

## Appendix C

# Training Execution Model

The TEM allows numerous rehearsals and identification of the TTP required for mission accomplishment. It causes each soldier, regardless of position, to understand the unit leader's plan with contingencies and the TTP required. It allows junior leaders and soldiers to see the big picture and understand the tactical environment. Place the company as the OC for the subordinate platoons, and place the platoon leader as the OC for the subordinate squads during internal evaluations.

## OVERVIEW

C-1. The TEM ensures that soldiers are trained to standard, not to time. It is derived from train-up or certification exercises (CERTEXs) before deploying to the National Training Center (NTC).

## TASK IDENTIFICATION

C-2. The TEM takes place after the METL is approved. The approved METL, coupled with an assessment process (such as external or internal evaluations), determines the collective and individual tasks to be covered during training exercises. Once these tasks are identified, implement the following eight-step TEM:

***Step 1.*** Back brief number 1.

***Step 2.*** Back brief number 2.

***Step 3.*** Rock drill.

**Step 4.** Subunit leaders walk-through.

**Step 5.** Subunit leaders walk-through with troops.

**Step 6.** Dry run on the actual lane.

**Step 7.** Execution.

**Step 8.** After-action review (AAR).

C-3. The TEM steps complement but do not replace the TLPs. The following outline explains the eight-step model applicable to an MP platoon. The TEM assumes that the platoon's collective task lists are approved at the appropriate level, the OCs are certified and trained, and all resources are available.

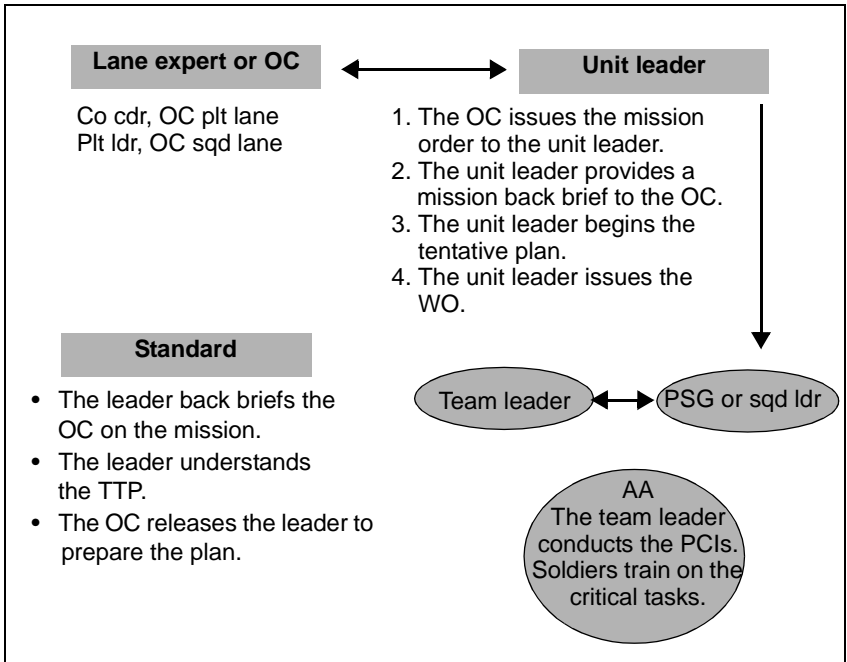
### **STEP 1: BACK BRIEF NUMBER 1**

C-4. During step 1 (*Figure C-1*), the OC issues the mission order to the platoon leader. He briefs the platoon's mission using a sand table, which the platoon built. The platoon leader provides a mission back brief to the OC. The back brief eliminates any confusion or misunderstanding at the very beginning of the mission or plan cycle. The platoon leader's back brief is only with the OC. This allows the interaction between the OC and the platoon leader to take place while leaving the platoon leader's credibility intact. With no subordinate present, the environment to learn and ask questions is established.

C-5. In a nearby AA, leaders train soldiers on critical individual soldier tasks that support the platoon's collective tasks. Here, the PSG checks on the focus and progress of those individual tasks that have been assessed as weak. Additionally, AA actions in step 1 focus on PCIs.

### **STEP 2: BACK BRIEF NUMBER 2**

C-6. During step 2 (*Figure C-2, page C-4*), the platoon leader returns to the sand table area where the mission order is received from the OC. He briefs the tentative

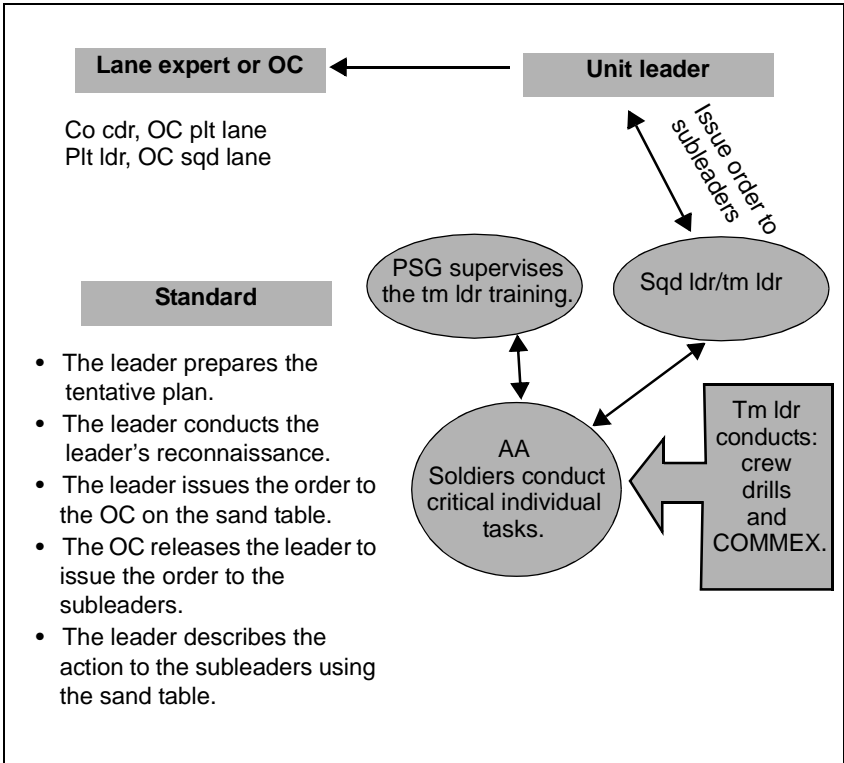


**Figure C-1. Back Brief Number 1**

plan to the OC. Once the OC verifies the MTP standards and pertinent TTPs, the platoon leader briefs squad leaders on the same sand table. The OC remains present to hear the interaction among the platoon's leadership. After the squad leaders are briefed, the platoon leader conducts the leader's reconnaissance. If any modification to the tentative plan is required based on the reconnaissance, the platoon leader briefs the OC. He briefs the squad leaders again if changes are approved. The interaction and planning get more focused after the leader's reconnaissance.

**STEP 3: ROCK DRILL**

C-7. During step 3 (*Figure C-3, page C-5*), the platoon leader and squad leaders conduct a rock drill on a



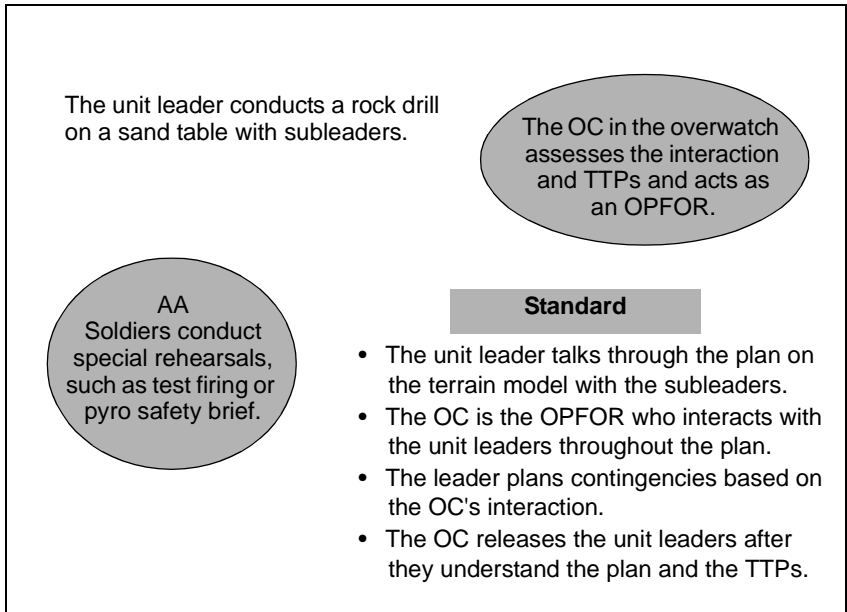
**Figure C-2. Back Brief Number 2**

terrain model that the platoon constructed of the actual training lane. The OC is in an overwatch position. He always assesses the interaction of the leadership and serves as the OPFOR for the rock drill. The platoon leader talks or walks through the plan on the terrain model with all the squad leaders.

C-8. In reaction to the OPFOR, leaders solidify contingencies based on the interaction on the terrain model. The OC's "what if" drills will usually trigger detailed planning. The credibility of the platoon leadership is still intact because the interaction and pertinent questions are not being asked in front of the

**C-4 Training Execution Model**

soldiers. The soldiers are in the AA continuing their individual training and preparing equipment based on the WO received. Locate the PSG in the AA to coach team leaders in their AA activities. Once the OC is sure that the platoon leaders understand the plan, he releases them to conduct a walk-through.



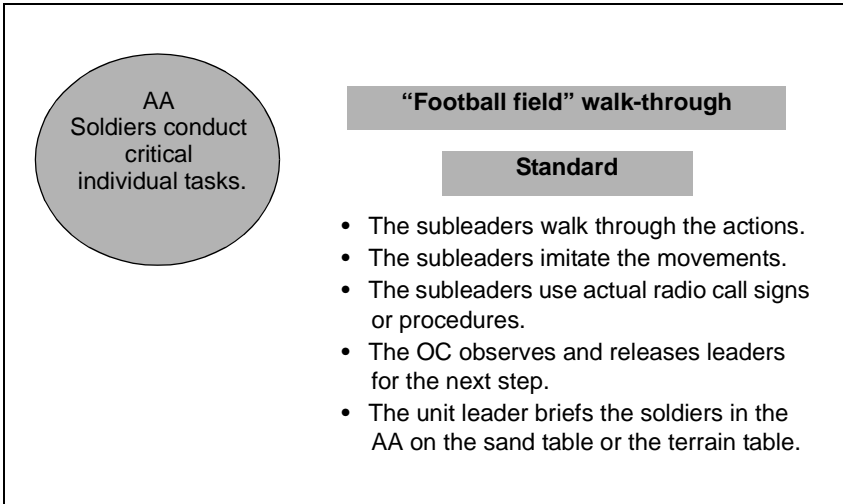
**Figure C-3. Rock Drill**

#### **STEP 4: SUBUNIT LEADER'S WALK-THROUGH**

C-9. During step 4 (*Figure C-4, page C-6*), the platoon leader displays all terrain features and control measures. During the walk-through, the platoon leadership imitates the movement selected, such as traveling, traveling overwatch, and bounding overwatch. The platoon leadership uses actual radio procedures and call signs according to the platoon's plan. The platoon's leadership demonstrates its grasp of the plan and the

mission without troops, showing that credibility is still sound.

C-10. Once the OC is satisfied that the platoon's leadership knows the tasks, he releases them to brief the soldiers on the sand tables previously mentioned. Squad leaders ensure that their team leaders and soldiers understand the mission by showing them on the sand table what their part of the mission is and how it fits into the overall scheme of maneuver.

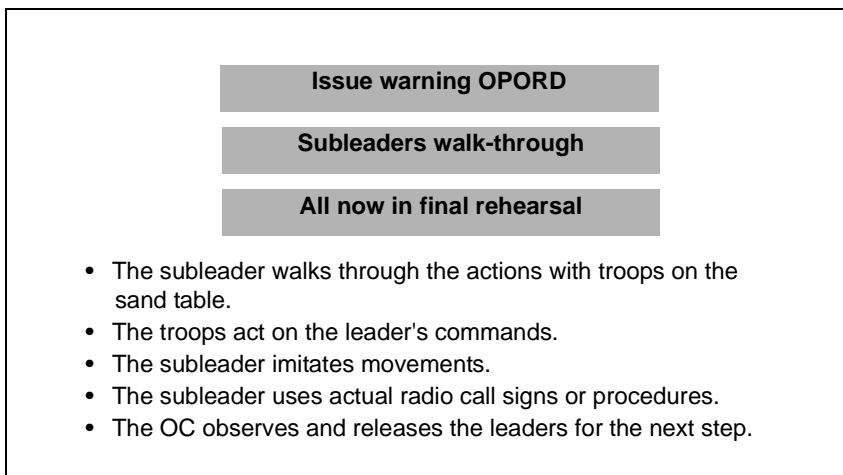


**Figure C-4. Subunit Leader’s Walk-Through**

**STEP 5: SUBUNIT LEADER'S WALK-THROUGH WITH THE TROOPS**

C-11. During step 5 (*Figure C-5*), the soldiers are assembled and briefed on the mission using sand tables. The MP teams walk and talk through the mission. The platoon walks through its action of the plan; and the soldiers react and dress on their team, squad, and platoon leaders. Shout commands out so that all can hear. Imitate movement as well as radio procedures, call

signs, fire commands, calls for suppression, and so forth. The OC who plays the OPFOR and interacts with the platoon through its leaders observes the platoon. Often, while conducting the walk-through with the troops it will be necessary to stop and inform soldiers of any risk hazards and individual responsibilities. The platoon's interaction on the field is a critical component of mission accomplishment. The OC only releases the unit for the next step if he is satisfied that the unit understands the leader's plan and the required TTP.

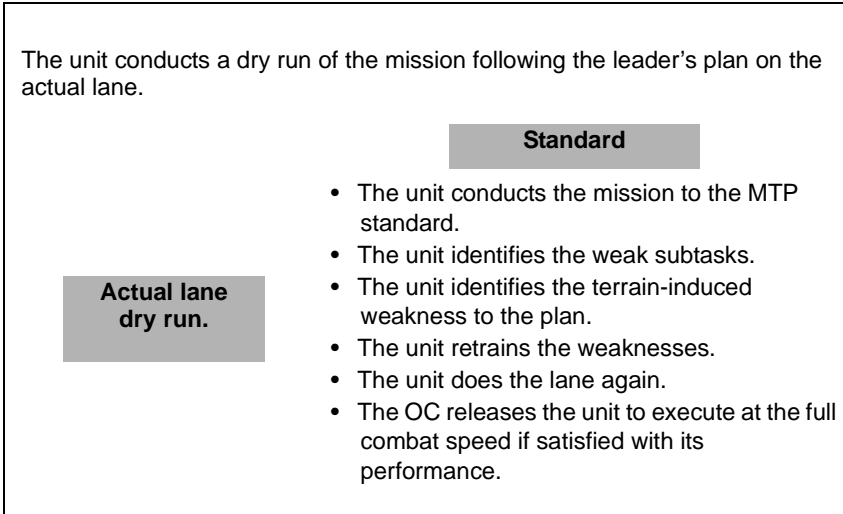


**Figure C-5. Subunit Leader's Walk-Through with the Troops**

## **STEP 6: DRY RUN ON THE ACTUAL LANE**

C-12. During step 6 (*Figure C-6, page C-8*), the unit follows the leader's plan and conducts a dry run of the mission on the actual training lane. The OC observes to ensure that the platoon follows its plan and conducts the mission to MTP standards. The dry run identifies weak subtasks and allows the platoon to retrain or repeat the dry run. This is a full dress rehearsal and ensures that the platoon is meeting the standard. If the platoon

performs satisfactorily on the dry run, the OC releases it to execute at full combat speed.

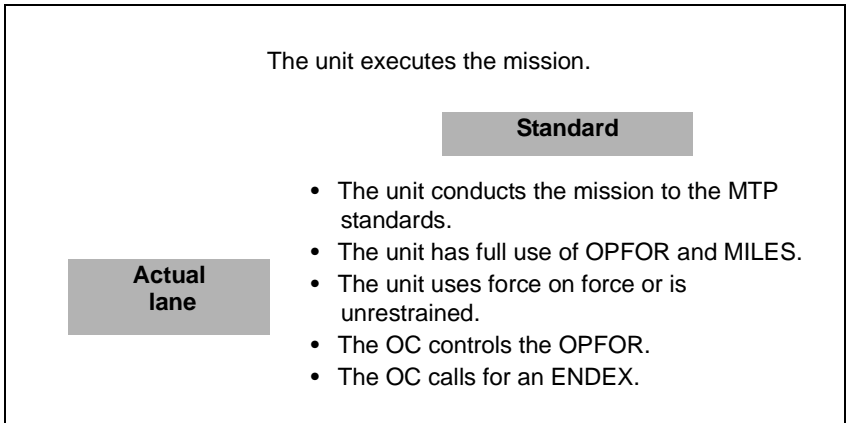


**Figure C-6. Dry Run on the Actual Lane**

**STEP 7: EXECUTION**

C-13. During step 7 (*Figure C-7*), the unit executes the mission at full combat speed against an unrestricted OPFOR that is controlled by the OC. This phase involves force on force, controlled by the OC, with a complete simulation system (such as multiple-integrated laser engagement system [MILES]). The OC ensures that soldiers adhere to MTP standards and TTPs. The OC calls for an end of exercise (ENDEX) when the training lane has run to culmination (such as the mission is accomplished and all the training effects took place). The OC has enough information to assess the platoon's performance and initiate the next step—the AAR.





**Figure C-7. Execution**

## **STEP 8: AFTER-ACTION REVIEW**

C-14. During step 8 (*Figure C-8, page C-10*), the unit conducts an AAR of the lane. If possible, it conducts the AAR on the objective site that overlooks the lane. The OC facilitates the AAR. He or the platoon leader states the tasks, condition, and standards for the training objective. The OC ensures that the AAR becomes a review that is driven from the soldier level up toward the top. He elicits the soldiers to identify their actions, both right and wrong, and gets the leaders to do the same. The OC states what was right and wrong with the mission according to the MTP and the appropriate TTPs, always striving to leave the AAR on a positive note to improve soldier and unit morale and performance.

The unit conducts an AAR of the training event.

**Standard**

- The OC facilitates the AAR.
- The unit members state the training objectives (task, condition, standards).
- The unit members have a bottom-up discussion.
- The unit members have the soldiers identify their mistakes.
- The unit members have the leaders identify their mistakes.
- The OC assesses the task according to the MTP.

**NOTE: The assessment dictates whether to go to the next training or redo the training.**

**Figure C-8. AAR**