

Army Reserve

**UNITED STATES ARMY RESERVE (USAR) DIVISION (INSTITUTIONAL TRAINING)
 TRAINING MANAGEMENT AND POLICIES**

Summary. This is a revision of U.S. Army Forces Command/U.S. Army Training and Doctrine Command (FORSCOM/TRADOC) Regulation 140-3, formerly USAR Training Divisions, USAR Separate Training Brigades, and USAR Reception Battalions Training Polices. This regulation combines and supersedes FORSCOM/TRADOC Regulation 140-3, dated 15 Oct 87; Memorandum of Understanding (MOU) with HQ FORSCOM, HQ TRADOC dated Sep 1989; TRADOC Letter of Instruction (LOI) Command, Control, and Responsibilities of Mobilization Army Training Center (MATC) Exercises; and TRADOC USAR Commander's Handbook.

Applicability. This regulation applies to the Army Active Component (AC) and the USAR. Specifically, this regulation applies to all commands and individuals involved in supervision, operation, and training of USAR Divisions (Institutional Training) (Div(IT)).

Supplementation. Commander, FORSCOM, ATTN: AFOP-TRO, Fort McPherson, GA 30330-6000, and

Commander, TRADOC, ATTN: ATTG-IT, 5 Fenwick Road, Fort Monroe, VA 23651-1049, prohibits supplementation of this regulation without prior approval.

Restrictions. Approved for public release; distribution unlimited.

Suggested improvements. The proponents for this regulation are the Deputy Chief of Staff, Operations (DCSOPS), Headquarters, United States Army Forces Command (HQ FORSCOM), and the Deputy Chief of Staff for Training (DCST), Headquarters, Training and Doctrine Command (HQ TRADOC). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, FORSCOM, ATTN: AFOP-TRO, Fort McPherson, Georgia 30330-6000. Suggested improvement may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

Availability. This publication is available on the TRADOC Homepage at <http://www.tradoc.army.mil>.

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Chapter 1 Introduction

1-1. Purpose. This regulation provides specific policy, responsibilities, and guidance for the planning, conduct, supervision, and evaluation of IET and reception operations by USAR (Div(IT)s). This regulation does not apply to Institutional (TASS) Brigades within the Div(IT)s (per TRADOC Regulation 351-18, Total Army School System (TASS)). USAR Div(IT)s also have responsibility for performing the TASS mission. This regulation also provides specific policy, responsibilities, and guidance to plan, prepare, coordinate, conduct, and supervise ROTC summer camp training. TRADOC priority of missions for the USAR Div(IT)s is:

- * Initial entry training (IET).
- * TASS, Institutional Training Brigade (ITB) Support.
- * ROTC Advanced Camp Support followed by ROTC Basic Summer Camp Support.

In general, the philosophy, objectives, and guidance contained in FORSCOM/Army National Guard (ARNG) Regulation 350-2, Reserve Component Training, applies to USAR Div(IT)s. However, upon mobilization, DIV(IT)s do not deploy overseas, but remain in the continental United States (CONUS) and augment an existing United States Army Training Center (USATC) or establish a USATC under the command and control of TRADOC. This makes the USAR training base units distinctly different from most other Reserve Component (RC) units. There is no Army Training and Evaluation Program (ARTEP) for USAR Div(IT)s; core requirements and mission-essential tasks are found in established programs of instruction (POI) for IET and USATC operations standing operating procedures (SOP).

1-2. References. Appendix A lists required and related publications.

1-3. Explanation of abbreviations. The glossary contains abbreviations used in this regulation.

1-4. Training concepts. The overall training goal is to achieve and maintain a state of training readiness that ensures a unit can carry out its assigned mobilization missions efficiently and effectively. Within that overall priority, the following training goals are established:

a. Training brigades and battalions. Prepare to augment or expand a USATC and conduct basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), and/or Individual Ready Reserve (IRR) refresher training in assigned military occupational specialties (MOS), as directed by the Mobilization Army Program for Individual Training (MOBARPRINT) and TRADOC Mobilization and Operations Planning and Execution System (TMOPES).

b. Reception Battalions (RECBN). Prepare to augment or establish reception operations at a USATC installation, and receive and process individuals entering the Army, or IRR being processed for retraining/refresher training at a USATC.

c. ROTC Battalions. Prepare to augment one or more ROTC Region Headquarters and conduct ROTC summer camp training.

d. All will—

(1) Ensure that sufficient drill sergeants (DS) and instructors are assigned, qualified, and certified in their specialties.

(2) Using approved courses of instruction, ensure that unit personnel are qualified in their duty MOS skill level.

1-5. Coordination. Direct coordination for effective training management between USATCs, USAR Div(IT)s, the numbered armies in the continental United States (CONUSA), Mobilization Stations (MS), US Army Reserve Command (USARC), Cadet Command, ROTC Regions, HQ, TRADOC, and FORSCOM is authorized.

1-6. Responsibilities.

a. Commanding General (CG), FORSCOM will—

(1) Command USAR Div(IT)s through USARC during pre-mobilization with training assistance provided by CONUSA.

(2) Conduct planning and programming.

(3) Distribute equipment and personnel assets.

(4) Provide personnel, logistics and funding data to HQ TRADOC.

(5) Establish annual training (AT) missions in coordination with (ICW) TRADOC/USARC (TRADOC sets priorities and USARC identifies specific units to accomplish the mission and provides funding to the same).

(6) Assume co-proponency for FORSCOM/TRADOC Regulation 140-3.

(7) Monitor USAR Div(IT)s strength, training readiness, MOS qualification, DS and instructor strength and qualification.

b. CG, TRADOC will—

(1) Identify required USAR Div(IT) support of TRADOC peacetime operations, and training base expansion exercises (to include CALL FORWARD exercises and installation-designed exercises) (CALL FORWARD concept discussed in chapter 5). Requirements will be forwarded through FORSCOM, to USARC who will mission the USAR Div(IT)s.

(2) During mobilization, assume command of USAR Div(IT)s upon arrival at mobilization station.

(3) Establish, develop, and provide training doctrine.

(4) Develop and assign mobilization missions for USAR Div(IT)s. Publish mobilization mission statements for USAR Div(IT)s.

(5) Establish and maintain an alignment of USAR Div(IT)s with USATCs for peacetime and mobilization training support. USAR Div(IT) alignments with USATC locations are shown in appendix B.

(6) Encourage direct communication between USATCs and aligned units.

(7) Provide goals, direction, and planning guidance for the conduct of individual and collective training.

(8) Provide annual mission guidance for IDT and AT, through FORSCOM, ATTN: AFOP-TRO, to USARC.

(9) Recommend to Headquarters, Department of the Army (HQDA) and HQ FORSCOM changes to type, number, and structure of USAR training units and reception battalions as necessary and/or required.

(10) Provide appropriate training aids, devices, simulators, and simulations (TADSS) support for AT, if not available through normal channels.

(11) Provide necessary school quotas through the Structure Management Decision Review (SMDR) and RC-SMDR.

(12) Monitor USAR Div(IT)s' strength, training readiness, MOS qualification, DS and instructor strength and qualification, accredit Drill Sergeant Schools (DSSs), and evaluate exercises.

(13) Participate with FORSCOM/USARC in planning, programming, and budgeting USAR Div(IT)s' resources.

(14) Provide funding for certification teams.

(15) Assume co-proponency for FORSCOM/TRADOC Regulation 140-3.

c. Commander, United States Army Training Support Center (USATSC) will—

(1) Serve as point of contact for HQ TRADOC on exportable training materials.

(2) Develop and implement a coordinated distribution plan to provide POI and up-to-date training support materials.

(3) Provide up-to-date instructor/course manager training materials and determine necessary qualifications for instructor/course managers.

(4) Develop and publish plans for the distribution of TADSS to support the mobilization mission of the expanded training base.

d. CG, USARC will—

(1) Receive TRADOC peacetime training mission of USAR Div(IT) support from FORSCOM.

(2) Order USAR Div(IT)s to active duty (AD) when directed by HQ FORSCOM.

(3) Coordinate with HQ TRADOC for training guidance and with HQ FORSCOM for command and administrative matters.

(4) Ensure compliance with the training guidance developed and published by HQ FORSCOM/TRADOC.

(5) Provide funding for mobile training teams (MTT).

e. CG, CONUSAs will—

(1) Inspect, evaluate, and assist units during IDT to ensure effective preparation for mobilization.

(2) Monitor training to ensure compliance with field manual (FM) 25-100/101 and current doctrine.

(3) Provide training assistance through Readiness Groups.

f. CG, USATCs will—

(1) Provide adequate on-site training opportunities and support which will enhance USAR Div(IT)s' ability to accomplish both peacetime and mobilization missions.

(2) Assume command of affiliated USAR Div(IT)s during mobilization upon their arrival at mobilization station.

(3) Act as operational and/or technical sponsors and provide technical and doctrinal support (technical sponsors develop and operational sponsors distribute training support materials to be used in POIs).

(4) In conjunction with proponent schools, develop, publish, validate, and distribute peacetime and mobilization POIs, as required.

(5) Perform an annual After Action Review (AAR) of the USAR Div(IT) battalions conducting IET missions during AT provided by supporting training brigade commanders. Evaluators will use the checklist provided in appendix C. Results will be forwarded through the USAR Div(IT) headquarters to Commander, USARC, ATTN: AFRC-OP, with copy furnished to Commander, TRADOC, ATTN: ATTG-IT. AAR should address whether unit is capable/incapable of executing assigned mobilization missions.

(6) Conduct AT coordination with USAR Div(IT)s. Schedule Echo Company support as specified in the TRADOC Training Requirements to the USAR Div(IT)s memorandum. Where possible, also support established habitual relationships.

(7) Budget for installation support as required.

(8) Assist USAR Div(IT) to train for their mobilization mission. Appendix D contains guidance for USATC elements providing MTT visit support to USAR Div(IT)s training brigades.

g. CG, U.S. Army Cadet Command will—

(1) Provide TRADOC (ATTN: ATOM-P) with USAR personnel support requirements for ROTC summer camp(s).

(2) Establish and maintain an alignment with USAR Div(IT) having command and control or coordination and support responsibilities for USAR troop program unit (TPU) support of ROTC summer camp(s).

(3) Provide goals, direction, and planning guidance for the conduct of ROTC summer camp training.

(4) Provide adequate on-site training opportunities and support which will enhance USAR Div(IT)s ability to accomplish both peacetime and mobilization missions.

(5) Recommend to HQ, TRADOC and HQ, USARC changes to type, number, and structure of USAR ROTC training support units as necessary.

(6) Establish, develop, and implement a coordinated distribution plan to provide POI and up-to-date training support materials.

(7) Perform an external Training Assessment Model (TAM) evaluation to USAR Div(IT) training battalions conducting ROTC summer camp missions during AT provided by supporting region commanders. The supporting region enters results on TAMS in accordance with (IAW) FORSCOM Regulation 220-3, Reserve Component Training Assessment.

(8) Hosts Summer Camp(s) Pre-camp Conference(s) and AAR, and invites summer camp(s) support organizations and agencies to participate.

h. Commander, USAR Div(IT)s will—

(1) Prepare to establish or augment a USATC; process new soldiers and IRR personnel; and conduct assigned IET mobilization (MOB) POI and IRR Rapid train-up (RTUP)/reclassification training.

(2) Train and certify unit members in their assigned duty MOS and designated specialties. Appendix E shows alignment of AC support for USAR Div(IT) DSSs.

(3) Support and/or supervise courses of instruction and training conducted by subordinate units.

(4) Conduct training and AT missions as assigned by FORSCOM/TRADOC/USARC training guidance.

(5) Requisition TADSS required supporting assigned POI.

(6) Assist other ARNG and USAR units as directed by FORSCOM/USARC.

(7) Train staff, command cadre and trainees to standard during periods of AT, certify all assigned trainers and testers.

(8) Ensure USAR Div(IT) prepares and submits (quarterly) DS/Instructor Status Report, IAW the instructions contained in appendix F.

1-7. Organizational relationships.

a. HQ FORSCOM, through USARC, commands the USAR Div(IT)s in peacetime.

b. HQ TRADOC commands and controls the USAR Div(IT)s upon mobilization.

c. HQ TRADOC requests FORSCOM to task USARC with assigning peacetime training missions to its subordinate USAR Div(IT)s.

**Chapter 2
Training**

2-1. General. While readiness is primarily the responsibility of each USAR Div(IT) commander and the USARC/CONUSA commanders, it is also a shared responsibility with TRADOC/USATC commanders and POI proponents. USATC commanders and POI proponents assist USAR Div(IT) training brigades/battalions to prepare for their mobilization missions by providing effective training during IDT, and in executing their AT mission.

2-2. Nuclear, biological, and chemical (NBC) training. All USAR Div(IT) personnel will maintain proficiency in all NBC tasks for their MOS and skill level.

2-3. Inactive duty training (IDT). The primary focus of IDT for USAR Div(IT)s is leader and individual training. All training should focus on those individual subject areas that improve the unit's ability to accomplish its mobilization mission. USATCs assist in planning and executing IDT training programs to achieve and maintain IET standards. The following training is appropriate for IDT:

a. Internal MOS training at appropriate skill level to include training with other RC/AC units.

b. Officer and noncommissioned (NCO) leader/professional development.

c. DS Leader (DSL), DS Instructor (DSI), Committee Instructor training and certification.

d. Physical training at both individual and organizational levels.

e. New and displaced equipment training.

f. Cadre Training Course (CTC).

g. Individual Training and Evaluation Program (ITEP).

h. Other required training (per FORSCOM Regulation 350-2).

i. USAR reception elements of Training Support Brigades (TSBs) should participate in reception missions and training exercises at USATCs during IDT when possible.

2-4. Annual training (AT).

a. The primary focus of AT for USAR Div(IT)s (less Institutional Brigades) is conduct of IET that emphasizes their mobilization mission. Therefore, USAR Div(IT) AT should include actual processing and/or training of IET soldiers at a USATC. Priority of peacetime training support missions after IET is TASS support followed by ROTC mission support. USATC missions should be conducted every year. The following AT missions are appropriate for USAR Div(IT)s:

<u>Mission</u>	<u>Method</u>
(1) IET	(a) Echo Company (E Co) (b) Training Base Expansion (TBE) (c) Unit Displacement (UD) (d) Individual Augmentation Training (e) Establish or Augmentation of Reception Elements
(2) Senior ROTC Advanced Camp Support	As required
(3) ROTC Basic Camp Support	As required
(4) West Point Cadet Basic Camp Support	As required
(5) West Point Intercession Support	As required
(6) West Point Preparatory Support	As required
(7) Train-up	(a) Leadership, MOS, individual and crew serve weapons qualification per DA Pam 350-38 (b) Counterpart training

b. The most effective AT for reception elements of USAR Div(IT)s are augmentations of United States Army Reception Stations (USARECSTAs). Utilizing RC personnel assets expands the processing capability of the active Army RECBN and provides additional support required during surge.

2-5. AT scheduling.

a. USAR Div(IT)s exist to perform RECBN operation, CTC, and MOS/area of concentration (AOC) specific refresher training for IRRs during mobilization. USAR Div(IT)s perform the following peacetime missions at TRADOC installations:

- * TBE (E Co)
- * Committee augmentation
- * RECBN augmentation
- * Band displacement missions

USAR Div(IT)s also support ROTC Advanced Camp and Basic Camp at Fort Lewis and Fort Knox, respectively. Additionally, they support TRADOC installations during CALL FORWARD exercises and similar installation designed TBE exercises.

b. TRADOC defines its mission priorities and support requirements for USAR Div(IT)s in the annual TRADOC Training Requirements memorandum. This document, known as the Mission Letter, is prepared two years before execution and gives the USAR Div(IT)s time to identify and task adequate personnel.

c. Procedures.

(1) Considering AIT and OSUT schedules, TRADOC directs which months support or exercise participation is

required. Installations schedule USAR Div(IT) support based on TRADOC directives and habitual relationships, if feasible, within mission and resources. TRADOC identifies dates and support requirements in the draft Mission Letter.

(2) TRADOC staffs the draft document with FORSCOM, Cadet Command, USARC, and supported TRADOC installations.

(3) Chief of Staff (CofS), TRADOC, signs the Mission Letter. TRADOC sends the document to FORSCOM for review and tasking. FORSCOM tasks USARC. USARC reviews the mission requirements and tasks USAR Div(IT)s. If USARC can not meet mission requirements, they notify TRADOC for assessment and possible change of mission.

(4) USAR Div(IT)s begin direct coordination with the installations and ROTC Regions after USARC assigns the support mission(s). The support dates and requirements should not change without approval from HQ, TRADOC (ATTN: ATOM-O).

2-6. Yearly production cycle.

a. All IDT focuses on training and certifying the POI skills required to accomplish the IET mission.

b. USAR Div(IT)s are task organized to perform a yearly production mission and provide MOS/special skill identifier (SSI)/NCO education system (NCOES)/officer education system (OES) opportunities for all USAR Div(IT) personnel.

c. Training Support Brigades (TSB). Because of the mission requirements of the TSB (ROTC, E Co, UD, and AC replacement), anticipate that they will be unable to follow a task organized rotation cycle like the training brigades/battalions of the USAR Div(IT)s. Professional development for those assigned to TSB will be managed on an individual basis by the commander.

d. DSSs may not also follow a task organized rotation cycle as seen in the training brigades and battalions of the USAR Div(IT)s. Professional development for personnel assigned to DSSs may require management on an individual basis by the commandant.

2-7. Specific goals. Specific goals for each USAR Div(IT):

a. Authorized strength: 100 percent.

b. Duty position qualification (per AR 220-1, table 4-1) is 85 percent. The minimum acceptable standard is one skill level below that required by modification tables of organization and equipment (MTOE) or tables of distribution and allowances (TDA).

c. Authorized DS assigned and qualified: 85 percent.

d. Authorized instructors assigned and qualified: 85 percent.

e. Army Physical Fitness Test (APFT): 100 percent of unit personnel who are medically cleared to take the test attain a passing score.

2-8. Methods of conducting Initial Entry Training (IET).

a. IET is preferred over all other missions for USAR Div(IT)s during AT. Echo Company is the only approved method for conducting IET, and Echo Company missioning primarily will be placed on the summer surge period (MAY-SEP) at the USATC; however, some mission may cross the fiscal year. Echo Company responsibilities and concept are discussed in chapter 3.

b. Individual augmentation training is designed to augment specific AC units at specific times. Individual augmentation training is accomplished on an individual basis. RC soldiers perform individual displacements or replacements at a USATC.

2-9. Certification. USATCs will validate the USAR Div(IT) DS Certification Program.

a. USAR DSs—

(1) Must meet height/weight, personal appearance, and uniform standards as prescribed in TRADOC Regulation 350-16, Drill Sergeant Program.

(2) Must pass the APFT IAW FM 21-20, Physical Fitness Training, not more than 12 months prior to conducting a production mission and be able to participate in fitness training.

(3) Must be certified on all classes, platform or otherwise, for which they are designated as primary or assistant instructors. In addition, USAR DSs and company cadre (company commander, executive officer and first sergeant) will be tested every two years on all hands-on phase tasks listed in Supplement 1 of the BCT POI 21-114.

(4) USAR Div(IT) chain of command will ensure DS and company cadre (company commander, executive officer and first sergeant) are certified on Phases I, II and III and core BCT tasks taught during their AT. This includes being able to reinforce previously taught tasks. DS will not be required to certify on tasks not listed in their 2 weeks of AT. The responsible POI proponents will publish guidelines for certification of the MOS portion of OSUT and AIT tasks.

b. TSB instructors:

(1) Must meet height/weight, personal appearance, and uniform standards as prescribed in current Army regulation.

(2) Must have passed the APFT IAW FM 21-20, Physical Fitness Training (to include medical clearance for those 40 and over) and be able to participate in fitness training.

(3) USAR Div(IT) chain of command will ensure TSB instructors are certified on all tasks taught, reinforced, or tested in their blocks of instruction. All certifications must be completed within 6 months of AT.

2-10. Training ammunition.

a. Current HQDA policy on training ammunition management for mobilized or deployed units is:

(1) Units mobilizing or deployed to another major Army command (MACOM) will not be transferred to the MACOM within Training Ammunition Management Information System (TAMIS).

(2) Original MACOM will retain training ammunition management responsibilities for mobilizing or deployed units unless directed otherwise by HQDA.

(3) Original MACOM is responsible for ensuring that mobilizing or deployed units have appropriate training ammunition authorizations and take corrective action to resolve any training ammunition issues that affect their units.

(4) Receiving MACOM is responsible for processing all training ammunition requests and ensuring they are properly inputted into the TAMIS system. All training event ammunition must be captured and placed into TAMIS under the correct unit identification code (UIC).

(5) Receiving MACOM will ensure that all units under their control have appropriate authorizations within TAMIS before approving a training ammunition request.

(6) Both original and receiving MACOMs will work together to ensure adequate training ammunition allocations are available to support all units.

b. Any issues that cannot be resolved at the MACOM level pertaining to training ammunition will be referred to HQDA, ODCSOPS, ATTN: DAMO-TRS.

Chapter 3 Echo Company (E Co)

3-1. General. The Echo Company Program is a program designed to augment selected USATCs with USAR personnel for the purpose of conducting BCT and OSUT at selected sites. Primary emphasis will be placed on the summer surge (MAY-SEP), but the program may be implemented on a year-round basis. The term Echo Company in this context refers to any AC company that has been augmented with and commanded by RC personnel for the purpose mentioned above and is not necessarily intended to reflect the accurate name of the company involved. Hence, an Echo Company could conceivably have the official designation of any alphabet such as Alpha, Bravo, Charlie, and etc. Echo Company organizational model is shown in appendix G.

3-2. Operational responsibilities.

a. TRADOC will—

(1) Assign training load to USATCs and USAR Div(IT)s.

(2) Recommend start dates.

b. USATCs will—

(1) Coordinate training dates with affiliated Div(IT)s.

(2) Program Echo Company operating costs into the installation budget.

(3) Provide Echo Company AC structure as indicated in appendix G, table 1.

(4) Identify which AC battalions will contain an Echo Company, and provide facilities and equipment to rotating USAR companies. The AC battalion will maintain facilities and equipment during periods when no USAR companies will be present.

(5) Ensure training areas, ranges, and other required facilities are requested/reserved for the RC cycle support cycle.

(6) Provide each Echo Company with one permanent party (PP) Training NCO and one PP Supply NCO to provide continuity as needed throughout the year, and full time during execution of each Echo Company cycle.

(7) Provide annual input for DS certification for USAR Div(IT)s and validates the USAR Div(IT) certification process.

(8) Provide USAR battalion evaluations as required by FORSCOM Regulation 220-3, Reserve Component Training Assessment. Each USAR company will be provided an AAR and culminate with one TAM evaluation for the RC battalion, which will be provided by the AC battalion commander. This procedure is necessary to preclude the administrative burden of having to provide TAMs for each RC company required to complete an entire IET cycle.

(9) Provide each Echo Company with three AC personnel (Training NCO, Supply NCO, and one senior leader (e.g. CO, XO, 1SG or other senior NCO) in the company headquarters, and two AC Drill Sergeants per platoon during mission execution.

c. USARC will—

(1) Coordinate training dates with USATC and USAR Div(IT)s at the IET and ROTC Scheduling Conference.

(2) Provide funding for MTT assistance visits when USAR unit requests additional MTT visits beyond the basic MTT visit(s) for USATC validation of DS certification. USATC will fund required battalion MTT visit(s) to validate that the USAR units are prepared to conduct the exercise to Army standards.

d. Designated USAR Div(IT)s will—

(1) Provide USAR companies for command and control of trainees and DS cadre at applicable BCT or OSUT sites.

(2) Provide a minimum of 12 certified DSs per company.

(3) Assist USATCs when requested in validation and certification of DSs utilizing TSB Training and Evaluation personnel.

(4) Cross-level unit personnel as required.

(5) Conduct Pre-Camp conference with USATCs to coordinate details of the missions as required.

(6) Coordinate with installation Director, Plans,

Training, and Mobilization (DPTM) as required.

(7) USAR company commanders participate in the scheduling of IET increments.

(8) Provide augmenting USAR training companies to roundout the Echo Company battalion during AT periods.

(9) Rotating units. The rotating unit commander will assume command and control and be responsible for the conduct of training and have Uniform Code of Military Justice (UCMJ) authority over BCT/OSUT trainees during their AT periods.

3-3. Echo Company support.

a. Physical facilities. The rotating USAR company will be physically located in the facilities of the Echo Company battalions.

b. Dining facilities. Echo Company dining facilities will be operated in the same manner as other host USATC dining facilities.

c. Command relationships. The higher headquarters of the Echo Company battalion will be the appropriate IET brigade. Operational control of the AC Echo Company Continuity Team, less UCMJ, will pass to each successive USAR company commander.

d. Utilization of USAR battalion headquarters personnel during AT.

(1) Since training battalion headquarters are an integral part of the Echo Company planning process, USATC training brigades will provide an opportunity during the training cycle (biannual at a minimum) for the USAR Div(IT) battalions executing an Echo Company to train the battalion headquarters. Fragmented AT, for the purpose of assisting the USATC BCT battalion headquarters, is the most efficient way to utilize RC battalion headquarters personnel.

(2) It is also possible for the USAR training brigades to do a limited AT with their AC training brigade counterpart, but it is not required. Although individual augmentation/ counterpart training is strongly encouraged between headquarters, coordination and evaluation of such will be done at the USATC level only.

e. Installation support increases. There will be no increase in scheduled Army Program for Individual Training (ARPRINT) loads. Thus, there will be no increases required in installation support personnel, equipment, contracts or similar support.

Chapter 4 Mobilization Planning and Coordination.

4-1. General.

a. USAR Div(IT) mobilization missions and mobilizations alignments with supported USATC installations are developed and assigned by TRADOC. USAR Div(IT)s receive separate mobilization mission statements signed by CofS, TRADOC. Detailed guidance on Div(IT)s mobilization operations is provided in TMOPES.

b. Close and continuous liaison will be maintained by USAR Div(IT)s with installation(s) they will support during mobilization. All newly assigned USAR Div(IT) commanders should visit their mobilization stations within six months of assuming command. Key personnel from the USAR Div(IT) will serve on the installation Mobilization Planner's Steering Committee (action officer level, chaired by the G3/DPTM) and the Mobilization Steering Committee (commander/ directorate level, chaired by the installation CofS). All aspects of installation mobilization planning are addressed through regular meetings and coordination among members of these bodies. Planning for mobilization training base expansion is accomplished by each TRADOC installation through development of the MOBARPRINT. That process involves a Training Capability Analysis (TCA) for each mobilization course, using projected mobilization training requirements provided by HQDA. USAR Div(IT) participation in the review and concurrence in TCA results is critical. USAR Div(IT)s also participate in exercises such as Joint Chiefs of Staff Mobilization Exercises (JCS MOBEXs), CALL FORWARD exercises, and installation-designed training base expansion exercises when these exercises are conducted at their mobilization station installations.

c. USAR Div(IT)s alert and mobilization plans will be kept current as prescribed in TMOPEs.

4-2. Coordination. USAR Div(IT)s will coordinate their mobilization plans, to include Mission Essential Task Lists (METLs), with their respective mobilization stations.

4-3. Mobilization training strategy.

a. As part of the Army mobilization strategy, branch proponents identify and develop courses required to fill and sustain Army forces worldwide in a deployed unit environment. Previous planning for mobilization TBE centered on full mobilization. The focus of that planning has now shifted to the earlier phases of mobilization, envisioning an extended Presidential Selected Reserve Call-Up (PSRC), followed by partial mobilization, to support one or more Major Regional Contingency (MRC) scenarios which could occur simultaneously. Although there is a requirement to plan for full mobilization, that scenario is now considered much less likely (any full mobilization is expected to take considerable time to evolve, and would normally be preceded by progression through PSRC and partial mobilization).

b. The mobilization training strategy for PSRC/partial mobilization is primarily directed toward refresher training for mobilized members of the IRR. Under current HQDA policy, all involuntarily mobilized enlisted and NCO IRR personnel must process through a TRADOC reception battalion, receive pre-deployment refresher training on common military skills, and refresher training (as required) on MOS/AOC-specific skills. Officer and Warrant Officer involuntarily-mobilized from the IRR do not process through a reception battalion, but report directly to their branch school for in-processing and AOC training. Prior to deployment, the proponent will certify MOS/AOC proficiency of all IRR

soldiers. Under current plans, enlisted IRR soldier in-processing will be accomplished at seven designated USATC sites, each of which is augmented by a USAR Div(IT), containing organic reception processing capability and the capability to conduct common task refresher training. Specific guidance on the mobilization training strategy for each level of mobilization and role of the USAR Div(IT)s in support of TBE is provided in TMOPEs.

**Chapter 5
Mobilization Exercises**

5-1. General. This chapter provides objectives and guidance for USAR Div(IT) participation in mobilization exercises (MOBEX). TRADOC installations are required by TMOPEs to participate in MOBEX at least every two years to exercise their assigned mobilization missions. This requirement is met, with regard to the TBE mission, through participation in CALL FORWARD exercises or other installation-designed TBE MOBEX requiring USAR Div(IT) support.

5-2. CALL FORWARD exercises.

a. CALL FORWARD exercises are FORSCOM-managed MOBEX which focus on the FORSCOM mission of mobilization/deployment of RC units. USAR Div(IT)s are not involved in support of the unit mobilization/deployment mission (FORSCOM mission). When CALL FORWARD exercises are conducted at TRADOC installations, TRADOC also incorporates TBE play, which involves participation by the installation's supporting USAR Div(IT).

b. Objectives of CALL FORWARD.

(1) Exercise staffs of CONUSA, USARC, FORSCOM, TRADOC, and host installations in planning, preparing, and supporting mobilization operations at designated installations.

(2) Exercise the USAR Div(IT) staff in planning, preparing, and executing support of mobilization TBE on a TRADOC installation.

(3) Assess USAR Div(IT) mobilization plans for supporting expansion of the TRADOC training base.

(4) Assess the capability of the installation to accomplish its mobilization training base expansion mission.

5-3. Decision-making and preparation process.

a. Mission assignment. Schedules for CALL FORWARD exercises will be developed by FORSCOM with TRADOC, USARC, CONUSA, USAR Div(IT), and host installation input. Mission assignments will be made 2 to 5 years prior to start of exercise (STARTEX) when possible, and will include the designation of participants, sites, and other mission details.

b. Task organization and plan development. Development of CALL FORWARD task organization and

initiation of operations plan (OPLAN) should begin no later than 2 years prior to STARTEX. Working closely with Headquarters USARC, CONUSA, TRADOC, and host installation, the staff of the designated USAR Div(IT) will develop plans and establish a milestone timetable. Details will be closely coordinated with all principal participants.

5-4. Responsibilities of HQ FORSCOM/USARC and HQ TRADOC.

a. FORSCOM commands USAR Div(IT)s in peacetime. TRADOC commands upon mobilization. Although the CALL FORWARD program is a peacetime endeavor, the TBE goal of a CALL FORWARD is to prepare USAR Div(IT)s for their mobilization mission. Consequently, FORSCOM retains command of its units during CALL FORWARD planning, preparation, and execution, while TRADOC provides technical advice, training guidance, and quality assurance throughout all mission-related activities and assumes operational control of participants upon arrival at CALL FORWARD exercise locations.

b. HQ FORSCOM/USARC responsibilities.

(1) Fund CALL FORWARD costs associated with exercise related requirements.

(2) Maintain control of CALL FORWARD through the exercise director (normally, the CONUSA provides the exercise director for the FORSCOM unit mobilization/ deployment phase of a CALL FORWARD, while TRADOC does so for the TBE phase).

(3) Monitor planning and implementation progress for each CALL FORWARD exercise.

(4) Provide TADSS and training equipment for cadre training when not available at CONUSA level.

(5) Solicit Health Services Command (HSC) input concerning projected resource requirements for medical/ dental support.

(6) Publish participant list of units (Garrison Support Unit (GSU), Installation Medical Support Unit (IMSU), and USAR Div(IT)s).

c. HQ TRADOC responsibilities.

(1) Participate in installation planning In Progress Reviews (IPRs) for the exercise and provide advice and assistance to the installation staff and supporting USAR Div(IT) in developing the exercise concept and OPLAN, and the data collection/evaluation plan.

(2) Fund CALL FORWARD costs associated with travel by USATC personnel to plan, coordinate, and evaluate the exercise, and other TRADOC-specific costs to include MTTs and IPRs at the designated USAR Div(IT) headquarters and subordinate brigade (bde)/ battalion (bn) home station sites, as required.

(3) Schedule TRADOC support personnel for MOBEX.

(4) Provide TADSS and training equipment for cadre training when unavailable in FORSCOM supply channels.

(5) Provide technical expertise/support for Reception Battalion Automated Support System (RECBNASS) and evaluate the system during MOBEX.

(6) Issue the exercise directive for the TBE portion of the exercise.

(7) Evaluate and assess the effectiveness of the USAR Div(IT) and installation plans for establishing/ augmenting the USATC, to include the time-phased installation support requirements identified by the USAR Div(IT).

(8) Establish evaluator teams and conduct on-site evaluation of CALL FORWARD reception and training operations to determine if support personnel, ranges, training facilities, and training areas meet existing TRADOC standards for conduct of mobilization POIs.

5-5. Responsibilities of the host installation.

a. In coordination with TRADOC, design the basic concept and time-line of the training base expansion MOBEX.

b. Designate an installation Project Officer to coordinate all aspects of the exercise and function as the primary interface between HQ TRADOC and the supporting USAR Div(IT) during the planning, execution, and reporting of the exercise.

c. Convene planning IPRs, as required, involving HQ TRADOC, the USAR Div(IT), installation staff, and other concerned agencies to define exercise objectives, participants, responsibilities, level of participation, etc.

d. Develop exercise-funding requirements. Coordinate with HQ TRADOC regarding P12 exercise funds (OMA). P12 funds support installation costs above normal operating costs that are directly attributable to the exercise (not AT costs of participating USAR Div(IT) elements, which must be provided by USARC/ FORSCOM).

e. Develop and publish a detailed exercise OPLAN/ OPORD that fully addresses all aspects of the exercise for the installation staff and participating USAR support elements.

f. Plan and coordinate the use of installation resources and USAR Div(IT) assets, as required, to plan and conduct the exercise.

g. Coordinate availability and use of required operational (reception, training) and support (billeting, dining) facilities to support the exercise.

h. Ensure the TBE annex to the Installation Mobilization Plan is current and incorporates exercise of the plan to the fullest capability.

i. Ensure the installation MOB TDA is current and available for review by HQ TRADOC exercise evaluators during the exercise.

j. Ensure current MOB POIs are on-hand and have been provided to all supporting training elements (e.g., USAR Div(IT)s, Army Training Brigades, Proponent School element).

k. Provide adequate workspace for HQ TRADOC Data Collection/Evaluator Team (approximately 6-8 personnel) during the exercise.

l. Conduct installation-level evaluation of the exercise and document significant observations/issues in format prescribed by HQ TRADOC.

5-6. Responsibilities of USAR Div(IT)s.

a. Participate in CALL FORWARD or other TBE MOBEX to exercise the following mobilization missions:

- (1) Reception processing.
 - (2) Common Task Training (CTT) refresher.
 - (3) MOS-specific refresher training (within capabilities of the USAR Div(IT)).
- b. Train, staff, and command exercise units.
- c. Ensure validation of all assigned trainers and testers.
- d. Ensure that all training is conducted to standard.
- e. Develop and execute necessary lesson plans and training schedules in concert with the operational sponsor.
- f. Provide as much training equipment as possible from authorized assets.
- g. Identify and request from host installation and USARC all training equipment, TADSS, and vehicles that are not available in the unit.

- h. Request all necessary training ranges, training areas, buildings, classrooms, and other facilities.
- i. Request construction or refurbishment of facilities as necessary.
- j. Identify necessary combat support (CS)/combat service support (CSS) to provide transportation, medical, dental, finance, personnel, logistical, and maintenance support.

k. During the planning, preparation, and execution phases, promptly request approval of necessary changes.

l. Evaluate policies, plans and procedures for USAR Div(IT) coordination with USATC/installation directorates, training brigades, and range support staff.

**Chapter 6
Reserve Officers Training Corps (ROTC)
Support**

6-1. General. The ROTC support program is designed to augment selected ROTC Regions with USAR personnel for the purpose of conducting ROTC summer camp(s). Primary emphasis will be placed on augmentation of ROTC training committees, but may include individual and unit augmentation of other ROTC summer camp support requirements. Augmentation of other ROTC summer camp support requirements will involve training that complements or sustains the unit's METL. USAR personnel support missions for ROTC summer camp(s) will be forwarded through the TRADOC DCST - Training

Operations Management Activity (TOMA), ATTN: ATOM-O, to FORSCOM who will assign the mission(s) to HQ, USARC. Support requests for ROTC summer camp(s) will be made available to USARC eighteen months out to enable those USAR units to submit funding requirements in their annual command operating budget (COB). USARC will then task USAR Div(IT)s to support ROTC summer camp(s).

6-2. Operational responsibilities.

a. TRADOC will—

- (1) Direct ROTC summer camp(s) personnel support mission through FORSCOM to USARC.
- (2) Provide USAR personnel support requirements for ROTC summer camp(s) through FORSCOM to USARC.
- (3) Provide ROTC summer camp(s) start and end dates through FORSCOM to USARC.

b. Cadet Command will—

- (1) Determine and provide to TRADOC USAR personnel support requirements for ROTC summer camp(s).
- (2) Determine and disseminate ROTC summer camp(s) location(s) and start and end date(s).
- (3) Provide ROTC technical and doctrinal guidance.
- (4) Ensure appropriate ROTC regional commands.
 - (a) Coordinate training dates with affiliated USAR Div(IT)s.
 - (b) Include USAR Div(IT) personnel when determining ROTC summer camp(s) billeting, mess, and transportation support requirements.
 - (c) Program USAR ROTC summer camp support operating costs into the installation budget.
 - (d) Certify USAR Div(IT) ROTC certification programs.
 - (e) Provide each USAR battalion an AAR from the Training Committee Chief through the Regional Headquarters, USARC to the USAR Div(IT) headquarters.

c. Designated USAR Div(IT)s will—

- (1) Coordinate training dates and rehearsals with HQ Cadet Command, Training (ATCC-TT) usually based on agreements made at the pre-camp conference held at the respective camp location in January or February before the conduct of camp.
- (2) Provide command and control and/or coordinated support responsibilities for USAR personnel supporting ROTC summer camp(s).
- (3) In coordination with ROTC Committee Chief, certify USAR ROTC training committee personnel.

6-3. USAR personnel support requirements for ROTC summer camp(s). Cadet Command develops and provides USAR personnel support requirements for ROTC summer camp(s) to TOMA, TRADOC. The support requirements document contains ROTC summer camp(s) location and dates, number of cadets to train, and USAR personnel requirements.

a. ROTC summer camps are at two (2) locations: Basic Camp at Ft. Knox, KY and Advanced Camp at Ft. Lewis, WA.

b. USAR personnel support requirements for ROTC summer camps are based on projected cadet training loads. An example of support requirements is listed in appendix H (Example of ROTC Camp Support Requirements). Note: these support requirements may exceed the USAR Div(IT)s capabilities and may require support by additional USAR assets.

Appendix A References

Section I Required Publications

AR 5-9
Area Support Responsibilities

AR 135-7
Army National Guard and Army Reserve Incentive Programs

AR 135-205
Enlisted Personnel Management

AR 140-10
Army Reserve: Assignments, Attachments, Details, and Transfers

AR 140-158
Enlisted Personnel Classification, Promotion, and Reduction

AR 210-50
Housing Management

AR 220-1
Unit Status Reporting

AR 350-41
Training in Units

AR 600-9
The Army Weight Control Program

AR 601-280
Army Retention Program

AR 611-201
Enlisted Career Management Fields and Military Occupational Specialty (MOS)

AR 614-200
Enlisted Assignments and Utilization Management

AR 623-1
Academic Evaluation Reporting System

FORSCOM Reg 220-3
Reserve Component Training Assessment

FORSCOM/ARNG/USAR Reg 350-2
Reserve Component Training

TRADOC Reg 350-6
Initial Entry Training (IET) Policies and Administration

TRADOC Reg 350-16
Drill Sergeant Program

TRADOC Reg 351-10
Institutional Leader Training and Education

Supp 1, POI 21-114
Army of Excellence Basic Combat Training, Phase Tests I-II-III (Zip files available on the TRADOC Homepage at: <http://www.tradoc.army.mil/tpubs/regs/r140-3/POI 21-114/Phase Test.zip>)

Cadet Command How to Fight Manual (ROTC Advanced Camp Training document) (This publication is available on the US Army Cadet Command Homepage under "Training": <http://www-rotc.monroe.army.mil/>)

Section II Related Publications

AR 140-185
Training and Retirement Point Credits and Unit Level Strength Accounting Records

AR 145-1
Senior Reserve Officers' Training Corps Program: Organization, Administration, and Training

AR 350-28
Army Exercises

AR 385-63
Policies and Procedures for Firing Ammunition for Training, Target Practice and Combat

AR 612-201
Processing, Control, and Disposition of Personnel at U.S. Army Reception Battalions and Training Centers

DA Pam 350-38
Standards in Weapons Training

FM 21-20
Physical Fitness Training

FM 25-101
Battle Focused Training

TRADOC Reg 351-18
Total Army School System (TASS)

TRADOC Mobilization and Operations Planning and Execution System (TMOPEs)
(Available on the TRADOC Homepage at: <http://www-tradoc.monroe.army.mil/tpubs/tmopes/>)

CC Reg 145-3
Precommissioning Training and Leadership Development (This publication is available on the US Army Cadet Command Homepage under "Training": <http://www-rotc.monroe.army.mil/>)

Section III Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028
Recommended Changes to Publications and Blank Forms

**Appendix B
USATC Sponsors for USAR Training Base Units**

<u>USATC</u>	<u>Unit</u>	<u>Brigades</u>	<u>MOB Station</u>	<u>MOS</u>	<u>RECBN Capability</u>	<u>Installation</u>
USACMS	80th	2	McClellan	54B,95B/C OSUT	1/319th	McClellan
USAIS	84th	1	Benning	11B/C/H/M OSUT	1/334th	Benning
		1	(TBD)	BCT		Knox
USAFAS	95th	2	Sill	BCT/13B OSUT	1/379th	Sill
USAADAS	104th	1	Bliss	BCT	2/413th	Bliss
USATC	108th	2	Jackson	BCT	2/518th	Jackson
USAARC	100th	2	Knox	19D/K OSUT	1/399th	Knox
USAEC	98th	2	L. Wood	12B/C OSUT	2/391st	L. Wood

NOTES:

1. USATCs are responsible for improving readiness and providing POI and training support material required by the BCT/OSUT/AIT POIs.
2. Army Training Brigades (ATBs) are responsible for supporting AT and special USATC oriented missions.

**Appendix C
USAR Div(IT) Supplement to Training Assessment Model (TAM)
(Echo Company USAR Drill Sergeant Evaluation)**

- | | |
|--|---|
| <p>1. <u>Leadership Traits:</u> * Overall Rating: _____</p> <ul style="list-style-type: none"> a. Appearance _____ b. Attention to Detail _____ c. Military Bearing _____ d. Attitude _____ e. Time Management/Communicates effectively _____ f. Physical Fitness _____ g. Seeks Responsibility _____ h. Calmness and patience in stressful situations _____ i. Ethical decision making _____ j. Ability to work well with peers _____ | <p>3. <u>Leadership Abilities:</u> * Overall Rating: _____</p> <ul style="list-style-type: none"> a. Proficiency in individual counseling _____ b. Proficiency in group and motivational technique _____ c. Capability to guide and direct assigned personnel _____ d. Assign personnel commensurate with time/experience _____ |
|--|---|

Remarks:

2. Training Management and Execution: * Overall Rating: _____
- a. Knowledge of POI/Standards _____
 - b. Capability to organize and plan training _____
 - c. Conducts pre-execution checks _____
 - d. Capability to review training schedules _____
 - e. Effectively conducts training assessments and AARs _____
 - f. Plans for concurrent training and reinforcement _____
 - g. Plans for opportunity training _____
 - h. Conducts effective training _____
 - i. Communicates effectively with soldiers _____

Remarks:

Remarks:

4. Training Support Operations: * Overall Rating: _____
- a. Knowledge of appropriate regulations _____
 - b. Knowledge and compliance with trainee abuse policies _____
 - c. Knowledge of various troop support agencies _____
 - d. Proficiency in enforcing safety standards _____
 - e. Knowledge and execution of maintenance program _____
 - f. Knowledge of physical security and supply accountability _____
 - g. Prompt resolution of scheduling activities _____
 - h. Coordinates next day's training with superior and subordinate training cadre _____

Remarks:

5. Command and Control: * Overall Rating: _____
- a. Personnel accountability _____
 - b. CQ procedures understood and executed _____
 - c. Effective command and control of soldiers _____

Remarks:

T = TRAINED P = NEEDS PRACTICE U = UNTRAINED N = NOT APPLICABLE

Appendix D Mobile Training Team (MTT) Visitation Requirements

1. This appendix prescribes procedures and policies for MTT visitation.
2. The purpose of the MTT is to thoroughly prepare, train, and, if required, to certify unit cadre for upcoming AT missions. MTTs for training groups and reception battalions should follow the same timeline as those for other units.
3. The MTT requirement is completed when the USATC commander certifies that the USAR Div(IT)'s training brigades are prepared to conduct the exercise to Army standards.
4. MTT visits will be scheduled as required when funding is available. The number of DSs on an MTT varies based upon the size and composition of the unit visited and an estimate of the unit's needs. The USATC commander will determine composition of MTTs for MOS specific phases.
 - a. Each battalion MTT visit will be executed 3-6 months prior to STARTEX. In addition to the upcoming mission, this visit will focus on review of POI and lesson plans, drill sergeant platform/hands on teaching ability and task organization of the unit.
 - b. Subsequent MTT visits will be scheduled and configured based on specific unit needs assessed during the initial visit.
 - c. USAR Div(IT) commanders and staff visits to the USATCs should be considered and utilized as appropriate. This type of visit can provide AC and RC units a better understanding of each other's units and how each conducts business.
 - d. Alternative methods for MTT train-up and coordination should also be used when available (i.e. video teleconference (VTC) and videotapes).
 - e. The USAR Div(IT) commander will certify all individual DSs and instructors. (USATCs will certify the USAR Div(IT) certification program). MTTs may be scheduled for assistance if required and if funds are available.
 - f. The appropriate USATC commander will approve USAR Div (IT) Drill Sergeant Certification Programs prior to any MTT visits.

Appendix E USAR Drill Sergeant School (DSS) Match Up for AC Support

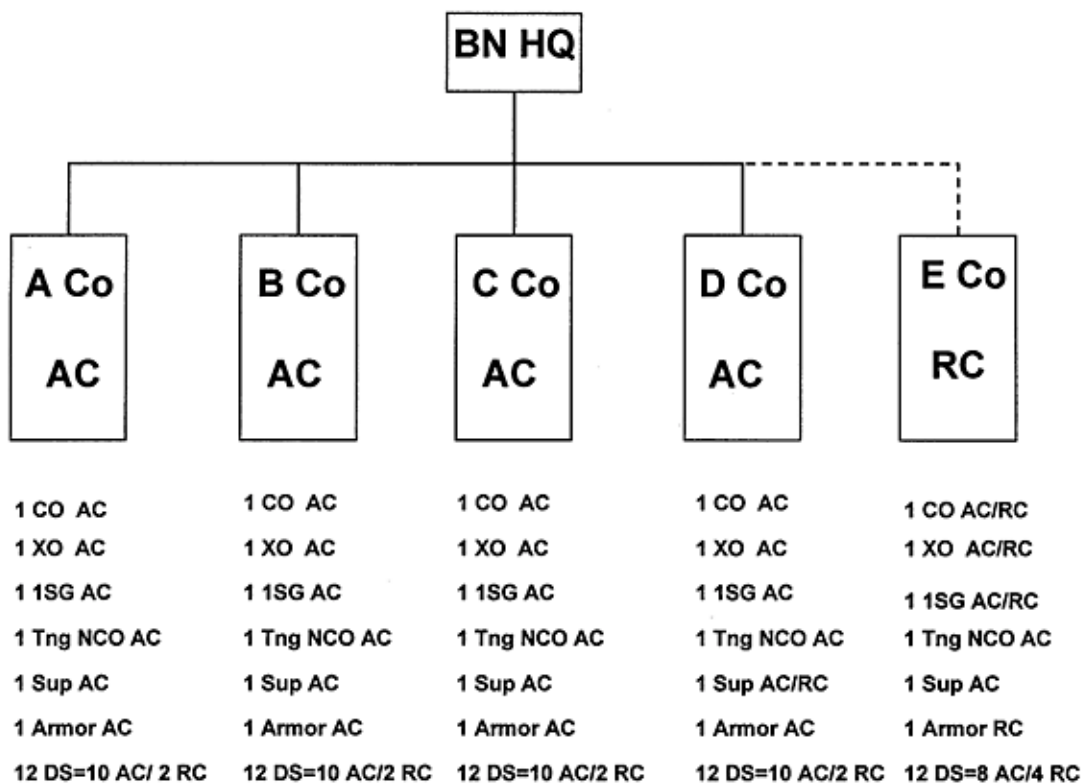
Fort Benning	95th Division (IT) 104th Division (IT)
Fort Jackson	80th Division (IT) 108th Division (IT)
Fort Leonard Wood	84th Division (IT) 98th Division (IT) 100th Division (IT)

Appendix F FORSCOM USAR Drill Sergeant/Instructor Status Report

1. General. The FORSCOM USAR Drill Sergeant/ Instructor Status Report provides timely, standardized, and accurate data with which to assess the quantity, quality, qualification, and readiness of USAR training personnel essential to the mobilization mission of USAR training base units.
2. Procedures.
 - a. Reporting units. Individual reports will be submitted by each USAR Div(IT) listed in appendix B of this regulation.
 - b. Submission schedule. Reports will be submitted quarterly, as of the first of September, December, March, and June. Reports will be forwarded to arrive at HQ USARC not later than the 20th of the report month.
 - c. Only units organic to the reporting unit will be included in strength figures. Training commands or groups, logistics or support groups, drill sergeant schools, and special training units will be included. Reception battalions, division aviation sections, bands, maneuver training commands, TASS Battalions, Program for Improvement of Reserve Component (PIRC) units, Area Maintenance Support Areas (AMSA), and Equipment Concentration Sites (ECS) will not be included.

Appendix G Echo Company Organization Charts

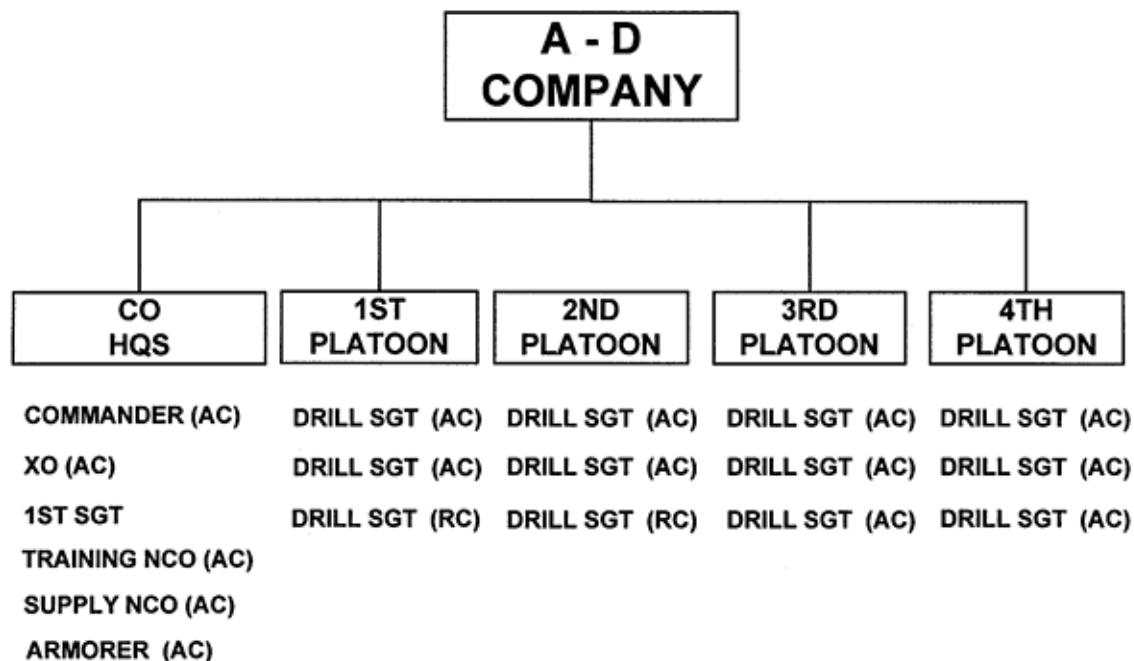
1. BCT/OSUT Battalion (Echo Company Model):

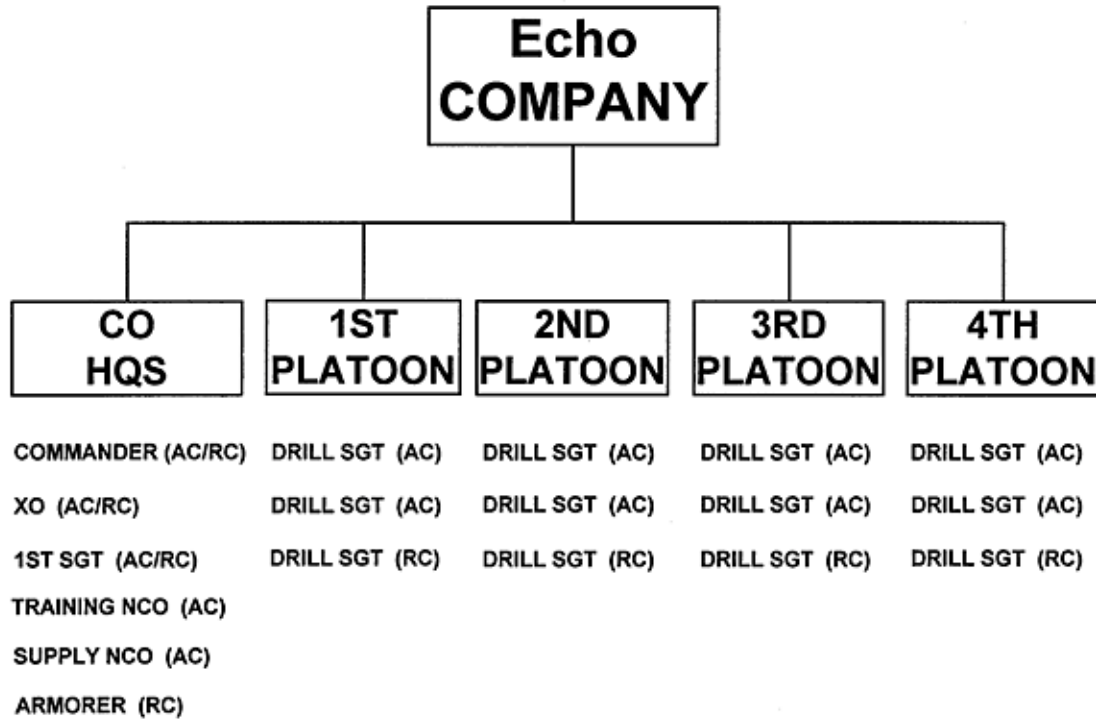


NOTE:

- Continuity in supply, training, and leadership
- Co A – D provide AC continuity as indicated

2. A-D Company Organization Chart:



3. Echo Company Organizational Chart:

Appendix H

Example ROTC Summer Camps Support Requirements

Basic Camp, Ft. Knox, KY (projected training load of 1700 cadets).

DESCRIPTION	NUMBER OF PERSONNEL (jobs/spaces)	NUMBER OF DAYS
CTT/ITT	60	22
C2 & IN/OUT Processing	39	60
Camp Chaplain	01	67

Advanced Camp, Ft. Lewis, WA (projected training load of 5000 cadets).

DESCRIPTION	NUMBER OF PERSONNEL (jobs/spaces)	NUMBER OF DAYS
Land Navigation	29	50
Basic Rifle Marksmanship	75	50
Nuclear, Biological, Chemical	35	50
Hand Grenade	46	50
Individual Tactical Training	45	50
Camp Staff/C2	36	86
Camp Chaplain	01	86
Chaplain NCOIC	01	86
Chaplain Assistant	01	86
Regimental Chaplain	14	37
Medics	18	86
Medical Augmentation	70	60
Staff Augmentation	90	86
Ammunition Augmentation	02	86
Machine Gun	71	50

Glossary

ISG first sergeant
 AAR After Action Review
 AC Active Component
 AD active duty
 AIT advanced individual training
 AMSA Area Maintenance Support Activity
 APFT Army Physical Fitness Test
 ARNG Army National Guard
 ARPRINT Army Program for Individual Training
 ARTEP Army Training and Evaluation Program
 AT annual training
 ATB Army Training Brigade
 BCT basic combat training
 bde brigade
 bn battalion
 COB command operating budget
 CONUS continental United States
 CONUSA numbered armies in the continental United States
 CS combat support
 CSS combat service support
 CTC Cadre Training Course
 CTT common task training
 DCSOPS Deputy Chief of Staff, Operations
 DCST Deputy Chief of Staff for Training
 Div(IT) Division (Institutional Training)
 DPTM Director, Plans, Training, and Mobilization
 DS drill sergeant
 DSS Drill Sergeant School
 E Co Echo Company
 ECS equipment concentration site
 FORSCOM United States Army Forces Command
 GSU garrison support unit
 HSC Health Services Command
 HQ headquarters
 HQDA Headquarters, Department of the Army
 IAW in accordance with
 ICW in coordination with
 IDT inactive duty training
 IET initial entry training
 IMSU installation medical support unit
 IPR in progress review
 IRR Individual Ready Reserve
 ITB Institutional Training Brigade
 ITEP Individual Training and Evaluation Program
 LOI letter of instruction
 MACOM major Army command
 MATC Mobilization Army Training Center
 METL mission essential task list
 MOB ARPRINT Mobilization Army Program for Individual Training
 MOBEX mobilization exercise
 MOBTDA Mobilization Table of Distribution and Allowances
 MOS military occupational specialty
 MS Mobilization Station
 MTOE modification table of organization and equipment
 MTT mobile training team
 NCO noncommissioned officer

NCOES Noncommissioned Officer Education System
 OES Officer Education System
 OPLAN operations plan
 OSUT one station unit training
 POI program(s) of instruction
 PIRC Program for Improvement of Reserve Component
 RC Reserve Component
 RECBASS Reception Battalion Automated Support System
 RECBN reception battalion
 ROTC Reserve Officers' Training Corps
 SMDR Structured Management Decision Review
 SSI special skill identifier
 STARTEX start of exercise
 TADSS training aids, devices, simulators, and simulations
 TAM Training Assessment Model
 TAMIS Training Ammunition Management Information System
 TASS Total Army School System
 TBE training base expansion
 TCA Training Capability Analysis
 TDA tables of distribution and allowances
 TOMA Training Operations Management Activity
 TMOPEs TRADOC Mobilization and Operations Planning and Execution System
 TPU troop program unit
 TRADOC Training and Doctrine Command
 TSB Training Support Brigade
 UCMJ Uniform Code of Military Justice
 UIC unit identification code
 USAR United States Army Reserve
 USARC United States Army Reserve Command
 USARECSTA United States Army Reception Station
 USATC United States Army Training Center
 USATSC United States Army Training Support Center
 VTC video teleconference

FOR THE COMMANDER:

OFFICIAL: CHARLES W. THOMAS
 Major General, GS
 Chief of Staff

//signed//
 THOME E. TUCKEY
 Colonel, GS
 Deputy Chief of Staff for
 Information Management

OFFICIAL: LAWSON W. MAGRUDER III
 Lieutenant General, USA
 Deputy Commanding General/
 Chief of Staff

//signed//
 DALE E. PEYTON
 Colonel, GS
 Assistant Deputy Chief of Staff for Command,
 Control, Communications and Computers