task.

These last four digits are unique to the task and echelon. In the example of 07-CO-1092, 1092 is the number assigned to that task by the infantry proponent. See the Army Training Network (ATN) for specific proponent and echelon codes for both collective and individual tasks.

Task Title: The task title is the name of the task. The title includes both the name of the task and the echelon to which it applies. In the example of task number 07-CO-1092, the task title assigned by the proponent is Conduct an Attack – Rifle Company (IBCT).

Conditions: The condition statement identifies the general situation and training environment the unit should apply as the task is performed. Local CMDRs increase the complexity of task conditions to incrementally improve unit performance—and confidence.

Standards: Standards provide the proponent approved criteria for determining task proficiency. The commander approved training objectives specify the task proficiency ratings to achieve for each training event.

Live-Fire: The proponent indicates if there are requirements for conducting the task under live-fire conditions.

D.4 Task Criteria Matrix: The task criteria matrix (see example below) provides the criteria the proponent has identified to measure and achieve specified levels of proficiency.

Task Criteria Matrix

Plan & Prepare				Execute						Evaluate		
Operational Environment				Training Environment (L/M/C)	% Leaders present at training/authorized	% Present at training/ authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency/rating	Commander's assessment
SQD and PLT	CO and BN	BDE and above										
Dynamic (single threat)	Dynamic and complex (4 + OE variables and hybrid threat)	Dynamic and complex (all OE variables and hybrid threat)	Night	At the discretion of the commander	≥75%	≥80%	Yes	≥80% GO	All	≥80%	T	T
Static (single threat)	Dynamic (single threat)	Dynamic and complex (all OE variables and single threat)	Day		60-74%	60-79%	No	65-79% GO	<All	65-79%	P	P
	Static (single threat)	Dynamic and complex (< all OE variables and single threat)			≤50%	≤50%		<65% GO		<65%	U	U
BOE	brigade	OE		operational environment	T	fully trained						
BN	battalion	P		practiced	C	constructive						
CO	company	L		live	PLT	platoon						
SQD	squad	U		untrained	V	virtual						

Note: The percentages used in this figure are for illustration only. See the collective task's published training and evaluation outline for applicable percentages.

Task Criteria Matrix Elements: The proponent describes the variables of the operational environment in the condition paragraph of the T&EO which may include the OPFOR and selected counter-tasks. For units training to an assigned mission, CMDRs further filter OE conditions by considering mission variables based on their understanding of the tactical situation. Refer to ADP 5-0 for a complete discussion of the operational and mission variables.

Below is an example of how leaders at echelon can replicate the operational environment for training. CMDRs specify the aspect of the operational variables in accordance with the training objectives. (See ADP 3-0 for a full description of operational and mission variables.)

STATIC: Aspects of operational variables needed to stimulate mission variables are fixed throughout the unit's execution of the task.

DYNAMIC: Aspects of operational variables and threat TTPs for assigned counter-tasks change in response to the execution of BLUFOR's task.

COMPLEX: Aspects of operational variables to be replicated in varying degrees based on the task being trained. Lower echelons require a minimum of four (physical environment, time, military [threat], and social [population]) or more variables. Brigade and higher units require all eight operational variables.

SINGLE THREAT: A regular force, irregular force, criminal element, or terrorist force.

HYBRID THREAT: A combination of regular forces, irregular forces, terrorist forces, or criminal elements unified to achieve mutually benefitting effects.

Selecting the Operational Environment by Echelon

<i>Squad and Platoon (3 variables)</i>	<i>Company and Battalion (4 or more variables)</i>	<i>Brigade and Division (8 variables)</i>
Political Local tribes or religions	Political District tribes or religions	Political Provincial tribal or religions Provincial authoritarian or none
Military Dynamic Single threat OC/T adjudicate advanced weapons	Military Dynamic Hybrid threat OC/T adjudicate advanced weapons	Military Dynamic Hybrid threat OC/T adjudicate advanced weapons
Economic	Economic	Economic Dependencies upon NGOs Active and interdependent
Social Civilians as human shields	Social Civilians as cover or concealment Civil traffic within convoys	Social Civilians as cover or concealment Civil traffic within convoys
Information	Information Social media influence	Information Social media influences Nonlethal effects
Infrastructure	Infrastructure Local SWEAT issues	Infrastructure Must have civil implications Electric, water, and roads
Physical Environment Field environment Several buildings	Physical Environment Various field environments Combined Arms Collective Training Facility (CACTF)	Physical Environment Mixed field and urban Combined Arms Collective Training Facility (CACTF)
Time Compressed Dictated by OPFOR actions	Time Compressed Dictated by OPFOR actions	Time Compressed Dictated by OPFOR actions
NGO	nongovernmental organization	OC/T observer-controller trainer
OPFOR	opposing force	SWEAT sewage, water, electricity, academics, trash

Training Environment: The proponent specifies the training environment for the task (live, virtual, constructive (LVC)). Note: gaming is a subset of the virtual training environment. (See FM 7-0, appendix J, Training Environments).

Percent of Leaders Present: The number of leaders is determined from the required column on the TOE, MTOE, or TDA for the training echelon. For example, a platoon level T&EO states that leaders are the platoon leader, platoon sergeants, and squad leaders. If a staff sergeant is assigned as the platoon sergeant permanently then that leader position is accounted for.

Percent Present for Training: The Percent Present at Training/Required is the number of Soldiers present at the training against the total number of Soldiers identified by the required column on the TOE, MTOE, or TDA for the training echelon.

External Evaluation: This block is used to record whether the unit has completed an external evaluation (EXEVAL) within the past 12 months (see AR 350-1 for frequency). CMDRs use EXEVALs to validate readiness for operational deployment or to validate readiness for a specific mission. (See AR 350-1 and FM 7-0, appendix H, External Evaluation).

Task Assessment: The Assess section is where evaluators record evaluation results and where CMDRs assess training proficiency (T, P, U).

D.5 Commander's Proficiency Upgrade: If the unit commander disagrees with the evaluator's assessment and following dialogue with the next higher commander, the unit commander may elect to assess task proficiency one rating higher than the evaluator's rating. The unit commander circles and initials the assessed task proficiency rating on the T&EO. (See below). If the commander's assessment has the same proficiency rating as the evaluated proficiency rating, the commander still circles and initials the rating. If the commander's rating is lower than the evaluator's, no dialogue with the next higher commander is required.

Example Commander's Proficiency Upgrade

Plan & Prepare				Execute						Evaluate		
Operational Environment				Training Environment (U/V/C)	% Leaders present at training/authorized	% Present at training/authorized	External evaluation	Performance measures	Critical performance measures	Leader performance measures	Evaluator's observed task proficiency rating	Commander's assessment
SQD and PLT	CO and BN	BDE and above										
Dynamic (single threat)	Dynamic and complex (4 + OE variables and hybrid threat)	Dynamic and complex (all OE variables and hybrid threat)	Night	At the discretion of the commander	≥75%	≥80%	Yes	≥80% GO	All	≥80%	T	<i>JD</i> T
	Static (single threat)	Dynamic (single threat)	Dynamic and complex (all OE variables and single threat)		Day	60-74%	80-79%	No	65-79% GO	65-79%	P	P
Static (single threat)		Dynamic and complex (< all OE variables and single threat)			<59%	<59%	<65% GO		<All	<65%	U	U
BDE	brigade	OE	operational environment					T	fully trained			
BN	battalion	P	practiced					C	constructive			
CO	company	L	live					PLT	platoon			
SQD	squad	U	untrained					V	virtual			

Note: The percentages used in this figure are for illustration only. See the collective task's published training and evaluation outline for applicable percentages.

D.6 Performance Steps and Measures: Performance steps are actions that compose or inform the completion of a task. Performance is recorded as GO, NO-GO, or N/A (not applicable if the evaluator did not witness the performance step). Numbered steps are always measured while sub-steps are not, except for 'critical' and 'leader' sub-steps.

Critical performance sub-steps. These are indicated with a [+] next to the sub-step. Critical performance sub-steps must achieve a GO in 100% of these to achieve a minimum task proficiency rating of (T).

Leader performance sub-steps. These are indicated with a [*] next to the sub-step. Leader performance sub-steps must achieve a GO in 80% of these to achieve a minimum task proficiency rating of (T).

Sample Performance Steps and Measures

Performance Steps and Performance Measures			
NOTE: Assess task proficiency using the task evaluation criteria matrix.			
NOTE: Plus signs (+) indicate Critical Performance Steps; Asterisks (*) indicate Leader Performance Steps			
Plan	GO	NO/GO	N/A
1. The company gains and/or maintains situational understanding using available communications equipment, maps, intelligence summaries, situation reports (SITREPs), and other available information sources. Intelligence sources may include company intelligence support team (COIST), a human intelligence (HUMINT) team, a signal intelligence (SIGINT) team, and an imagery intelligence (IMINT) team to include unmanned aircraft systems (UASs) and unattended ground sensors (UGSSs).	✓		
+ 2. The company commander receives the mission to conduct an attack and begins execution of troopleading procedures (TLP). (Refer to Task 71-CO-5100, Conduct Troop leading Procedures.)	✓		
* 3. The company commander issues the warning order (WARNORD), which may include the following:		✓	
a. General location of operation.			
b. Initial task organization.			
c. Initial operational timeline.			
d. Reconnaissance to initiate.			
e. Movement to initiate.			
f. Planning and preparation instructions (to include planning timeline).			
g. Information requirements.			
Prepare			
* 4. The company commander and subordinate leaders prepare to conduct an attack. They take the following actions:		✓	
a. Supervise subordinates and continue priorities of work.			
b. Conduct pre-combat checks and inspections.			
c. Conduct backbriefs			
d. Conduct rehearsals. Actions to consider during rehearsals include:	✓		
(1) Actions on enemy contact.			
(2) Occupying support-by-fire positions.			
(3) Assaulting the objective.			
(4) Actions on the objective.			
(5) Fire support.			

D.7 Task Performance Summary Block: This section provides the trainer or evaluator a means of recording data from the task criteria matrix and the performance steps section. The trainer or evaluator records results of the last iterations proficiency rating in the evaluator's column of the task criteria matrix. See below for an example of a partially completed task summary for two iterations of task execution.

Example Task Performance Summary Block

TASK PERFORMANCE SUMMARY										
Unit			Iteration							
2/B/1-82 FA			1		2		3		4	
Date Trained (per Iteration)			Day		Night		Day / Night		Day / Night	
Day / Night Trained			Day #	Night %	Day #	Night %	Day / Night #	%	Day / Night #	%
Total Leaders Authorized	4	% Leaders Present	3	75%	3	75%				
Total Soldiers Authorized	25	% Soldiers Present	23	92%	22	88%				
Total Number of Performance Steps	10	% Performance Steps GO	8	80%	7	70%				
Total Number of Critical Performance Steps	2	% Critical Performance Steps NO-GO	0	100%	1	50%				
Total Number of Leader Performance Steps	1	% Leader Performance Steps GO	1	100%	1	100%				
MOPP LEVEL			2		2					
Evaluated Rating per Iteration (T, P, U)			P		P					
FA - Field Artillery			T - Trained		P - Practiced		U - Untrained			

Completed T&EOs provide an important history of task performance and are maintained for future reference. They are also an important part of platoon feedback to the commander to assess battle task proficiency. IAW FM 7-0, they are not the sole source of feedback a commander considers in the assessment process.

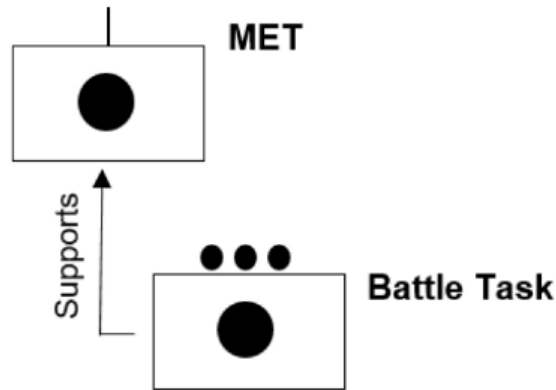
E. Battle Task

From FM 7-0

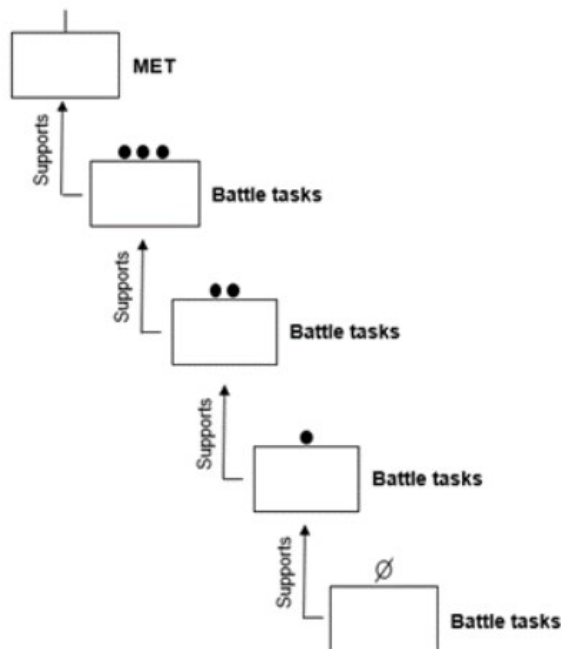
2-5. **'A battle task is a platoon or lower echelon collective task that is critical to the successful accomplishment of a company, battery, or troop mission-essential task.'**

2-6. 'Company commanders are responsible for the proper nesting of battle tasks to METs.' Below the company level, there are no METs, meaning there is no intuitive link between a company prioritized MET and the platoon and below collective tasks that focus training at these echelons. To link company METs to platoon and lower echelon tasks, leaders must identify the most important collective tasks at their echelon to train – these are 'battle tasks'. Identifying battle tasks ensures that what is trained at the platoon and below directly links to company prioritized mission-essential tasks.

To begin the process of battle task identification, platoon leaders, with the assistance of their platoon sergeant prioritize the platoon collective tasks that most closely nest with the company's prioritized METs.



The identification of battle tasks continues down through each lower echelon with leaders identifying and prioritizing the collective tasks at their echelon that best nest with (link to) the next higher echelon's battle tasks.



F. Integrated Weapons Training Strategy (IWTS) (TC 3-20.0)

F.1 IWTS: The IWTS is a single, overarching strategy based on the training requirements of each separate weapon, system, or unit echelon to achieve combat readiness across the various maneuver formation types. It includes individual, crew-served, and direct-fire crew platforms, and indirect (mortar) fires, as well as small-unit formations (squad, section, and platoon), and company, and battalion. The IWTS includes the training and proficiency requirements for the battalion's staff and their ability to coordinate fires within their battlespace.

F.2 Fundamentals First: Fundamental Soldier and military occupational specialty specific skills serve as the foundation of IWTS and must not be overlooked. Soldiers, crews, teams, squads, platoons, companies, and battalions achieve the highest level of proficiency when building upon

mastery of those foundational skills. The strategies built using the IWTS structure update existing qualification or certification events to ensure critical fundamental tasks expected of all Soldiers, crews, teams, and small units are trained and tested first. This includes identifying training gaps, developing solutions, and applying them within the guidelines of the strategy review.

F.3 Maximize Virtual Systems: Augment the live environment training strategy with an effective and efficient use of available virtual systems to train and prepare Soldiers, leaders, and units for the subsequent progressive live-fire training events. Not all weapons, platforms, or small units have simulations or virtual systems available. Each subordinate training strategy details the required or authorized simulation system, as appropriate.

Note. Simulations are not authorized as a qualification means except certain antitank guided missiles (tube-launched, optically tracked, wire-guided missile, antitank guided missile, and the Javelin missile system, for example). This is the exception, not the norm. Units should strive to accomplish live-fire events with these systems when possible. (TC 3-20.0)

F.4 Provide Commander Flexibility: CMDRs must have the flexibility during collective training to support their mission, expected operational environment, and desired force structure. This flexibility does not include whether the event needs to be conducted, but rather facilitates the level of complexity, combined arms integration requirements and options, and identifies various methods to increase the training realism for the commander. The flexibility focuses on how the training replicates the unit's combat role effectively through scenario development, integration of warfighter functions, and tailored formations during the collective events. This enables the commander to define the force structure required to meet the operational needs and train that custom formation with existing resource authorizations.

Note. The IWTS and all integrated supporting training strategies are designed for home station training. Initial entry training and training requirements while deployed in austere environments are not described in this publication. (TC 3-20.0)

F.5 IWTS Structure: The IWTS is integrated with the sustainable readiness model, and as such, is not tied to the fiscal year. The IWTS is comprised of the critical training events that build toward a known level of training, culminating with qualification for each weapon, system, and echelon through the BCT. Other training publications identify the frequency of training, based on the unit's component or mission. For example, DA Pam 350-38, Standards in Weapons Training (commonly referred to as "STRAC") identifies the frequency the specific event is authorized during a fiscal year for both active and reserve components.

Units must understand the elements, components, and structure of the IWTS to build the overall comprehensive training strategy. These elements create the basic functionality of the IWTS and are described in general terms within this section.

Table 1-1 shows the IWTS structure for all weapons, systems, crews, and unit collective training strategy through the BCT. While the echelon-based structure provides a sequential list of events, the commander has the flexibility to alter the training sequence, provided the unit completes the described prerequisites. The IWTS events listed within this publication are not all

encompassing. They are the essential home station training events that create the critical path requirement to achieve unit readiness at echelon. Units may include additional training events to their unit training plan but must use existing resources or secure additional resources from the evaluation commander.

TC 3-20.0 Table 1-1 IWTS Structure

Echelon	Table I	Table II	Table III	Table IV	Table V	Table VI
	PREREQ	PREREQ	PREREQ	Collective Task Proficiency	COORD / Rehearsal / Practice	Live-Fire Proficiency Gate
	CRAWL	CRAWL	WALK	RUN	RUN	RUN
Battalion	TEWT Live	STAFFEX Blended	CPX Live	FTX TADSS	FCX Blended	CALFEX Live-Fire
Company	TEWT Live	STX-V Virtual	STX TADSS	FTX TADSS	FCX Live-Fire	CALFEX Live-Fire
Platoon	CLASS SOP Live	STX-V Virtual	STX TADSS	FTX TADSS	FCX Live-Fire	LFX Live-Fire
Section						
Squad						
Mortar Formation	GST Live	STX-V Virtual	STX TADSS	FTX TADSS	Practice Live-Fire	Qualification Live-Fire
Crew Platform				Basic Live-Fire		
Special Purpose Weapons	PMI&E Live	PLFS Virtual	Drills TADSS	Basic Live-Fire	Practice Live-Fire	Qualification Live-Fire
Crew-Served Weapons						
Individual Weapons						
Legend:						
CALFEX	combined arms live-fire exercise		PLFS	preliminary live-fire simulations		
COORD	coordination		PMI&E	preliminary marksmanship instruction and evaluation		
CPX	command post exercise		PREREQ	prerequisite		
EXEVAL	external evaluation		SOP	standard operating procedure		
FCX	fire coordination exercise		STAFFEX	staff exercise		
FTX	field training exercise		STX	situational training exercise		
GST	gunnery skills test		TADSS	training aids, devices, simulators, and simulations		
LFX	live-fire exercise		TEWT V	tactical exercise without troops virtual training environment		

Note. Events listed as “blended” enable commanders to use either the blended training environment or integrated training environment to best achieve the training objectives (see FM 7-0).

F.6 Standard IWTS Table Structure: For each weapon, system, crew platform, small unit, or echelon, the IWTS contains a series of six tables used to train, build, sustain, and assess their proficiency. The tables train in a crawl, walk, run manner using specific training events. Each table progressively builds on performance demonstrated during previous training events (tables) within the strategy. During the unit training plan, the tables are typically executed in sequence; however, CMDRs have the flexibility to execute tables in a varying sequence based on their training need, accessibility to resources, and other synchronization requirements.

The tables are numbered I through VI for standardization purposes within each weapon, system, or unit echelon. The tables represent the critical training path a unit progressively

follows to achieve the desired level of proficiency. Table 1-2 shows the standard table structure for all weapons, platforms, systems, and maneuver units through battalion within the IWTS.

TC 3-20.0 Table 1-2 Standard IWTS Table Structure

	<i>Table I</i>	<i>Table II</i>	<i>Table III</i>	<i>Table IV</i>	<i>Table V</i>	<i>Table VI</i>
Function	Prerequisite	Prerequisite	Prerequisite	Collective Task Proficiency EXEVAL	Coordination / Rehearsal / Practice	Live-Fire Proficiency Gate EXEVAL
Principle	Crawl	Crawl	Walk	Run	Run	Run
Environment	Live	Virtual Live	Live Blended	Live	Live	Live
Condition	Hands-on	TADSS	TADSS	TADSS or Live-Fire	Live-Fire	Live-Fire
Legend: EXEVAL external evaluation TADSS training aids, devices, simulators, and simulations Blended a training event accomplished using mission command systems stimulated by inconsistent, non-persistent simulation / simulator systems (see FM 7-0)						

F.7 Echelon-Based Categories: The complete IWTS is grouped in echelon-based categories, with the inclusion of individual, crew-served, and special purpose weapons. These categories contain the complete training cycle for the weapon, system, or echelon. The categories are completed in ascending order, from individual, crew-served, and special purpose weapons, mortar formations, crew platforms, and squad through battalion echelons.

This section describes the weapons categories, defines where they are used, and other relevant information. Units must have a working knowledge of the standardized weapons categories to best implement the training structure of the IWTS at home station. Units utilize the weapons categories to create a training plan that supports their training and qualification requirements. Table 1-3 on page 1-6 shows the weapons categories used within the IWTS.

TC 3-20.0 Table 1-3. IWTS Weapons Categories

<i>Category</i>	<i>Type</i>	<i>Abbreviation</i>
Individual, Crew-Served, and Special Purpose Weapons	Individual Weapons	INDWPN
	Crew-Served Weapon	CSW
	Special-Purpose Weapon	SPW
Mortar Formation and Crew Platforms	Mortar Sections and Platoons	MTR
	Crew Platforms	CREW-P
Maneuver Echelon	Squads	SQD
	Section	SEC
	Platoon	PLT
	Company	CO
	Troop	TRP
	Battalion	BN
	Squadron	SQDN

G. Mission Essential Task (MET) Assessment

The most significant aspect of the Commanders Unit Survey Report (CUSR) process is the requirement for CMDRs of all reporting units, including Army installations, to report their assessments of the capabilities of their units, organizations, or installations to accomplish individual METs, using OSD's Y/Q/N three-tier metrics in all readiness status reports, to include deployed reports. While the training proficiency assessments (established in Army training doctrine) measure the unit's training proficiency for its METs, the Y/Q/N task capability assessments required by NET USR are intended to reflect a unit's actual potential to perform the task. See the Army Readiness Portal's readiness reporting PPM#2, Chapter 7 for additional information on the MET assessment methodology.

AMERICA'S ARMY:
 Globally Responsive, Regionally Engaged

**MET Proficiency Metric
(T-Level Percentage)**

Army G-3/5/7

MISSION ESSENTIAL TASK ASSESSMENT

- Commanders use proponent developed Training and Evaluations Outline (T&EOs) to assess each Mission Essential Task (MET) proficiency.
- Commander to Commander (C2C) dialogue will determine final MET assessment. Commanders can, through C2C dialogue, assess their MET proficiency one level higher than the evaluators observed task proficiency rating.
- Proponent approved T&EOs are available through the Army Training Network.
- Leaders absent while attending Professional Military Education (PME) may be counted as present
- Units record each MET assessment of T, P, U in the Digital Training Management System (DTMS).

REPORTING T-LEVEL

- The matrix below determines overall T-Level.
- T-days assessment to achieve fully trained **is not** part of the T-METL calculation. It is a Commander's assessment and reported as a data point only.

**Mission Essential Task
(MET) Proficiency**
(AR 220-1 dtd 16 AUG 2022)

T-Level	T-METL Percentage (%)
T1	85% or greater -AND- No U METs
T2	70% to 84% -AND- No U METs
T3	55% to 69%
T4	Less than 55%

Calculating T-METL:

- The T-METL percentage is calculated after the commander completes assessment for each of the unit's METL tasks.
- The number of "T", assessments are multiplied by **3**; the number of "P", assessments are multiplied by **2**; and the number of "U" assessments are multiplied by **1**; these results are summed and become the numerator.
- Multiply total # of METs by **3** and this becomes the denominator.
- T-METL percentage is calculated by dividing the numerator by the denominator; then multiply result by 100 to get percentage.

T = 3 Points, P = 2 Points, U = 1 Point.

Example for unit with 5 METs

Mission Essential Task List	Prof.
07-XX-1028 - Conduct an Area Defense	T
07-XX-1072 - Conduct a Movement to Contact	T
07-XX-1092 - Conduct an Attack	P
07-XX-1272 - Conduct Area Security	P
55-XX-4830 - Conduct Expeditionary Deployment Operations	P

Assessment	Qty	Mult.	Total
T	2	3	6
P	3	2	6
U	0	1	0
# METs = 5 x 3 = 15			12

T-METL % = 12 / 15 = 80% = **T2**

H. Company Training Meetings

H.1 Monthly company training meetings are vitally important to developing unit training proficiency. They ensure past training is reviewed for effectiveness, provide a forum to discuss and coordinate future training, and for the commander to consider feedback and to provide training guidance to subordinate company leaders. FM 7-0 is a leader's primary reference for understanding the importance of company training meetings.

Company training meetings are the center of gravity for unit training management. During these monthly meetings, company leaders synchronize and coordinate their training efforts in support

of the CMDR's annual training guidance (ATG). Training and only training is discussed to maintain focus, direction, and purpose.

The company commander chairs the training meeting with maximum leader participation (see FM 7-0, Appendix E 6-14 for a list of attendees and their responsibilities). The Digital Training Management System (DTMS) operator displays current unit training information to facilitate information sharing and minimize the need to reproduce existing data.

Company Training Meeting Attendees:

- Company Commander
- Executive Officer
- First Sergeant
- Platoon Leaders
- Platoon Sergeants
- Supporting Maintenance Personnel
- Supply Sergeant
- Attached and Other Support Leaders

Prior to the company training meeting, platoon leaders conduct their own, informal training meeting. The platoon training meeting includes the platoon leader, platoon sergeant and squad leaders. It reviews current platoon training proficiencies, training recently conducted, and future training planning, and coordination. It also ensures platoon level training has been recorded using the Small Unit Leader Tool (SULT), which feeds DTMS and updates information for the company meeting.

H.2 The Training Management Cycle provides all Army leaders a logical, chronological framework for developing unit training proficiencies (mission-essential tasks, weapons qualification, collective live-fire). To ensure training is executed and evaluated at the lowest echelons, company meeting should occur monthly throughout the training management cycle to allow company CMDRs to assess results.

H.3 Prioritize and Assess Training Proficiencies. The first step in the cycle requires the commander, based on the unit mission, to prioritize and assess each of the unit's three training proficiencies. Once the commander prioritizes training, planning and preparation can begin.

H.4 Long-Range Planning and Preparation. The commander begins developing a long-range training plan to determine who, what, when, and where and why the units train in the next fiscal year (FY). This process results in the timely publication of the unit's Annual Training Guidance (ATG). Publication of ATG is critical and ensures every echelon plans and identifies training resources early in the cycle. See FM 7-0, tables 3-1 and table 3-2 for specific ATG publication dates by echelon.

H.5 Mid-Range Planning and Preparation. As the unit executes ATG during the FY, mid-range planning and preparation centers on periodic (semi-annual and quarterly) reviews of training conducted and guidance refinement as necessary. Semi-annual and quarterly training briefings (SATB/QTB) provide senior CMDRs the status of ATG compliance as the FY progresses. Training meetings held at brigade and battalion level also track ATG progress to ensure training resources for subordinate companies are coordinated and available when training begins.

H.6 Short-range Planning and Preparation. Throughout the FY, company level units conduct weekly training meetings as a primary part of their training battle rhythm. Throughout these meetings, units continuously monitor and manage training in the short-range planning horizon (Weeks T-6 to T). This period just before training event execution is the culmination of long, mid, and short-range planning and preparation. It is in this period of the Training Management Cycle that final training event preparations are made, final resource coordination is made, resources received, and rehearsals held. It is also at T-6 that company training schedules are approved and published.

H.7 Company Training Meeting Focus: The commander ensures the agenda is followed and the discussion is concise and to the point. As a minimum, the following topics are the meeting's focus:

- Current training proficiency overview.
- Training conducted the previous week and a review of subordinate feedback to include:

A. Leader observations.

B. After action review (AAR) results.

C. Completed evaluator training and evaluation outlines.

D. Other sources of feedback available to the commander.

- Leader development planning focusing on leader development goals and objectives.
- Mid-range planning and preparations (training events inside T-6 months to T-2 months).
- Short-range planning and preparations (training events inside T-1 month to T) and the commander's short-range training guidance.

During the meeting, the crosstalk between leaders ensures actions and lessons learned from previous training are fully discussed, recognized, and recorded for future reference.

T-Month Calendars – a Common Point of Reference

During training meetings, 'T-Month' is a reference technique unit leaders use in association with each training event (each month of training has its own T-month reference depending on the month of execution). It counts down the months prior to and after each training event – and helps identify the associated actions that need to occur during a particular week. For example, for a company situational training exercise (STX):

T-12 months Identify major training facilities (12 months before the event)

T-6 months Conduct training event planning (6 months before the event)

T-3 months Refine event requirements (3 months before the event), etc.

Leaders develop and modify T-Month calendars based on unit needs in association with installation and command resourcing requirements. For example, coordination for Multiple Integrated Laser Engagement System (MILES) equipment may take 3 months to initiate a request on one installation, while on other installations it may take longer. Leader's tailor their T-Month calendars accordingly.

H.8 Leveraging Online Training Support: prior to monthly training meetings allows leaders to view current unit training management data, available securely and online through DTMS. Command emphasis on routinely inputting training data into DTMS ensures the information is current, easily accessible, and displayable. Using DTMS to display the data precludes the need to create separate products to display training information already recorded and available.

The Army Training Network (ATN) is the primary entry point for all training information and resources. It provides a wealth of training products online to include how-to tutorials, videos and much more. The Combined Arms Training Strategies (CATS) provides recommended training strategies to help develop training plans and identify training resource requirements. The Digital Training Management System (DTMS) provides visibility of training calendars, Mission Essential Task (MET) assessments, access to the Small Unit Leader Tool (SULT) and the Digital Job Book (DJB) and other important training information. Go to <https://atn.army.mil> to access ATN and all these resources.

Note: Training and Evaluation Outlines (T&EOs) are easily accessible from each of these systems.

H.9 The 8-Step Training Model: It is an effective technique for small units (company and below) to plan and prepare individual training events. It is a training management technique to ensure the unit accounts for major actions/activities as training event planning and preparations take place. Leaders are encouraged to refine/modify training models based on unit and installation requirements. The steps of the 8-step training model are:

FM 7-0, Table 4-1 The 8-Step Training Model

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| <p>Step 1: Plan the training event.</p> <p>Step 2: Train and certify leaders.</p> <p>Step 3: Recon training sites.</p> <p>Step 4: Issue the operation order (OPORD).</p> <p>Step 5: Rehearse.</p> <p>Step 6: Train.</p> <p>Step 7: Conduct after action reviews.</p> <p>Step 8: Retrain.</p> |
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H.10 Risk Assessments: Commanders are expected to assume risk in training priorities and training focus. Prior to conducting training, a proper risk assessment gives commanders a true assessment of the risk of the training event. The Joint Risk Assessment Tool (JRAT) [JRAT](#)

[Home \(army.mil\)](#) has a list of premade risk assessments with the tool to create specialized risk assessment to meet training requirements.

I. Army Training Network (ATN)

ATN (www.atn.army.mil) is a secure enterprise web portal where leaders and Soldiers can access up-to-date doctrine, requirements, unit requests, tasks/T&EOs, and tools. Within ATN are multiple Army Training Management Systems (ATMS) applications.

I.1 Unit Training Management (UTM): UTM provides leaders with resources to understand the links between unit capabilities and the tasks requiring training. The UTM site provides training models to help improve unit proficiency.

I.2 UTM Mobile Training Teams (MTT): Brigade and below units can request UTM MTTs for two-day training management seminars focusing on the UTM process and assist in developing and managing their Unit Training Plan. The UTM MTT can also provide assistance over the phone, MS Teams, or email, as required. Unit MTT requests can be submitted at: [https://atn.army.mil/unit-training-management-\(utm\)/unit-training-management-\(utm\)/request-a-utm-mtt-for-your-unit](https://atn.army.mil/unit-training-management-(utm)/unit-training-management-(utm)/request-a-utm-mtt-for-your-unit).

I.3 Digital Training Management System (DTMS): DTMS is the system of record for recording training plans and completed training (individual and collective). Access DTMS via ATN or directly at <https://dtms.army.mil>. IAW HQDA EXORD 295-20 there are six required reporting requirements: MET Proficiency, Warrior Tasks and Battle Drills, Individual and Crew Served Weapons Qualifications, Army Combat Fitness Test data, Soldier height and weight, and Sexual Harassment/Assault Response and Prevention Training.

DTMS is scheduled to be replaced by Army Training Information System (ATIS) in 2026.

I.4 Combined Arms Training Strategy (CATS): CATS provides proponent recommended training strategies based on tasks and driven by events to focus on the METL. This is an invaluable tool to assist a commander in building a long-range training plan. CATS uses task sets as the primary building blocks of the unit-training plan. <https://atn.army.mil/ATNPortalUI/CATS/>.

I.5 Small Unit Leader Tool: Provides junior leaders with a means to view, assign, update, and record Soldier training and qualification information such as Army Combat Fitness Test scores, height / weight, weapon assignments / qualifications, training task (i.e., Critical / Warrior / Mandatory) completions. This training is assigned to their Soldiers without the need for a system account or specialized training. Changes recorded in the Small Unit Leader Tool immediately update Soldier records in the DTMS. It also provides junior leaders with notifications of Soldier registrations in Army courses. Once locally authorized / enabled by the unit commander / first sergeant, junior leaders can access the Small Unit Leader Tool from any device without the need for a system account or training using their identity credential & Assess Management (ICAM) Legacy unique identification (UID).

I.6 Digital Job Book: Enables all Soldiers to review their training and qualification information recorded in DTMS such as Army Physical / Combat Fitness Test scores, height /weight, weapons qualifications, completed training tasks (i.e., Critical / Warrior / Mandatory) or view tasks assigned to them by their squad / team leader. It also provides them with notifications for Army course registrations. All Soldiers can view their Digital Job Book from any device without the need for a system account or training using their ICAM Legacy UID.

I.7 Platoon Task and Training & Evaluation Outline (T&EO) Viewer: Automatically displays platoon tasks associated with the user's unit of assignment. If a "No Records to Display" message appears, then the user's Unit Identification Code (UIC) is not associated with an approved Unit Task List. NOTE: For certain unit types, there are no proponent-approved platoon tasks on its Unit Task List.

J. References

FM 7-0, 14 June 2021. Army Publishing. [ARN35076-FM 7-0-000-WEB-1.pdf \(army.mil\)](#)

ADP 7-0, 29 April 2024. Army Publishing. [U ISES-PAI ADP 7-0 WEB FINAL 20240429.pdf \(army.mil\)](#)

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