

Table of Contents

	Paragraph	Page
Chapter 1. Introduction		
Section I Overview		
Purpose	1-1	10
References	1-2	10
Explanation of abbreviations and terms	1-3	10
Responsibilities	1-4	10
Section II Administrative Overview		
Administrative	1-5	10
Department of the Army, Operations, and Maintenance-Training (DAMO-TR)	1-6	11
Combat Training Center-Directorate (CTC-D)	1-7	11
U.S. Army Forces Command (FORSCOM)	1-8	11
Training General Officer Steering Committee (TGOSC)	1-9	12
Combat Training Center Quarterly Review (CTC-QR)	1-10	12
Combat Training Center Council of Colonels (CTC CoC)	1-11	12
Army Training Support Center (ATSC)	1-12	12
Training Support Analysis and Integration Directorate (TSAID)	1-13	13
TRADOC Capability Manager-Live (TCM-L)	1-14	13
Section III Administrative Support		
Program Execution Office for Simulation, Training & Instrumentation (PEO-STRI)	1-15	14
Funding- As outlined in FORSCOM REG 350-50-1, Appendix F	1-16	14
Predeployment Package- As outlined in FORSCOM REG 350-50-1, Appendix G	1-17	14
Military Police (MP)	1-18	14
Legal Services	1-19	14
Chaplain Support	1-20	15
Emergency Leave / Red Cross Support	1-21	15
Environmental and Archaeological Restrictions	1-22	15
Spirit of Training	1-23	16
Unified Land Operations	1-24	17
Training Units & Developing Leaders	1-25	17
Training Units & Developing Leaders the Operations Process	1-26	19
Updated Required and Related Publications	1-27	21
Visits to the National Training Center (Process, Uniform, etc.)	1-28	22
Chapter 2. Responsibilities		
ACofS/G1/ Manpower and Personnel Plans, Programs and Policies	2-1	23
ACofS/G2/ Intelligence	2-2	24
ACofS/G3/ Plans, Operations, Training, and Force Integration	2-3	28
ACofS/G3/Training Support Division (TSD)	2-3	28
ACofS/G3/ Integrated Training Area Management (ITAM)	2-3	41
ACofS/G3/ Aviation	2-3	42
ACofS/G3/ Program Management	2-3	44
ACofS/G3/ Army Special Operations Forces (ARSOF)	2-3	45
ACofS/G3/ Military-Civilian Schools	2-3	47
ACofS/G3/ Security/OPSEC	2-3	49
ACofS/G4/ Logistics	2-4	56
ACofS/G6/ Signal	2-5	61
ACofS/G8/ Budget & Accounting	2-6	64
11 th Armored Cavalry Regiment (ACR)	2-7	71
916 th Sustainment Brigade (SB)	2-8	73
Operations Group (OPS GRP) and (All Critter Teams)	2-9	80
Reserve Component-Operations, Plans and Training (RC-OPT)	2-10	85
Military Installation Contracting Command (MICC) formerly AQ CMD	2-11	87
Joint Improvised Explosive Device Defeat Organization (JIEDDO) / (JCOE)	2-12	88
Robotic Systems Joint Project Office (RSJPO) <i>co-located with G3 TSD</i>	2-13	89

Chapter 2. Responsibilities

	Paragraph	Page
United States Army Medical Department Activity (MEDDAC) United States Army and Dental Activity (DENTAC)	2-14	91
Network Enterprise Center (NEC)	2-15	92
NTC Safety/ Installation	2-16	95
United States Army Garrison (USAG)	2-17	96
Director of Emergency Services (DES) and Provost marshal Office (PMO)	2-17	96
Directorate of Resource Management (DRM)	2-17	97
Directorate Plans, Training, Mobilization and Security (DPTMS)	2-17	98
USAG Personnel Security Office	2-17	98
USAG Antiterrorism Force Protection Officer	2-17	104
USAG Physical Security	2-17	105
Information Management	2-17	106
Directorate of Public Works (DPW)	2-17	107
Logistics Readiness Center (LRC)	2-17	110
Subsistence Supply management Office (SSMO)	2-17	111
Transportation Division	2-17	112
Public Affairs Office (PAO)	2-17	115
Directorate of Human Resources (DHR)	2-17	116
Directorate of Family and Morale, Welfare and Recreation (DFMWR)	2-17	117
Foreign Unit Training/ Foreign Visit Request	2-18	118
NTC Office of the Staff Judge Advocate (SJA)	2-19	119
Inspector General (IG)	2-20	120
Protocol Office	2-21	126
Chaplain, Religious Support Office (RSO)	2-22	128
Chapter 3. Training, Administration and Unit Training Management (UTM)		
General- Commanding General's Guidance / Counseling	3-1	131
Uniform - The NTC & Fort Irwin Standard Uniform	3-2	131
Pre-Combat Inspections (PCIs) and Post-Operations Checklists	3-3	135
In Progress Reviews (IPRs)	3-4	135
After Action Reviews (AARs)	3-5	135
Warrior Time Training (WTT)	3-6	136
Warrior and Family Time	3-7	138
Commanding General's Guidance / Opportunity Leave	3-8	138
Training Holidays, Compensatory Time, Weekend Training & Safety Training	3-9	138
Pay Day Activities	3-10	139
Post Support	3-11	140
Post Clean Up	3-12	140
Key Ceremonies	3-13	141
Commanding General's Guidance Commander's Training Time	3-14	141
Unit Staff Rides	3-15	141
Commanding General's Guidance Unit Training Management (UTM) Introduction	3-16	141
General- The Planning Process	3-17	146
Long Range Planning	3-18	146
Short Range Planning/ Short Range Calendar (SRC)	3-19	146
Near Term Planning	3-20	147
Training Meetings	3-21	147
Training Schedules	3-22	147
Training Highlights	3-23	149
Training Records and References	3-24	149
NTC & Fort Irwin Unit Developed Leaders Books	3-25	150
Desert Standards Handbook (<i>located on NTC homepage</i>)	3-26	152

Chapter 4. Resourcing Training

	Paragraph	Page
Section I Resourced Training		
General	4-1	153
Commanding General’s Guidance Resource Management	4-2	153
Section II- Key Installation Resources/ Commanding General’s Guidance		
Training Land	4-3	154
Pools	4-4	155
Aviation Support	4-5	155
Classrooms / Briefing Rooms/ Theaters	4-6	157
Simulations	4-7	157
Training Aids Devices, Simulations and Simulators (TADSS)	4-8	157
Reserve Component (RC) Assistance	4-9	158
Key Personnel	4-10	158
Section III Training Ammunition		
Resourcing Training Ammunition	4-11	158
Chapter 5. Individual / Civilian Training		
Section I- Overview		
General	5-1	159
Section II- Army Individual Training and Evaluation Program (ITEP)		
General	5-2	159
Army Warrior Task (AWT) Testing (WTT)	5-3	159
Commander’s Evaluation	5-4	160
Section III- Directed Training		
Mandatory Military Training & Department of Civilians Training	5-5	161
Required Training (Schools / Courses)	5-6	162
Warrior Leader Course (WLC) Requirements	5-7	163
Section IV- Weapons Training and Proficiency		
Weapons Training	5-8	164
Section V- Physical Fitness Training / Desert Strong Program		
General	5-9	165
Unit Programs	5-10	165
Participation	5-11	166
Physical Fitness Testing	5-12	166
Special Conditioning Programs	5-13	166
U.S. Army Physical Training (PT) uniform	5-14	167
Physical Fitness Safety Training	5-15	167
Running	5-16	167
Section VI- Expert Infantry Badge (EIB)		
EIB Objectives and Requirements	5-17	169
Conduct of EIB Testing	5-18	169
EIB Awards Ceremony	5-19	169
Section VII- Expert Field Medical Badge (EFMB)		
EFMB Objectives	5-20	170
EFMB Requirements	5-21	170
Conduct of EFMB Testing	5-22	170
EFMB Awards Ceremony	5-23	170
Section VIII- Combat Lifesaver Program		
Combat Lifesaver Program- General	5-24	170
Combat Lifesaver Requirements	5-25	170
Combat Lifesaver Training	5-26	171
Section IX- Drivers Training Program		
Drivers Training Guidance	5-27	171
Section X- Modern Army Combatives Program (MACP)		
General MACP	5-28	172

Section XI- Miscellaneous

	Paragraph	Page
Road Marches and Night Training	5-29/30	172
Force Modernization (FMOD)	5-31	173
Water Safety	5-32	175
Chapter 6. Collective Training		
Section I- Overview		
Guidance	6-1	176
Gate Strategy	6-2	176
Section II- Combat Training Center Rotations		
Combat Training Center (CTC)	6-3	177
Section III- Home Station Training		
Unit Focus- (RTU not authorized ranges being available for use during rotation).	6-4	177
External Evaluations (EXEVALs)	6-5	178
Deployment Exercise (DEPEX)	6-6	180
Command Post Exercises (CPXs)	6-7	180
Emergency Deployment Readiness Exercises (EDREs)	6-8	180
Chapter 7. Deployment Training		
Section I- Overview		
Deployment Training Requirements	7-1	181
Section II- Deployment Training		
Rail Movement Training	7-2	182
Sea Movement Training	7-3	183
Air Movement Training	7-4	184
Section III- Law of War Training		
General	7-5	185
Chapter 8. Specialized Training		
Section I- Overview		
Counter Improvised Explosive Device Integration Cell (CI2C) with G3 TSD	8-1	186
CI2C Training Approach (G3 TSD)	8-2	186
Training Application	8-3	186
Enabler Supported Training	8-4	186
Counter Improvised Explosive Device Integration Cell (CI2C) POCs/procedures	8-5	186
Cyber Training		
Army Space Training		
Section II- Intelligence Readiness Training		
Scope	8-6	187
Responsibilities	8-7	187
General	8-8	188
Unit Intelligence Training Tasks	8-9	188
Individual Intelligence Training Tasks	8-10	189
Intelligence / Counter Intelligence Support	8-11	189
Intelligence Language Training	8-12	191
INSCOM Foundry Program	8-13	191
Section III CBRNE Training		
Purpose	8-14	191
General	8-15	191
Use of Riot Control Agents, Smoke, and Chemical Agent Simulants in Training	8-16	194
Training Aids	8-17	195
COMSEC Requirements (NEC)	8-18	195
Section IV NTC & Fort Irwin Physical Security Training		
Crime Prevention	8-19	197
Physical Security Officer (PSO)	8-20	197
Armorer Training	8-21	197

Section V NTC & Fort Irwin Robotics Training

	Paragraph	Page
Basic Robotics Training (G3 TSD) and		
Robotic Training Outside of the Normal RSOI/Rotational Training	8-22/23	198
Purpose	8-24	198
Robotic Systems used for robotic training	8-25	198
Section VI Antiterrorism	8-26	199
Section VII Cyber and Army Space Training		
Cyber Training and		
Army Space Training	8-27	202
Chapter 9. Leader Development- (Officer/NCO /Civilian / Supervisor Education)		
Section I- Overview		
Leader Development- Introduction	9-1	203
Section II-Professional Development Programs / Pre-Approved TDY		
For PME/Functional/Other Schools/Courses/Conferences		
Concept	9-2	205
NCOPD	9-3	206
OPD Program	9-4	206
Civilians / Supervisor Development	9-5	206
Check Ride Program	9-6	207
Certification Programs	9-7	208
Chapter 10. Training Aids, Devices, Simulators and Simulation (TADSS) (TESS)		
Section I- Overview		
Introduction	10-1	209
Guidance	10-2	209
Section II- Training Aids and Devices		
G3 TSC	10-3	210
Scope	10-4	210
Conduct of Fire Trainer (COFT)	10-5	210
HEAT- Training Simulator used to replicate vehicle rollover of a M1114 HMMWV	10-6	211
GF II/CFFT- Guard Unit Armory Device for Full-Crew Interactive Simulations	10-7	212
I-MILES	10-8	214
PGS/TSV (pre-gunnery training on M1/M2/M3 vehicles)	10-9	214
Training Improvised Explosive Device #2 (TIED #2) / Improvised Explosive Effect Simulator System (IMEESS).	10-10	215
Engagement Skills Trainer (EST)	10-11	215
Close Combat Tactical Trainer (CCTT)	10-12	216
Tactical Engagement Simulation Systems	10-13	216
Chapter 11. Community / Installations Events		
Installation Observances by Month	11-1	217
Ethnic Observance by Month	11-2	220
MEB's (Medical Evaluation Boards) is a daily process	11-3	220
Officer Candidate Board (OCS Board)	11-4	220
Long Range Meetings and Conference by Months	11-5	220
Brigade Level Key Events	11-6	222
Chapter 12. Safety Program		
Safety Program Overview	12-1	225
Ammunition and Explosives Safety Standards	12-2	226
Accident Reporting Program	12-3	226
Motor Vehicle Accident Prevention	12-4	226
Sports and Recreational Safety	12-5	227
Safety Awards Program	12-6	227
Construction Safety Program	12-7	228
Personal Protective Equipment (PPE) Program	12-8	228
Hazard Identification Program	12-9	229
Rotational Unit Safety Support Program	12-10	229

	Paragraph	Page
Hearing Conservation Program		
Confined Space Entry Program	12-11/12	230
Respiratory Protection Program (RPP)	12-13	231
HAZCOM Standard	12-14	232
Radiation Safety Program	12-15	232
Energy Control Program	12-16	233
Safety Inspection Program	12-17	233
Ammunition & Explosive Safety	12-18	233
NTC & Fort Irwin Safety Office Explosive Safety Responsibilities	12-19	234
Risk Assessment, Lighting/Tornado/Hurricanes/Flash Floods/Severe Wind	12-20/21	235
Chapter 13. Rotational Planning Procedures		
Long Range Planning (D-420 to D-91) (for 14 and 18 day rotations)	13-1	241
Short Range Planning (D-90 to D-31)	13-2	242
Near Term Planning (D-30 to D-Day)	13-3	246
Post Mission Planning (D-Day-D+4)	13-4	249
Chapter 14. Rotational Preparation (PREP) Procedures		
Section I- Range Operations and Ammunition		
National Training Center and Fort Irwin Ranges and Training Areas	14-1	252
Range / Training Area General Procedures	14-2	252
Use of Ranges	14-3	252
Use of Training Areas	14-4	252
Range Safety	14-5	252
Munitions	14-6	252
Ammunition Management	14-7	252
Basic Load Ammunition Management	14-8	253
Operational Load Ammunition Management	14-9	253
Contingency Plan Ammunition Management	14-10	253
Responsibility for Ammunition	14-11	253
Transportation of Ammunition	14-12	253
Ammunition Malfunctions/ Misfires/ DUDs	14-13	253
Ammunition/ Suspensions/ Restrictions	14-14	253
Inspection of Ammunition Holding Areas and Field Ammunition Storage Sites	14-15	253
Ammunition Recovery Program	14-16	253
Training and Certification of Personnel Working in Ammunition Operations	14-17	254
Ammunition Supply Point (ASP) External SOP for Customers	14-18	254
CLASS V AMMO Procedures	14-19	254
Access to Impact Areas	14-20	254
Maneuver Area Control Plan	14-21	254
Manix Trail Trafficability Determination	14-22	257
Traffic Control Devices	14-23	257
Accidents	14-24	257
Military Tactical Vehicle Use of Fort Irwin Road	14-25	257
Special Safety Restrictions	14-26	258
Supervision and Administration Actions	14-27	258
California Vehicle Code (CVC)	14-28	258
Military Police Traffic Control	14-29	258
Motor Vehicle Traffic Supervision	14-30	258
Prevention of Motor Vehicle Accidents	14-31	258
Searches, Seizures, and Disposition of Property	14-32	258
Ammunition and Explosive Safety Program	14-33	258
G3 Aviation- NTC Supplement to AR 95-1	14-34	259
G3 Aviation- NTC Supplement to DA Pam 385-90	14-35	259
G3 Aviation- NTC Aviation Procedure Guide (APG)	14-36	259

Section II- Army Special Operations Forces (ARSOF)

	Paragraph	Page
ARSOF: Logistics	14-37	260
Section III- Funding		
Funding for Rotational Training Events	14-38	262
Section IV- Administrative Support		
Administrative Support	14-39	263
NEC Network Support Services Rotational Support	14-40	268
Chapter 15. Rotational Operational (Execution) Procedures		
NTC Battle Rhythm	15-1	269
NTC Battle Rhythm (CMD GRP Events Only)	15-2	269
11th ACR Battle Rhythm	15-3	270
Operations Group (OPS GRP) Battle Rhythm	15-4	270
916 th Sustainment Brigade (SB) Battle Rhythm	15-5	270
Chapter 16. Regeneration (REGEN) Procedures		
11th ACR	16-1	271
Operations Group (OPS GRP)	16-2	271
916 th SB	16-3	271
NTC & Fort Irwin Staff	16-4	271
Chapter 17. “Off Rotation” Procedures		
Home Station Training	17-1	273
“WHITE” Week	17-2	273
“BOX” Reset	17-3	273
Medical Support Requirements during “Off Rotation” Training and MEDEVAC Assistance	17-4	273
Non-Standard Range and LFX/CALFX Planning Guide	17-5	277
USASOC Training Army Special Operations Forces (ARSOF) Active Component	17-6	277
Active Component (AC) and Reserve Component (RC) Training		
Training Programs Development and Management	17-7	277
Individual Training	17-8	277
Unit Training	17-9	277
Battle Focused Training Assessment & Evaluation	17-10	277
Aviation	17-11	277
Chemical, Biological, Radiological, & Nuclear (CBRN) Defense Training	17-12	277
Simulation Training	17-13	277
Chapter 18. Family Readiness/ Wellness/ Engagement Process/ FMWR Calendar		
Family Readiness Program	18-1	278
Army Well Being Programs	18-2	278
Wife Resiliency Program	18-3	278
Casualty Programs- (DHR, USAG)	18-4	278
Casualty Reporting- (DHR, USAG)	18-5	278
Fatal Accident Briefings- (DHR, USAG), DES and Safety	18-6	278
Building Resilient Families	18-7	278

Appendices

A.	References	19-1	279
B.	National Training Center & Fort Irwin Points of Contact List		
C.	Mandatory Training IAW AR 350-1 Table G-1		
D.	G2 SOPs- Open Source Intelligence (OSINT) Link Directory, and required ARs and FMs		
E.	G2 SOPs- FORSCOM SOP Tactical Sensitive Compartmented Information Facility (T-SCIF), Foundry Catalogue, BLUFOR TACSOP		
F.	Green Flag-West Special Instructions (SPINS) SOP		
G.	11 th ACR TACSOP /RED BOOK (DA Rotations parts 1 & 2		
H.	Operations TACSOP/EXSOP (Lizards, Vultures and EXOP)		
I.	NTC CIF -SOP		
J.	DENTAC -SOP		
K.	DES/ Fort Irwin Police Department- SOP		
L.	DHR- SOP		
M.	LRC (DOL)- SOP		
N.	DPTMS- SOP		
O.	FORSCOM Regulation 350-50-1 Training at The National Training Center		
P.	G1 SOP- Congressional and Special Interest Inquiries		
Q.	G3 AMMO SOP		
R.	G3 Aviation SOP		
S.	G3 Force Integration SOP		
T.	G3 ITAM SOP		
U.	G3 Master Gunnery SOP		
V.	G3 Operations DTMS, and Deployment Redeployment Standard Operating Procedures SOP		
W.	G3 OPSEC SOP		
X.	G3 Plans SOP “How to Fight At The Combat Training Center”		
Y.	G3 Range Operations, maneuver, TSD, TESS, CI2C and RSJPO SOP		
Z.	G3 Schools SOP		
AA	G4 SOP		
BB	G6 SOP		
CC	IG OIP/ CDR ISG Course SOP		
DD	NTC Safety SOP		
EE	MEDDAC SOP		
FF	Network Enterprise Center (NEC) SOP		
GG	NTC Property Book Office (PBO) SOP		
HH	Protocol SOP		
II	Reserve Component Operations, Plans & Training (RCOPT) SOP		
JJ	OPEN		
KK	NTC & Fort Irwin Desert Standards Handbook located at http://www.irwin.army.mil/Documents/Desert_Strong/Desert_Standards_Handbook.pdf		
LL	Directorate of Public Works (DPW) SOP		
MM	916 th Sustainment Brigade SOP		
NN	Special Operations Command (SOCOM) SOP		
OO	OPEN		
PP	JNTC Liaison SOP		

Acronyms

Section I Abbreviations	19-2	280
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Glossary

Section II COEFOR / OPFOR terminology	19-3	305
---------------------------------------	-------------	------------

Table List

19-4 309

Table 2-1 NTC G3 Schools / Civilian Schools
 Table 2-2 IG Inspections Functions
 Table 2-3 Inspections
 Table 2-4 Trends Analysis
 Table 2-5 Things That Will Get You In Trouble
 Table 2-6 IG Tips for Leaders
 Table 3-3 Key Ceremonies
 Table 3-4 DTMS Event (Color)
 Table 3-5 T-Week Management Concept
 Table 3-6 T-Week Shell
 Table 3-7 Non-Rotational Standard Training Week
 Table 3-8 Training Records
 Table 3-9 Training Publications required for DTMS
 Table 4-1 Resource Conference Scheduling
 Table 4-2 Training Land and Range POCs
 Table 4-3 FICA Pool
 Table 4-4 Simulations Points of Contact
 Table 5-1 Mandatory Training Requirements in units Table G-1 of AR 350-1
 Table 5-2 Mandatory Training Requirements for Army Civilians Table G-3
 Table 6-5 Sep Battalion Evaluator Requirements
 Table 7-1 Deployment Related Training
 Table 8-1 NTC & Fort Irwin COMSEC Fills
 Table 10-1 Collective Training Branch (CTB) Functions
 Table 12-1 Heat Category and Water Intake
 Table 12-2 Wind Chill Countermeasures
 Table 13-1 NTC Planning Model Active, National Guard & Reserve Components
 Table 15-1 NTC Battle Rhythm
 Table 15-2 NTC Battle Rhythm (Extended 18 Day training Rotation)
 Table 15-3 NTC Regimental Rhythm RSOI 1- TD 2
 Table 15-4 NTC Regimental Battle Rhythm TD 3- TD9
 Table 15-5 NTC Regimental Battle Rhythm TD10-BRD 2
 Table 15-6 NTC Regimental Battle Rhythm BRD3- COMP4
 Table 15-7 NTC Operations Group Battle Rhythm RSOI 1- COMP 4
 Table 15-8 NTC 916th SB Battle Rhythm RSOI 1- COMP 4

Figure List

19-5 288

Figure 1-1 Unit Training and Leader Development
 Figure 1-2 Development of the Unit Training Plan
 Figure 3-1. Cantonment Area Defined (map), Key Locations and Key POC Numbers

Chapter 1 Introduction

Section I Overview

1-1. Purpose

This regulation covers in detail policies, procedures, and responsibilities for developing, managing, and conducting Army training and leader development. National Trainning Center (NTC) & Fort Irwin Reg 350-1 is the defining document for the standards for all training requirements executed at the National Trainning Center (NTC) & Fort Irwin. The intent behind this regulation is to address all known requirements and assist both internal and external units in developing unit training plans. This regulation standardizes the training policies, objectives, and programs, defines the responsibilities of Commanders to conduct and manage training at the National Training Center and includes guidance not included in Department of the Army and U.S. Army Forces Command (FORSCOM) training regulations.

This regulation provides Commanders a base document on training at the NTC and Fort Irwin. It does not replace Army Doctrine Publication (ADP) 7-0, ADP 3-0 and ADP 5-0, but it reinforces, and where applicable, supplements this important Army training document. Additional guidance and policies are also provided in the Commanding General's Annual Training Guidance and Quarterly Training Guidance (ATG/QTG) documents and in Fort Irwin Senior Commander Policy Letters. Commanders must be familiar with the contents of all these documents.

In addition to this regulation, all units should review current policy letters that may provide new guidance to the areas covered in this regulation.

1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

Responsibilities are listed in chapter 2.

Section II Administrative Overview

1-5. Administrative

Reference: National Training Center Exercise Operating Procedure (NTC EXOP Appendix H, this regulation) all of the below areas are addressed in Chapter 1 of NTC EXOP. Their pages are indicated on the right: questions contact (760) 380- 2984.

Page	
1-1	Visits to the NTC
1-2	Contractors and Special Visitors to the NTC
1-3	OC/T Certification Requirements Overview
1-4	NTC Instrumentation System and TESS
1-5	TESS Requirements
1-6	Maintaining TESS
1-7	Individual TESS
1-8	Vehicle / System TESS
1-9	Restricted TESS Equipment / Procedures
1-10	Restricted Pyrotechnics
1-11	Key Leader Second Lives
1-12	Higher Headquarters
1-13	Vehicle Movement

- 1-14 Off Limits and Restricted Areas
- 1-15 No Dig and Restricted Dig Areas
- 1-16 MSR Restrictions
- 1-17 Marking of Excavation Sites
- 1-18 Environmental Clean-up Team (ECT)

1-6. Department of the Army, Operations, and Maintenance-Training (DAMO-TR)

Department of the Army, Operations, and Maintenance-Training (DAMO-TR): Pentagon, Washington, DC. DAMO-TR is the Army level proponent for this program. DAMO-TR is the responsibility of the Army's G-3 (General's Staff – Training) all Installation Range Operations Offices fall under the Installation's G-3. DAMO-TR works directly for the Director of Training (DOT) for the Army and submits and defends all of the funding for SRP. DAMO-TR is actively involved in the Sustainable Range Program (SRP) and is knowledgeable of all MACOM and support organization efforts.

1-7. Combat Training Center Directorate (CTC-D)

CTC-D facilitates the validation, administration and integration of the Army's Combat Training Center (CTC) program. This directorate integrates CTC training policy and directives; accredits CTC common standards of support; plans and programs for CTC program resource requirements; develops and executes the CTC modernization strategy; coordinates CTC Master Plan and administration; enables joint training initiatives; and transforms CTCs to meet future requirements. <http://usacac.army.mil/cac2/CTC-D/>

a. Mission of the Combined Training Center (CTC) Program

The mission of the CTC Program is to provide highly realistic and stressful Joint, and combined arms training according to the Army and Joint doctrine. This training approximates actual combat. The CTC program is outlined in AR 350-50. The CTC Program is the Army's first priority for Joint National Training Capability (JNTC) Accreditation and Certification.

b. Combined Training Center- Directorate (CTC-D) Mission Tasks

Combined Training Center Directorate, on a daily basis, serves as the extended staff for the DA Responsible Official (TRADOC DCG Combined Arms) and the DAG3 to facilitate validation, administration, and integration of the Combat Training Center (CTC) Program. Ensures CTC Program requirements and modernization are linked to a viable resourcing strategy and CTC mission for the future, Integrates training issues across all CTCs.

c. Combined Arms Center-Training (CAC-T)

Based at Fort Leavenworth, Kansas, the Combined Arms Center-Training (CAC-T) is a subordinate organization of the U.S. Army Training and Doctrine Command (TRADOC). CAC-T and its eight organizations are key players in Army leader development and operational readiness. They manage development, resourcing and integration of Army training, training management and training support requirements to train the Army units and leaders for full-spectrum operations. Wherever Army training occurs, CAC-T helps make it happen. CAC-T organizations enhance Army training and education—both in the classroom and at home stations—providing challenging experiences for Soldiers, DA Civilians, and their leaders as they develop throughout their careers. CAC-T delivers a wide range of training and education products, programs and services, including: developing training strategies; supporting exercises that prepare commanders and their staffs to deploy into complex operational environments; managing the Army's Combat Training Center program; managing the Army's requirements for live fire ranges, training aids, devices, simulations and simulators; providing tools to help commanders manage unit training; delivering continuous training and education to Soldiers through distributed learning; and providing instruction on all-service air-ground operations.

1-8. U.S. Army Forces Command (FORSCOM)

a. Mission Statement: U.S. Army Forces Command trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces, providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad. <http://www.forscom.army.mil/>

b. Vision Statement: U.S. Army Forces Command is the preeminent provider of expeditionary, campaign capable land forces to Combatant Commanders.

1-9. Training General Officer Steering Committee (T-GOSC)

a. The purpose of the TGOSC is to provide a management process to identify and resolve issues, determine priorities, and make decisions in support of Army Training and Leader Development. It will also develop synchronized and integrated strategic recommendations for the CSA in support of Army Transformation and Force Readiness.

b. The TGOSC is supported by a number of COCs and a working group, that is, the Institutional Training COC, the Distributed Learning COC (through the Institutional Training COC), Home Station/Deployed Training COC, Combat Training Centers COC, Munitions Requirements COC (for training munitions issues), and the Training Support and Training Transformation WGs.

1-10. Combat Training Center Quarterly Review (CTC QR)

Quarterly reviews are HQDA sponsored meetings, chaired by a HQDA (DAMO-TR) representative, to prepare for or respond to, CoC or TGOSC matters or issues. QRs are held four times per year, once per quarter. During the 1st and 3rd QTR each fiscal year (FY), the QR is held in conjunction with the semi-annual CTC Council of Colonels (CoC).

a. NTC Major Subordinate Commands (MSCs) and staff elements prepare for the CTC Quarterly Review by providing budget and operational briefings NLT TBD for approval by the NTC Commanding General.

b. National Training Center Staff and Major Subordinate Commands (MSCs) will send representatives to attend the *Combat Training Center Quarterly Review (CTC QR)* to be held at a location TBD by DA.

c. Representatives from Department of the Army, Forces Command, Training and Doctrine Command, PEO-STRI and ATSC will also attend.

d. NTC MSCs and staff will provide substantive issues and budget estimates for the CTC QR that contribute to the Commanding General's vision for the future of the NTC and resource initiatives for the overall operation and improvement of NTC as a Combat Training Center.

e. NTC MSCs and staff will provide CTC issues and draft briefings to NTC G3. NTC G3 and G8 will review submissions and present consolidated CTC issues to the NTC Chief of Staff. After NTC Chief of Staff approval, proposed CTC issues will be briefed to the NTC CG.

f. Upon NTC CG approval, slides will be forwarded through HQ FORSCOM to the CTC Division at Fort Leavenworth, KS.

1-11. Combat Training Center Council of Colonels (CTC CoC)

a. CTC CoC meets semiannually, in conjunction with the CTC QRs, to manage CTC Program, policies, priorities, and initiatives. A simple majority vote cast by voting members carries CTC initiatives.

b. CTC CoC recommends approval of the CTC Program budget-year O&M funding and POM submissions, and submits them to the DA responsible official, who forwards them to the TLGOSC for final approval by the DCS, G-3. Additionally, the CoC will review military construction, Army projects specific to the CTC Program.

c. The CTC CoC recommends approval of the CTC Program research, development, and acquisition initiatives (recapitalization and modernization) and priorities to the TMA CoC and integration forum, which then go to the TLGOSC. CTC CoC policy decisions will be forwarded to the TLGOSC for approval. Those requiring DA approval will be forwarded to the DCS, G-3 by the TLGOSC.

d. The Chief of Staff, NTC, (or his authorized representative) is a voting member of the CTC QR.

1-12. Army Training Support Center (ATSC) Located at Fort Eustis, VA, ATSC manages plans, integrates, implements, and sustains specific Training Support System (TSS) programs, products, services, and facilities that support training across all training domains, Training and Doctrine Command (TRADOC's) core missions, and the Army. <http://www.atsc.army.mil/>

a. Serves as HQDA Executive Agent for:

- (1) Graphic Training Aids (GTA) Management.
- (2) Training Aids, Devices, Simulators and Simulations (TADSS), Tactical Engagement Simulation (TES).
- (3) Fielded Devices Inventory and Management.
- (4) Training Mission Area (TMA).
- (5) Sustainable Range Program, including the Range and Training Land Program and Integrated Training Area Management (ITAM).
- (6) Standards in Training Commission (STRAC).
- (7) The Commander of the ATSC serves as the Executive Agent for the SRP core programs (RTLTP and ITAM).

Under the guidance of the HQDA G-3, ATSC serves as the Army proponent for standardization of ranges, targetry, range instrumentation, and operating systems.

b. Some of ATSC's responsibilities include:

- (1) Managing the development of the standard ranges and integrating requirements for training instrumentation and targetry systems across the Army and joint applications.
- (2) Overseeing & tracking the execution of Range Modernization for DAMO-TR.
- (3) Serving as the functional proponent and training user representative for: Training Circular (TC) 25-1, Training Land and TC 25-8, Training Ranges.

1-13. Training Support Analysis and Integration Directorate (TSAID)

Integrate, Synchronize, Analyze, Provide Customer Assistance for the Training Support System in support of the Current and Future Force.

1-14. Training and Doctrine Command (TRADOC) Capability Manager – Live (TCM-L)

<http://www.atsc.army.mil/tcmlive/> . As delegated by TRADOC, serves as HQDA executive agent, staff proponent, and TCM for planning and execution of live training support programs. Provides staff oversight for development of new and modified hardware systems.

a. As delegated by TRADOC, TCM-L serves as HQDA executive agent for:

- (1) Range Modernization and Standardization
- (2) Standards in Training Commission (STRAC)
- (3) Integrated Training Area Management (ITAM)
- (4) Tactical Engagement Simulation (TES)
- (5) Training ammunition management

b. Acts as a TRADOC Capability Manager (TCM) for the Live Training Environment

- (1) Serve as the Army Range Safety Program Manager
- (2) Conduct Range Safety Instruction for the Army and US Marine Corps

c. Responsible for instrumented tactical training ranges, targetry, and TRADOC-produced training devices, and is proponent for:

- (1) Training land
- (2) TES development
- (3) Live training support program
- (4) Combat Training Center Training Support Systems (TSS)
- (5) TRADOC Range Program
- (6) Training Support to the Legacy, Interim, and Future Forces
- (7) TCM-L ensures Army Modernization Training fully supports transformation
- (8) Army representative to joint committees/boards for instrumented tactical training ranges. Provides training device support and manages the Army's training device inventory necessary to prepare the Army for war.

Section III Administrative Support

1-15. Program Execution Office for Simulation, Training & Instrumentation (PEO-STRI)

<http://www.peostri.army.mil/>

a. Mission: Provide Simulation, Training and Testing Capabilities for the Nation's Security.

b. Vision: The Acquisition and Contracting Center of Excellence providing Simulation, Training and Testing Capabilities for the Nation's Security.

1-16. Funding- As outlined in FORSCOM REG 350-50-1, APPENDIX F

a. Forces Command allocates funds for the deployment cost of NTC rotations in accordance with the Troop List Templates at Appendix A. The Troop List Template represents the maximum task organization authorized for a given training unit. Funds provided to units for rotational training represent maximum distribution of available funds. Exceeding allocations provided will require units to fund excess costs from their home station training dollars. Forces Command does not fund exceptions or enhancements to the troop list.

b. Predeployment, scheduled train-up events and recovery costs are not funded through the CTC Program (WCNT). Units fund these costs from their home station training dollars.

c. Required Rotational Unit Actions and NTC actions outlined in APPENDIX F, FORSCOM 350-50-1 are listed below:

- (1) Procure unique Class IX Exercise DODAACs.
- (2) Ensure Letters of Intent for the respective classes of supplies are on hand.
- (3) NTC provides funding (MIPR) necessary to cover direct costs for the operation of PREPO fleet equipment used during the rotation by **D-30**.
- (4) Rotational Unit are responsible for Operating and administrative costs incurred while at the NTC
- (5) NTC G-8 Budget Office and Fort Irwin DRM will charge the rotational unit for each service rendered or supply items issued as listed in this regulation under Appendix F of FORSCOM REG 350-50-1
- (6) Standard Army Retail Supply System-Objective (SARSS-O) operational team as part of the PLL/ASL regeneration process.
- (7) Rotational Unit must understand that the final billing deadline for payment or reimbursement of rotational expenses by either the NTC or rotational unit is 30 days after the NTC G-3 clears the rotational brigade (**R+38days**).
- (8) Items that will be charged to the rotational unit for services rendered
- (9) Class IX repair parts will be ordered using home station and exercise DODAACs/Unit Identification Codes (UICs)/APCs. All other classes of supply will be ordered using home station DODAACs/UICs/APCs

1-17. Predeployment Package: As outlined in FORSCOM REG 350-50-1, APPENDIX G

a. The NTC will issue a predeployment package containing applicable regulations, SOPs, memorandums of instruction, and other items to the AC training unit **210 days prior to scheduled training**.

b. The NTC will issue a predeployment package containing applicable regulations, SOPs, memorandums of instruction, and other items to the **RC training unit 18 months prior** to scheduled training.

c. The package will include a list of shortage ammunition items that units may supplement with home station authorizations

1-18. Director of Emergency Services (DES) / Fort Irwin Police Department (FIPD): See ANNEX K to this document. This SOP was compiled on 29 August 2012, and will be reviewed every 12 months for changes and additions. (760) 380-4210.

1-19. Staff Judge Advocate- Bldg 242 (760) 380-3251

a. Legal Assistance- Bldg 230 (760) 380-5321

b. Military Justice- Bldg 241 (760) 380-3276

1-20. Chaplain Support

a. Rotational and augmentee units will deploy with their own organic chaplain support. Each unit Chaplain will bring whatever ecclesiastical items and religious support supplies that are needed to support the unit throughout the rotation.

b. The NTC Chaplains are not available to conduct worship services for or provide other religious support to rotational units. However, rotational Soldiers are encouraged to attend regularly scheduled worship services at the chapels on post.

c. The NTC chapel facilities are not available for use by the rotational and augmentee units for command briefings, morale, welfare, recreational events, and other nonreligious purposes. However, the facilities are available for some special religious events, such as memorial ceremonies.

d. The NTC Chaplain is available for coordination of religious support to the rotational and augmentee units on a case by case basis.

1-21. Emergency Leave/Red Cross Support

a. In Accordance With (IAW) **AR 600-8-10**, Commanders have authority to approve or disapprove emergency leaves. The training unit will make coordination with the Fort Irwin Red Cross field representative office (Bldg 548) and the Fort Irwin Emergency Operations Center (EOC) for emergency leave support. In addition, a "White Cell" is established for Rotational Training Unit (RTU) in the Rotational Unit Bivouac Area (RUBA).

b. In Theater, Red Cross field representative will contact Commander through Unit Identification Code (UIC).

c. Red Cross Verification Not Needed for Emergency Leave.

d. Defense policy says Commanders should grant leave to any service member for family emergencies involving members of their household, immediate family and sole surviving blood relatives. By granting leave, commanders allow their troops to be home with family during hardship and meet family responsibilities. Commanders questioning an emergency situation must exercise care to ensure the emergency exists. In those cases, Commanders should contact a military service agency near the emergency site or request help from the American Red Cross in approving leave.

e. Data required; information includes the service member's name, rank, Social Security number, military unit and location, home and duty phone numbers and the nature of the emergency.

f. In a medical emergency, families should provide a hospital name and location, the doctor's name and phone number and the illness prognosis.

g. In case of death, the Red Cross requires the time of death and funeral date. This information will help commanders granting emergency leaves and the Red Cross in sending emergency messages.

h. Commanders seeking additional guidance on granting emergency leave can review DoD Directive 1327.5, paragraph F.5. Army leave policy can be found in Chapter 6, AR 600-8-10, Air Force guidance can be found in AFI 36-3003. BUPERS Manual 30280 sets the guidance for Navy and Marine Corps personnel.

1-22. Environmental / Archaeological Restrictions

a. Environmental and archaeological restrictions applicable to Fort Irwin can be found in NTC Regulations 200-1 and 200-6.

b. NTC Regulation 200-1 (Training and Field Exercises), Chapter 10, lists the land protection rules necessary at Fort Irwin.

c. NTC Regulation 200-6 (Hazardous Materials Waste Management Program) requires reporting and cleanup of spills, limits the use of solvents, prohibits the disposal of hazardous wastes and liquids in the Fort Irwin landfill, requires that used POL be placed in designated storage tanks, and empty drums or containers be properly turned in.

d. Environmental Awareness: Training and protection of the environment is mutually supportable. It is a commander's responsibility to ensure environmental awareness training is conducted and that protective measures are integrated into each event IAW AR 200-1 (Environmental Protection and Enhancement).

e. Environmental Awareness training materials, specifically the Soldiers Field card, will be provided by G3 integrated Training Area Management (ITAM) Office upon request. Proper emphasis and supervision, especially by junior leaders, will allow execution of the most demanding maneuver training without harming the environment. The point of contact (POC) for environmental issues is the ITAM Coordinator (760) 380-3169.

f. Maps- Units will order Military Installation Maps (MIMs) through normal procurement channels. Training units must have the correct map sheets. The NTC provides limited quantities of standard NTC product maps to rotational units. ITAM office will provide further guidance at D-210 day VTC and D-180 PDSS to assist units with obtaining the correct maps. Contact ITAM Coordinator (760) 380-3169.

g. Units are responsible for observing all off-limits and restrictions identified on standard product maps as well as all ground-based marking (fences, signs, off limits markers, etc).

1-23. Spirit of Training

The focus of all Fort Irwin units is to assist FORSCOM units in preparing their soldiers and units to win on the modern battlefield. The training goal in the training time will be to train Soldiers in their individual and crew skills to obtain the highest degree of proficiency possible. Individual and crew training should be realistic, well-managed, and aggressively executed in order to sustain and maintain Soldier's skills. Discipline and physical toughness are the cornerstones of the power needed to win in battle.

1. NTC MISSION. The National Training Center conducts tough, realistic, Unified Land Operations with our Unified Action Partners to prepare Brigade Combat Teams and other units for combat while taking care of Soldiers, Civilians, and Family members.

2. NTC VISION. The National Training Center is an accredited Joint National Training Capability that generates ready forces and adaptive leaders of character that are proficient in Unified Land Operations and prepared to perform across the range of military operations in support of Combatant Commanders. It replicates complex, hybrid threats of a projected operational environment using a professional Contemporary Operating Force and a high fidelity training support system to create a demand for Conventional Force / SOF / Unified Action partner interdependence. Focused on developing leaders at echelon who can prevail in conditions of ambiguity; Leaders that think fast, make sound decisions, exercise disciplined initiative, and conduct mission command in a tough, realistic, decisive action training environment. Develop Leaders that learn HOW to Think, not WHAT to think.

3. PRIORITIES.

- a. Train Brigade Combat Teams and their Unified Action Partners across the full range of military operations.
- b. Attract and integrate the best leaders and workforce to support our mission.
- c. Develop at echelon agile, adaptive, and ethical leaders who understand and apply Army Doctrine and embrace the Army Profession.
- d. Create conditions that make the National Training Center and Fort Irwin a community of choice.
- e. Transformation to NTC 2020.

4. **TRAINING PHILOSOPHY.** The National Training Center provides battle tested observer, coach, trainers (OC/Ts) to develop leaders during a rotational training exercise. By providing leaders with accurate observations of their leadership and its impact on unit performance, OC/Ts utilize the principles of guided learning to coach and train the unit leaders to improve their performance, motivate their Soldiers, and accomplish the mission. Developing Leadership during Unit Training Exercises, published by the Center for Army Leadership, provides a practical framework for assessing leaders during training events. The National Training Center also provides a World-Class Contemporary Operating Force (COEFOR) with unmatched battlefield realism. The COEFOR replicates a near-peer conventional force, host nation security forces, guerilla forces, insurgent forces, and a criminal element to replicate the complexities of the modern battlefield. Combined together these elements of the NTC provide a tough, realistic training environment and first class leader development opportunity.

1-24. Unified Land Operations (ULO)

Army Doctrine Publication (ADP) 3-0, Unified Land Operations applies to all military operations- offensive, defensive, and stability or defense support of civil authorities. This unifying principle connects the various tasks Army forces may perform is currently the only METL authorized to be used at the NTC & Fort Irwin. Replaces Full Spectrum Operations Mission Essential Task List (FSO METL) as outlined in FM 3.0 and FM 7.0. (FEB 2011).

a. Additional references: located at; http://armypubs.army.mil/doctrine/ADP_1.html

1-25. Training Units and Developing Leaders

a. Leader Development is a critical foundation for the future of the Army and one of our top priorities as outlined in the FORSCOM Leader Development Guidance. It is a long-term process that combines training, education, and experience to prepare leaders for future challenges and assignments. It relies on a coaching partnership between leaders and the led, where leaders must trust subordinates and empower them to accomplish missions to meet the commander's intent. Integrate Leader Development into everything we do.

b. See Figure 1-1 Unit training and leader development underlying logic.

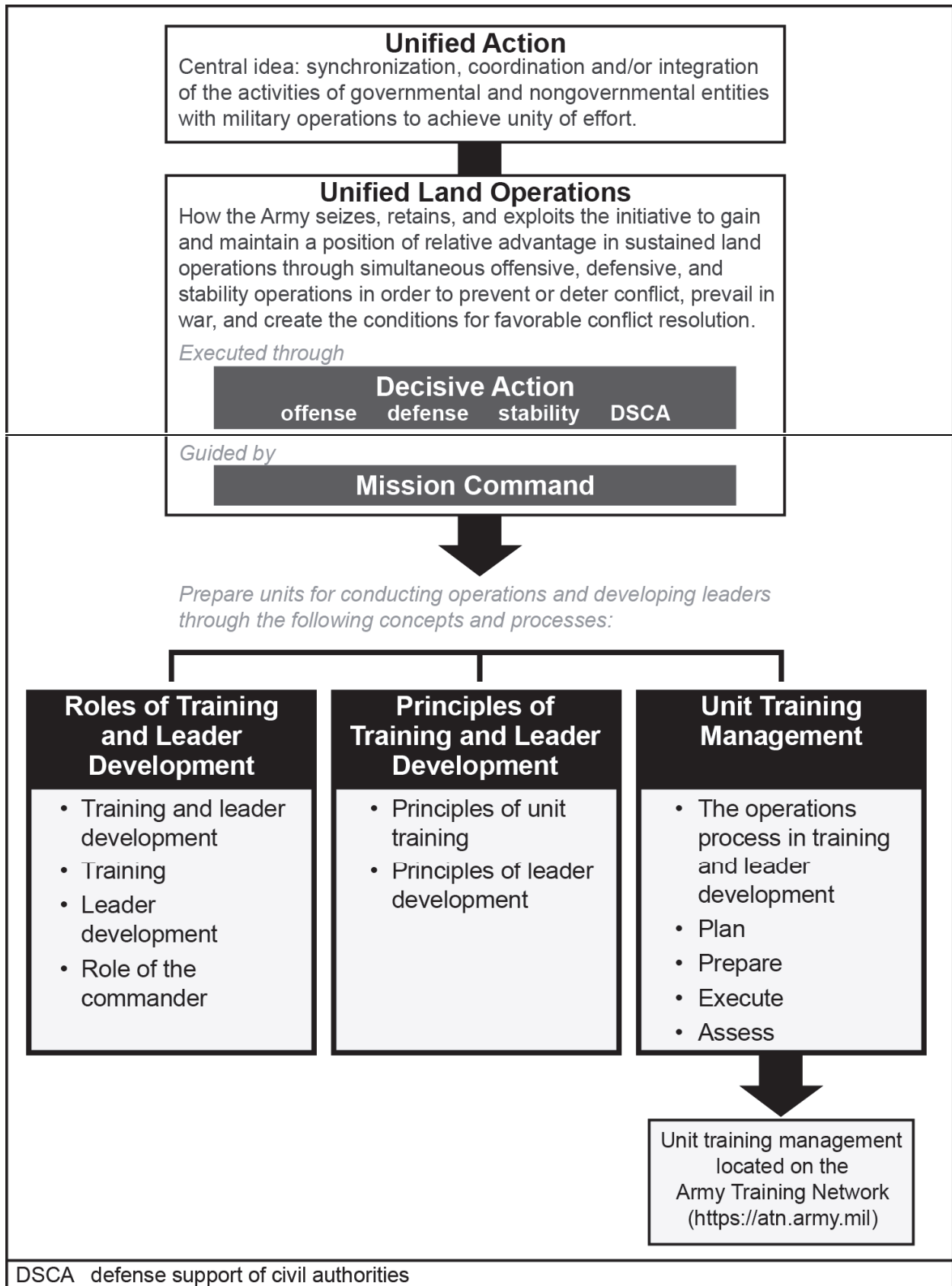


Figure 1-1 Unit training and leader development underlying logic

1-25. Training Units and Developing Leaders

c. Army Doctrine Reference Publication (ADRP) 7-0, *Training Units and Developing Leaders*, expands on the foundations and tenets found in Army Doctrine Publication (ADP) 7-0. The most significant change from the 2011 edition of Field Manual (FM) 7-0 is the inclusion of the operations process as the accepted model for planning not only operations, but also unit training and leader development. The ADRP rescinds the idea that a separate and distinct training management process exists from the operations process for training and leader development. Such earlier concepts as long-range planning and short-range planning are now based on the Military decision making process and troop leading procedures as defined by ADRP 5-0 The Operations Process, and Army Tactics, Techniques and Procedures (ATTP) 5-0.1. Both ADP 7-0 and ADRP 7-0 support the idea that training a unit is not fundamentally different from preparing a unit for an operation. Learning the concepts, ideas, and terminology of the operations process as units train will make the transition from training to operations a more seamless effort for both leaders and their units.

b. ADRP 7-0 Unit Training Management (UTM) contains three chapters:

Chapter 1 introduces the Army's concepts of training and leader development and the role of the commander in these. This chapter also specifies the role of the commander in training and leader development through the activities of understand, visualize, describe, direct, lead and assess.

Chapter 2 re-establishes and re-affirms the principles of unit training and principles of leader development from the 2012 edition of ADP 7-0.

Chapter 3—

- Discusses the operations process in unit training and leader development. It introduces Unit Training Management (UTM) concepts and discusses planning, preparing, executing, and assessing training.
- Describes how UTM details the over-arching Army training management process.
- Adopts the operations planning processes as the same processes used for planning unit training.
- Redefines the battalion- and company-level mission-essential task lists (METLs) as representing the tasks that support the unit's designed capabilities.
- Specifies mission-essential tasks at battalion and company levels.
- Replaces the unit long-range plan with the unit training plan.
- Rescinds the concept of short-range planning.
- Establishes operation orders, warning orders, and fragmentary orders as the formats used for Communicating unit training plans, and training events. Finally, Modifies the term *after action review*.

1-26. Training Units and Developing Leaders -The Operations Process

a. A Mission-Essential Task (MET) represents a task a unit could perform based on its design, equipment, manning, and table of organization and equipment/table of distribution and allowances mission. A Mission-Essential Task List (METL) is a compilation of mission-essential tasks. For brigade and higher units, headquarters, the Department of the Army standardizes METLs for like-type units. The standardized METL represents the tasks of decisive action that a unit could perform based on its table of organization and equipment or table of distribution and allowance. A unit given a non-standard mission (such as an artillery unit given a transportation unit mission) will not change its standardized METL; instead, it will determine the additional transportation unit tasks it must train for the mission. When reporting its readiness to headquarters, Department of the Army, the commander rates only the mission-essential tasks (METs) in the standardized METL. A unit does not have the resources to train on every MET; therefore, units sometimes only partially train or not train on some METs.

b. At the battalion and company levels, the higher commander collaborates with the subordinate commander on the latter's METL. A MET at battalion and company levels can be a universal joint task list (known as the UJTL) task, an Army tactical task from the Army universal task list (known as the AUTL), a Combined Arms Training Strategies (CATS) task selection, a task group from the brigade or higher unit Department of the Army standardized METL, or a major collective task. The higher commander approves the subordinate unit's METL. Subordinate unit METLs align with, nest with, and support their next higher unit's METL. Subordinate unit METLs usually do not

change since they are based on the higher unit’s METL and the unit’s designed mission. Based on the unit’s METL and the higher commander’s guidance, the unit trains on the supporting collective tasks most important to the success of the mission and gives the unit the most flexibility to adapt to new missions.

c. Because training time and other essential resources are often limited, units cannot train all the METL tasks to proficiency at once. Based on the unit mission and higher commander’s guidance, commanders use the unit METL as a primary source to select the few, most important supporting collective tasks to train.

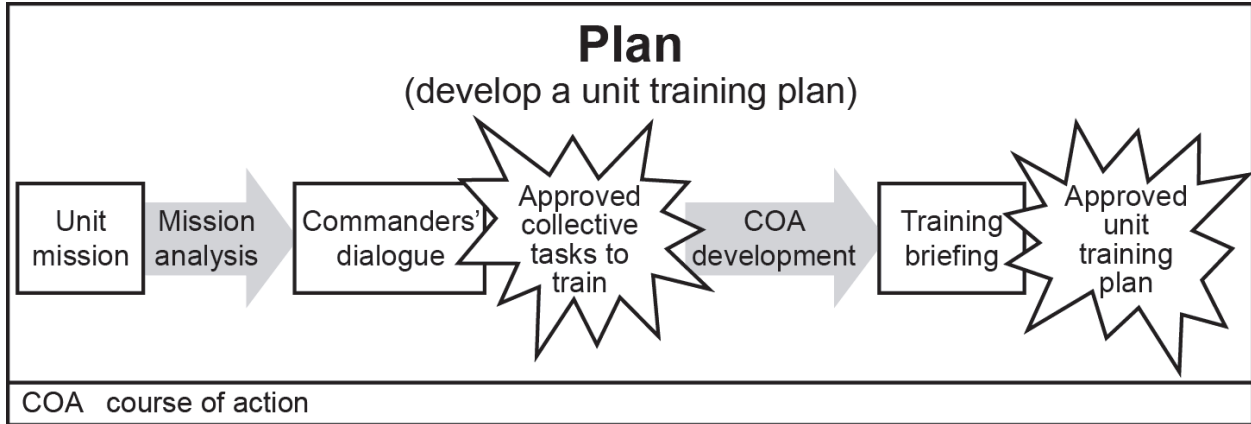


Figure 1-2 Development of the unit training plan

At battalion level and higher (units with a coordinating staff), commanders follow the steps of the military decision making process (MDMP) to plan unit training. ADRP 5-0 Operations Process discusses the MDMP in detail. Some steps of the MDMP for operations translate differently for training and are addressed beginning in paragraph 3-11. Company level and below (units without a coordinating staff) use troop leading procedures. (Paragraph 3-33 discusses troop leading procedures.)

THE MILITARY DECISIONMAKING PROCESS FOR DEVELOPING A UNIT TRAINING PLAN

3-10. Steps of MDMP are as follows:

- Step 1 – Receipt of Mission
- Step 2 – Mission Analysis
- Step 3 – Course of Action Development
- Step 4 – Course of Action Analysis (War Game)
- Step 5 – Course of Action Comparison
- Step 6 – Course of Action Approval
- Step 7 – Orders Production

1-27. Updated Required and Related Publications

References

Field manuals and selected joint publications are listed by new number followed by old number.

REQUIRED PUBLICATIONS

These documents must be available to intended users of this publication. JP 1-02. Department of Defense Dictionary of Military and Associated Terms. 8 November 2010.

RELATED PUBLICATIONS

These documents contain relevant supplemental information.

ARMY PUBLICATIONS

Most Army doctrinal publications are available online: <<http://www.apd.army.mil/>>.

ADP 3-0 (FM 3-0). Unified Land Operations. 10 October 2011.

ADP 6-0 (FM 6-0). Mission Command. 17 May 2012.

ADP 6-22. Army Leadership. 1 August 2012.

ADP 7-0. Training Units and Developing Leaders. 23 August 2012.

ADRP 3-0. Unified Land Operations. 16 May 2012.

ADRP 5-0. The Operations Process. 17 May 2012.

ADRP 6-0. Mission Command. 17 May 2012.

ATTP 5-0.1. Commander and Staff Officer Guide. 14 September 2011.

FM 27-10. The Law of Land Warfare. 18 July 1956.

OTHER PUBLICATIONS

Leader's Guide to After-Action Reviews (AAR). Fort Leavenworth, Kansas: United States Army Combined Arms Center –Training, 2011. Available at

<[https://atn.army.mil/Media/docs/LG%20to%20AAR%20\(MASTER%2030%20Aug%2011\).pdf](https://atn.army.mil/Media/docs/LG%20to%20AAR%20(MASTER%2030%20Aug%2011).pdf)>.

Leader's Guide to Company Training Meetings. Fort Leavenworth, Kansas: United States Army Combined Arms Center –Training, 2011. Available at

<[https://atn.army.mil/Media/docs/LG%20to%20Training%20Meeting%20\(MASTER%2016%20Aug%2011\).pdf](https://atn.army.mil/Media/docs/LG%20to%20Training%20Meeting%20(MASTER%2016%20Aug%2011).pdf)>.

WEB SITES

Army Training Network at <<https://atn.army.mil>>.

Center for Army Lessons Learned at <<http://usacac.army.mil/cac2/call/>>.

Digital Training Management System at < <https://dtms.army.mil>>.

REFERENCED FORMS

DA Form 2028. Recommended Changes to Publications and Blank Forms.

Required References. Army regulations, Department of the Army (DA) pamphlets, field manuals, Army doctrine publications (ADP), Army doctrine reference publications (ADRP), and DA forms are available at Army Publishing Directorate Home Page <http://www.usapa.army.mil> TRADOC publications and forms are available at TRADOC Publications at <http://www.tradoc.army.mil/tpubs> Joint pubs are available on the Joint Electronic Library at http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm or <https://jdeis.js.mil/jdeis/index.jsp?pindex=0>

1-28. Visits to the National Training Center

1-1. General. The NTC enforces strict rules limiting access to the training area during rotational exercises to achieve a high degree of realism and prevent disruption of scheduled training. Visitors to NTC must be approved IAW FORSCOM REG 350-50-1. The visitor section of the Fort Irwin Web Page provides detailed information regarding visits to NTC.

1. Rotational Unit Visitors (RUV). To enter the training area all Rotational Unit Visitors must abide by the following restrictions:

A. Governing Regulation. All Rotating Unit Visitors are as described in FORSCOM REG 350-50-1, Pg 16, and Para 3-9.

B. NTC Protocol. Prior to entering the training area all visitors must be approved through NTC Protocol.

C. Uniform. Visitors are authorized to wear duty uniform (military members) or appropriate civilian attire when escorted within the training area. Kevlar helmets will be worn when traveling in tactical vehicles.

D. Live Fire. Visitors must wear Kevlar ballistic helmet and protective body armor during live fire exercises. This equipment will be donned prior to crossing Phase Line Dragon when in a live fire status.

E. Aircraft. Any use of aircraft in the maneuver area by visitors must be coordinated through the NTC Protocol and G3.

F. Contact with RTU. Visitors will refrain from activities that will interfere with the sanctity of the training event. Visitors who intend to interact with the rotational unit must be escorted by a protocol escort and a member from Operations Group to facilitate a smooth transition.

G. Additional Guidance. Rotational Unit Visitors (RUVs) will abide by all current NTC EXOP maneuver restrictions. RUVs will not use a tactical radio or give guidance during an engagement. With the exception of General Officers, if RUVs wish to view an AAR, they must watch the AAR from the overflow tent at the AAR site or make prior coordination with 52ID ID DTOC to view the AAR from building 990.

H. Point of Contact. For further questions on RUVs please contact Coyote 06, Chief, Protocol, NTC, Fort Irwin, CA 92310, DSN 470-4224/3000, and Commercial (760-380-4224/300).

1-2 Contractor & Special Visitors to the NTC

1. Restrictions. Contractors and 'Special Visitors' not affiliated with the Rotational Unit and wish to visit NTC must be approved by the NTC G3. The visitor section of the Fort Irwin Web Page provides detailed information regarding contractor visits to NTC. Contractors must abide by the NTC EXOP and are subject to the following rules:

A. Interaction with the RTU. All contractor vehicles within the training area are subject to search by the rotational unit.

B. Passage through RTU TCPs. All contractors are required to pass through rotational unit Traffic Control Points (TCPs) and abide by rotational unit instructions when traveling within the training area.

C. Special Visitor ROE. To request a copy of the Special Visitor ROE or for further questions on NTC visits regarding contractors or special visitors please contact Lizard 03, Chief of Plans and Ops, NTC Operations Group at DSN 470-4423/4424, Fax 470-4424, Commercial (760-380-4423/4424/4422).

Chapter 2 Responsibilities

2-1. ACofS/G1 Military Personnel Human Resources

a. The NTC ACofS, G1 serves as the Senior Commander and Director Mission Support (Dir MS) principal staff officer and facilitator for Military Human Resources (HR) support. Mission is to plan, coordinate, execute, and provide for the direct support of Military Human Resource functions of the Senior Commanders (SC) ADCON/Title 10 responsibilities throughout all phases of the Army Force Generation cycles to all units in the SC's area of responsibility.

b. Ensures accurate, timely advice and guidance on Military personnel programs, policies, and procedures to the headquarters staff, unit human resource personnel, and Garrison human resource agencies. The focus is bi-monthly symposiums intended to bring the Fort Irwin Human Resources Community together to train, share information, provide updates and/or discuss issues, professionally develop individuals/organizations, to enhance a more effective and synchronized relationship/information flow between all Human Resources personnel, installation organizations, and serviced customers.

c. Training will be utilized as professional development or low density training for Soldiers and is designed to meet the needs of the HR professionals at all echelon levels. Utilizing subject matter experts (SME) across Fort Irwin, or external SMEs, training focuses on policy changes or issues identified as needing improvement and ensures effective, relative, and valuable instruction improving human resource processes and procedures.

(1) **G1 Conference:** G1 conducts Bi-monthly Human Resources Conferences for all HR professionals on the installation for the purpose of training, mentoring, and coaching in order to synchronize information, provide updates, and improve the HR services provided across the Fort Irwin Community.

(2) **FORSCOM G1 Conference:** FORSCOM G1 hosts an annual conference. The intent of the conference is to bring the G1 Human Resources senior leadership together to discuss and train on current and future HR topics to ensure the readiness of our deploying units and our ability to support our commanders and Soldiers.

(3) **FORSCOM (FC) Leader Development Program:** FORSCOM Center for Creative Leadership (CCL) Leader Development Program (LDP) training is held annually. The intent is to provide FORSCOM leaders the opportunity to improve self-insight of individual leadership strengths, development needs, coaching skills, and interaction skills in every aspect to include tactical, operational, and strategic leadership levels. NTC G1 consolidates all unit nominations and provides them to the Commanding General for final selection.

(4) **RTU Congressional Support:** RTU will provide an S1 POC to serve as Liaison for Congressional inquiries. NTC G1 will become Congressional Liaison for the RTU during training rotation only. NTC G1 will contact RTU POC upon receipt of a congressional inquiry and coordinate action as necessary to ensure the Office of the Congressional Legislative Liaison (OCLL) suspense is met.

2-2. ACofS/G2 Intelligence/Security

a. Mission: Provides Security and Security planning support to the Senior Mission Commander (SC) and Senior Intelligence Officer (SIO) to ensure all Fort Irwin unit security programs effectively protect classified and critical unclassified, mission essential information and are fully coordinated.

b. G2 provides Intelligence for intelligence operations, readiness, and training support to the SC and SIO to ensure all Fort Irwin units are intelligence readiness with training fully coordinated and synchronized through every phase of the ARFORGEN cycle.

c. References:

(1) **Security:** Collateral Security Support – Title 10, AR 190-13, AR 190-16, AR 380-5, AR 380-49, AR 380-10, AR 380-13, AR 380-53, AR 381-10, DOD 5200.33, DOD 5220.22-R, AR 380-381, AR 525-13, AR 530-1, FC SUP 1 TO AR 380-5, AR 380-40, ADP 5-0. Compartmented Security Support – AR 25-1, AR 25-2, AR 380-5, AR 380-40, AR 380-49, AR 380-53, AR 381-10, DCID 6/3, ICD 704, 704.1, 704.2, 704.3, 704.4, 704.5, ICD 703.5, ICD 705, 705.1, 705.4, 705.5, 705.6, 705.7, 705.8, 705.9, DOD 5105.21 V1, V2, V3, DOD 5200.1, DOD 5200.28.STD, DODIIS-Joint Security Implementation Guide (DJSIG), Joint DODIIS/Crypto-logic SCI Information System Security Manual, FC SUP 1 to AR 380-5, DIA Manual 50-24, AR 190-13, AR 190-16

(2) **Intelligence:** Intelligence Mission Preparation Support – Title 10; AR 190-13, AR 190-16, AR 530-1, and FORSCOM OPOD 04-2007 (Force Protection), DCID 6/3, DOD 5200.1, DOD 5200.28. STD, DODIIS-Joint Security Implementation Guide (DJSIG), Joint DODIIS/Crypto-logic SCI Information System Security Manual, AR 25-1, AR 25-2, Various DA and DOD system configuration documents and policies

(3) **Intelligence Training Support** – AR 525-13, AR 11-6, AR 350-20, and 350-3

d. Collateral Security Support

(1) **Mission Security Planning and Execution.** Provides oversight and assistance with Classification Guides and security violation investigations. Assists unit/S2 in training and advising staffs on classification issues and Security Procedures in AOR. Reviews and approves OCONUS Courier Orders. Serves as the Command Security Manager and Deployment Security Planner for rotational and deploying units.

(2) **Personnel Security Clearance Requirement Planning.** The IMCOM Garrison Personal Security Office is responsible for processing all security clearance actions and trustworthy investigations, but the decision regarding who will be cleared and at what level rests with the FORSCOM unit commanders at the Battalion-level and higher.

(3) G2 assists the Commander in collecting information, coordinating with FORSCOM and the AOR to determine mission specific clearance requirements. Assists the Command in developing policy and procedures to accurately tailor security clearance density to support the command's training, exercise and deployment missions. Develops procedures to ensure soldiers are submitting investigations in a timely manner and security managers are requesting and obtaining required interim security clearances. Coordinates between Brigade/Battalion S2's and the local IMCOM Personnel Security office to ensure that security investigations were promptly submitted based on the unit's mission.

(4) **Mission Industrial Security Planning and Execution:** G2 oversees and security planning regarding all classified contracts developed solely for the use of FORSCOM units. In conjunction with Mission and Installation Contracting Command (MICC) and the SC, the customer, the Industrial Security Manager participates in writing and reviewing Performance Work statements, Statements of Work, and assists in the development of DD Form 254s. Ensures appropriate User Agency personnel are aware of contractor access requirements. Attends meetings and coordination. Monitors and analyzes CI Screening requirements for Contract Role Players (CRP).

(5) **Foreign Disclosure:** This functional area is critical to units operating with coalition forces in the AOR, deploying with Foreign Exchange Officers, or hosting foreign visitors at any point in the ARFORGEN process. Coordinates specific disclosure actions regarding Classified Military Information (CMI) and Controlled Unclassified Information (CUI) release to foreign governments.

(6) Oversees and executes all disclosure actions required to support Military Personnel Exchange Program (MPEP) personnel. Receives and staffs all Foreign Embassy Requests for Visit Authorizations for the Command. Reviews proposals for the release of CMI and CUI in conjunction with invitational travel orders, counterpart visits, and similar activities. Maintains close and continuous coordination with the FORSCOM Staff, CENTCOM/Theater Disclosure Offices, as well as Division G2s and BCT S2s to ensure all aspects of the program are understood and executed. Ensures deploying units have received all required CONUS-based training before deployment and are scheduled to receive required AOR training upon arrival in the AOR.

(7) Ensures early identification of deploying unit Foreign Disclosure Officers and Foreign Disclosure Representatives to provide adequate time for mission training prior to deployment. Coordinates specific disclosures of Classified Military Information (CMI) and Controlled Unclassified Information (CUI) to foreign governments in support of approved U.S. Army international programs. Develops, oversees implementation, and monitors procedures for requesting, processing, and approving visits. Reviews and staffs requests for assignment of Military Personnel Exchange Program (MPEP) personnel.

(8) Adjudicates CMI and CUI required for foreign MPEP participants to successfully perform their assigned duties within the Command. Briefs contact officers for the incumbent MPEP on their duties and responsibilities and maintain contact to track any change in status. Ensures contact officers are prepared to perform duties in the AOR. Prepares, presents or coordinates with other sources for supplemental Foreign Disclosure (FD) training. Prepares and presents as required Foreign Disclosure Representative (FDR) Certification Training to FDRs within the Command. Reviews foreign government requests for release of US classified and Controlled Unclassified Information (CUI), brief Commanders for decision, execute disclosure guidance.

(9) Compartmented Security Support. DOD Intelligence Information Systems (DODIIS) Information Assurance and the Sensitive Compartmented Information (SCI) Program.

(10) DODIIS Program and Site Management. Provides for the DODIIS Program. Manages DODIIS Accreditation. Serves as trusted agent for all supported systems. Serves as NATO Control Officer for JWICS.

(11) Assists units with Technical Security Countermeasures (TSCM) requests and security monitoring missions. Tracks corrective actions. Telecommunications includes ensuring no SCIF access with cell phones, cameras, and recording devices. Ensures proper installation and uses of STE phones and classified Voice over Internet Protocol (VoIP) devices.

(12) Sensitive Compartmented Information (SCI) Program. Provides oversight of assigned FORSCOM SCIFs. Provides oversight and direction to all SSOs and SSRs. Assists SSOs in movement plans for SCI information and equipment. Serves as Joint Personnel Adjudication System (JPAS) Level 3 account manager for all SSO/SSRs. Attends rotation and deployment planning meetings.

(13) Special Security Officer (SSO). Develops SCI policies. Administers SCI billet and personnel access programs. Manages movement plans for SCI Information and equipment. Processes security actions. Investigates, reviews, and adjudicates SCI security incidents. Manages and oversees JDISS and DSSCS. Manages SCIF TEMPEST Certification/Re-Certification. Manages SCIF Facility Accreditation/Re-Accreditation.

e. Intelligence Support

(1) Intelligence Mission Preparation Support: Provides intelligence support to deploying units. Every unit deploying from CONUS to a Combatant Command AOR must have a complete Assessment of the threat to the unit during movement. Prepares a Deployment Threat Analyst (DTA). This requirement is detailed in the FORSCOM AT/FP OPORD and includes every area, route and location through which unit personnel and equipment will move during the deployment process. A second assessment is required as the unit redeploys to home station.

(2) Maintains full situational awareness on deploying units and movement schedules. The IMCOM Garrison DPTMS Office is responsible for providing AOR threat briefings required as a part of Level 1 Antiterrorism Training given to all personnel traveling overseas. Prepares to provide complete TARP training, in the event Counterintelligence personnel are not available. Monitors threat activity throughout the AFORGEN Process.

Coordinates with the FORSCOM Security Threat Team for information on sourcing requirements and movement timelines for NTC, Brigade Combat Teams (BCT) and other FORSCOM units on Fort Irwin identified for deployments in support of Combatant Commanders.

(3) Disseminates threat information and assists in providing threat briefings to DOD Personnel Traveling OCONUS. Establishes procedures for the dissemination of immediate threat information at any point in the deployment or operational. Supports Quick Reaction Forces (QRFs) and the Local Threat Assessment Process. Provides immediate and continuous real-time intelligence to any unit deployed in support of a Quick Reaction Force deployment. Monitors threat Activity throughout the AFORGEN process. Coordinates Tactical Over-watch Support for deploying units.

(4) JWICS Maintenance and Intelligence Systems Integration. Serves as SC's Intel System Integration Manager. Performs intelligence system administration functions for SC and SIO. Maintains JWICS and trains other personnel on the use/integration of all intelligence systems. Responds to the JWICS Army Enterprise Service Center for system administration services.

(5) Troubleshoots automated intelligence support and network equipment and coordinates with PM's and CECOM as needed for additional support. Intelligence Readiness Support. Monitors the readiness of command Military Intelligence units and Soldiers, and identifies significant personnel, equipment, and training shortfalls to the SIO. Provides unit training on the Intelligence Readiness Common Operating Picture (IR-COP). Maintains accurate assessments of intelligence readiness within FORSCOM units. Ensures unit readiness issues are reported via the (IR-COP) data base. Trains unit level personnel on the IR-COP procedures and input. Reviews mission requirements and identifies by unit all specific manning, equipping, and training shortfalls. Locates and leverages the appropriate training resources on behalf of the units.

f. Transportation of Classified Material: Classified information will be transmitted and transported only as specified in accordance with **AR 380-5** Department of the Army Information Security Program.

g. Courier Cards: Appropriately cleared personnel may be authorized to escort or hand carry classified material between locations when other means of transmission or transportation cannot be used. Hand carrying of classified material will be limited to situations of absolute necessity and will be carried out to make sure it does not pose an unacceptable risk to the information. Generally, two-way hand carrying, carrying the material both to and from the destination, is not authorized unless specific justification has been provided and both situations involving the hand carrying meet the requirements stated in this section. Hand carrying will be authorized only when:

- (1) The information is not available at the destination and is required by operational necessity.
- (2) The information cannot be sent by secure facsimile transmission or by other secure means.
- (3) As stated above, the hand carrying of classified information is not a routine method of transmission and will only be approved when fully justified.
- (4) Authority to approve the escort and hand carrying of collateral classified information to locations with inside the United States (CONUS) is delegated to the Brigade/Group S-2 level. Brigade/Group S-2 will provide monthly detailed reports to the G2 by the 3rd day of each month or the first work day after. Courier card reports will include name, SSN, card number, geographical area, level, date issued, and date expires.
- (5) Authority to approve the escort and hand carrying of SCI and/or collateral classified information aboard commercial aircraft or public transportation and to locations outside the United States (OCONUS), its territories and Canada, remains with the G2.
- (6) The G2 will exercise oversight, during inspections and/or assistance visits, by requiring copies of approvals, to ensure all requirements listed in AR 380-5 are met.
- (7) Written courier authorization is required when hand carrying classified information between buildings on a military installation or government facility, and to activities within the local surrounding area. DD

Form 2501, Courier Authorization Card, may be used for this purpose when there is a recurrent need to locally hand carrying classified information.

(8) Courier Cards will include specific geographical parameters, locations, and/or a maximum mileage radius allowed for locally hand carrying classified information. The mileage radius will be determined by the proximity of specific activities within the local surrounding area, for which the individual is authorized to hand carry classified information. Mileage radiuses will not exceed distances that would prevent the courier from traveling to the destination and returning to the departure point, within a normal duty day's time by ground vehicle.

(9) Hand carrying of classified information within CONUS or OCONUS locations will be conducted only when no other acceptable method is available. More secure means will be used whenever possible.

h. Courier Orders: As stated above, authority to approve the escort and hand carrying of SCI and/or collateral classified information aboard commercial aircraft or public transportation and to locations outside the United States, its territories and Canada, remains with the G2.

(1) Requesting unit will provide the following information in standard memorandum format on letterhead addressed to the G2:

- Full Name, Rank/Grade
- Social Security Number
- Clearance Granted
- Date clearance granted
- Type of investigation
- Date of investigation
- Proposed dates of trip
- Classification of material
- Description of material
- Departure point and destination
- Intermediate overnight stop
- Justification for hand carrying
- Additional justification for hand carrying on return trip
- Transportation method: If commercial airline provide schedule and attach a copy of flight itinerary (e.g., departure point, flight number, arrival point, time).
- Storage arrangements (during overnight stops en route and at destination)
- Provide a local point of contact
- Commander's signature

(2) Courier Order requests need to be provided to the G2 a minimum of five working days before departure. The Information Security Officer will contact the point of contact identified with a date and time to have the individual(s) being issued courier orders to present themselves with Army identification for a mandatory briefing.

NOTE: For Physical Security, Personnel Security Management, and Information Security refer to DPTMS under USAG (760) 380- 1911 /3324 /9774. For Operations Security (OPSEC) (760) 380- 8407, See Appendix W_OPSEC SECURITY SOP. G6 OPSEC POC: (760) 380- 8407.

2-3. ACofS/G3 Plans, Operations, Training, and Force Integration The primary mission of the G3 is to set the condition for successful operations at Fort Irwin and the National Training Center, and for Rotational Training Units during NTC rotations. Serves as the principal staff office of the National Training Center and Fort Irwin, California (NTC & FICA) responsible for providing operational support to all FORSCOM operational units under the jurisdiction of the Senior Commander (SC) of NTC & FICA. These units may not necessarily be stationed on the installation, but may be in the geographic area or on another installation. The National Training Center and Fort Irwin G3 has three major functions composed of several supporting tasks: Planning/Operations, Force Integration, and Training Support. Resource constraints require that personnel assigned to the National Training Center and Fort Irwin G3 be “generalists” in capabilities and capable of fulfilling more than one function. Over specialization will severely handicap the National Training Center and Fort Irwin G3 in accomplishing its operational tasks.

Points of Contact:

- 1) Office of the G3 (760-380-5555/3322)
- 2) Plans Division (760-380-6172)
- 3) Operations Division (760-380-4058/2984)
- 4) Training Division (760-380-3881/3882)
- 5) Force Integration Division (760-380-6065/3030)

a. Plans / Operations Division: The Plans/Operations function is further subdivided into three categories: *Planning, Executing, and Reporting.*

(1) Planning. NTC & FICA G3 level planning generally consists of developing and implementation of plans/orders in support of (ISO) plans/orders received from higher and external headquarters, plans/orders generated ISO the SC’s Title 10 responsibilities and plans/orders generated to support local operations, i.e. Reset.

(2) The National Training Center and Fort Irwin G3 does not produce or assist in plans and orders for the operational units. The National Training Center and Fort Irwin G3 does not participate in operational exercises driven by warfighting requirements levied on the operational units, but may assist and provide support on a case-by-case basis. The National Training Center and Fort Irwin G3 will participate in installation level exercises ISO the SC’s overall mission, i.e. force protection and security exercises, natural disasters and mobilization functions.

(3) Provides minimum essential planning capability to support SC in execution of Title 10 responsibilities.

(4) Assists as required in installation Reserve Component (RC) actions. This includes post mobilization, coordination, synchronization and integration of FORSCOM, 1st Army, and Garrison actions.

(5) Serves as SC’s FORSCOM link to Garrison on shared operational issues.

(6) Provides oversight on Combat Training Center related issues and is lead coordinating agency with the FORSCOM G3 on the CTC program. Responsible for planning all future initiatives as it applies to resources, instrumentation, and modernization of the BLUEFOR and OPFOR at NTC. Central point of contact for all NTC issues from higher headquarters. Provides current status and information to the SC to ensure visibility of all NTC actions.

(7) Foreign Security Forces-Transition Team (FSF-TT) Mission Support. Develops, resources, and executes all command directed training requirements for all Transition Teams deploying to an operational theater, to include but not limited to providing Functional Training Models, Forward Operations Officers, external assessments, and coordination with Fort Polk garrison agencies to develop and resource all FSF-TT Programs of Instruction.

(8) Develops course of action and planning for future training initiatives for the FSF-TT program.

(9) Serves as a principal staff office responsible for developing, coordinating, monitoring, analyzing, and evaluating the status of the NTC and Fort Irwin Anti-terrorism (AT) program, supporting units stationed at and deploying through Fort Irwin, California and ensuring that the NTC and Fort Irwin implements the standards in the FORSCOM Force Protection OPORD 04-2007. POC number: (760) 380- 2984.

(a) Executing. The National Training Center and Fort Irwin G3 is the coordinating point for information coming into or going from the installation on FORSCOM related Title 10 issues. The National Training Center and Fort Irwin G3 is directed by the SC to perform this task in order to (IOT) relieve the operational commands of having to respond to non –ARFORGEN driven requirements. It is not intended to restrict the operational commander’s ability to request and receive information, but allows him to concentrate on warfighting tasks. Continuous coordination, synchronization, and integration with the Operational and Garrison Commander is essential and cannot be restricted. The National Training Center and Fort Irwin coordinates all non-operational communications from all sources to FORSCOM units.

- (1) Assists the operational units in ARFORGEN coordination, synchronization, sourcing, and integration.
- (2) Coordination, synchronization, and integration of RESET.
- (3) Creation of Derivative Unit Identification Codes (DUIC) as required
- (4) Serves as Central point of contact for taskings (operational, non-operational, and administrative) at Installation level, Title 10 issues, and ARNORTH / HLD issues.
- (5) Provides support to the Installation Operations Center (IOC).
- (6) Coordinates and executes crisis operations through the Emergency Operations Center (EOC) for various contingencies, operations, and exercises. Provides action officers to serve in the EOC during duty hours when real time operations occur.
- (7) Manages aviation assets for Command Group, Operations Group, and Threat Aircraft. Ensures all aviation operations are conducted safely.
- (8) Coordinates Joint Airborne/Air Transportability Training (JA/ATT) air mission requirements and on-post non-rotational air support.
- (9) Manages the installation Paid Parachute Position (PPP) program. Recommends the allocation of PPP based on MOS qualification requirements and available slots.
- (10) Manages and schedules the installation Consolidated Army Aviation Scheduling Office (CASSO) aircraft requests and schedules flights.
- (11) Responsible for and conducts airborne proficiency training for proficiency jumps on the installation, schedules all airframes and drop zones for proficiency jumps, provides the contracting office representative (COR) for civilian ambulance support of all airborne operations.
- (12) Monitors the installation Open Skies Over flight Program that permits foreign aircraft to fly over Fort Irwin following State Department approval.
- (13) Publishes and maintains the installation Air Standing Operations Procedure (ASOP).
- (14) Exercises command and control over the Field Officer of the Day (FOD) to present a common operating picture across the command structure to the CG.
- (15) Coordinates management of deployments/redeployments to and from current operations and contingencies.
- (16) Acts as the higher headquarters coordinating staff for FORSCOM operational units whose Training Readiness Authority (TRA) resides with a command not on the installation.
- (17) Synchronizes all FSF-TT assignments within the (Fort Irwin Training Mission) FITM training class cycle based on team Latest Arrive Dates.

(18) Conducts the Deployment and Readiness Training Standard (DRTS) Synchronization meeting (as required) for Class issues, plans, and issues for URFs.

(19) Coordinates with FORSCOM G3 Training, FORSCOM G5 Planning, FORSCOM Deployments (current OPS), DA (Battle Captain TT expert), JFCOM, USAF 12th Combat Training Squadron (Raven team), Navy Force Fleet Command, Navy Detachment, Reserve HQ, NGB HQ and HRC SLD branch, and maintain and update the FITM Class Deployment Timeline, in order to adjust and/or resolve all personnel and joint team assignments to the FITM based on new Request for Forces (RFF) and short notice execution orders for additional TTs.

(20) Conducts direct coordination and information exchange with IAG and TF Phoenix to provide updates on TT personnel issues or shortages, training progress and/or deficiencies, and TT deployment timelines.

(21) Provides direct support to the FSF-TT mission's daily operations by preparing, drafting and organizing various conferences, IPRs, VTCs, SVTCs and supporting calendars.

(22) Provides oversight of intelligence scenario development supporting the FSF-TT mission.

(23) Ensures the scheduling of Language Training, contractor support and security requirements for Foreign Language speakers and military and civilian Role Players.

(24) Coordination, synchronization, and integration of installation level Tests and Experiments.

(25) Develops, updates, and evaluates in-transit security plans and conducts vulnerability assessments of the route of travel for the command's deploying units, including deploying the G3 Anti-Terrorism Officer with the advance party to conduct route recons and site surveys if necessary.

(26) Works closely with the FORSCOM Deployment Threat Analyst (DTA) to insure that deploying units receive the most current threat assessments associated with their route of travel.

(27) Provides a central Point of Contact (POC) within the National Training Center & Fort Irwin G3 to:

- (1) Coordinate, synchronize, integrate, and task all installation level unit and Soldier support for Army Force Generation (ARFORGEN) Institutional requirements which, includes the Army Five-Year Test Program (FYTP), Army Experimentation Program (AEP), Army Research Projects, and other high priority Army and Joint requirements. These Institutional requirements are validated and prioritized by DA G-3/5/7.
- (2) Coordinates and synchronizes with the Garrison on installation level requirements such as land, ranges, facilities, classrooms, training aides, phones, offices, motor pools, helipads, etc., and serve as "Liaison" between the testing community and the Installation Management Command (IMCOM).
- (3) Provides FORSCOM G-3, ACD, Test, and Research Branch with sourcing solutions as required. These sourcing solutions support the Army Five-Year Test Program (FYTP), Army Experimentation Program (AEP), Army Research Projects, and ARFORGEN Institutional Requirements (Army and Joint).
- (4) Participates as required, in conferences, teleconferences, and Video Teleconferences relating to tests, experiments, research, and ARFORGEN.
- (5) Alerts, prepares, and reports (where required) in executing emergency operations center functions. Provide specific information to alert assigned forces, attain increased readiness status, and report attainment thereof.
- (6) Conducts AMHS Monitoring: Orders from higher; Orders from subordinate headquarters.
- (7) Conducts Mission Analysis for National Training Center and Fort Irwin G3 on requirements, staff involvement, and timeline requirements / suspense's.
- (8) Prepares Staff Estimates for NTC and Fort Irwin G3 support requirements for assessment.
- (9) Prepares RFI's (as required): Receive, staff, track, and respond to requests for information.
- (10) Coordinates with Project Managers to schedule optimal NET and PM-delivered equipment.

(b) Reporting. The National Training Center and Fort Irwin G3 will establish local policies to ensure the accomplishment of all required reporting within prescribed guidelines. The National Training Center and Fort Irwin G3 will consolidate, review, and forward all USR reports as required by FORSCOM.

(1) Serves as SC's integrator & POC for monthly FORSCOM Unit Status Reports (USR).

(2) Serves as SC's Serious Incident Report (SIR) POC.

(3) Serves as SC's POC for incoming and outgoing Requests for Information (RFI).

(4) Serves as SC's POC for Force Protection/Anti-Terrorism reporting to the CG, the Force Protection Officer for the Installation.

(5) Serves as SC's POC for SITREP and CCIR reporting (where appropriate) IAW MSC CONUSA format. Instructions provided on FORSCOM SIPR SharePoint.

(c) G3 Operations has overall oversight for Reset operations with assistance from staff as shown below.

RESET: Operations impact virtually every separate command organization on the installation. These include, but are not limited to the operational staff, the National Training Center and Fort Irwin General Staff, and the Garrison Commander /staff. The primary role of the National Training Center and Fort Irwin G3 during RESET operations is to act as an integrator and synchronizer of the overall effort. RESET is a phased operation that flows along a continuous line as dictated by the ARFORGEN model.

a. RESET Phase 1:

In Country, Return (Return is when 51% of deployed personnel are redeployed) minus 180 days, unit still deployed.

- (1) ICW Rear Detachment integrates, coordinates and synchronizes overall staff effort.
- (2) ICW Rear detachment prepares unit reception and ceremony. (G3 NCO)
- (3) Coordinates and assists in initiating Deployment Support Cycle.
- (4) Briefs initial reset plan to next higher G.O.
- (5) Assists Commanders in identifying Soldiers for institutional and specialized training. (G3 Schools)
- (6) Assists Commanders in development/updating unit training plans and Individual Training Support Plans (ITSP). (G3 DTMS)
- (7) Reviews all MTOE documents and Permanent Orders to ensure correctness. (G1)
- (8) Forecasts range and training enabler availability 18 months out. (G3 Range Operations)
- (9) Forecasts ammunition requirements for 12 months. (G3 AMMO)
- (10) Assists NTC & FICA G4 in New Equipment Fielding/Training pre-coordination. (G3 Force Modernization).
- (11) Informs Garrison staff as to RESET plan.
- (12) Prepares plans/orders as required.

b. RESET Phase 2:

Return to R+180 days

- (1) Integrates, coordinates, and synchronizes overall staff effort.
- (2) Supports Unit Commander in briefing FINAL RESET Plan to next higher G.O. prior to block leave.
- (3) Assists operational unit in MTB coordination as required.
- (4) Facilitates continuous coordination with all on-post and off-post agencies to ensure training assets are available as required by the operational commander.
- (5) Consolidates training requests for the operational commanders and staffs and represent FORSCOM units in local range/training conferences. (G3 DTMS)
- (6) Assists NTC & FICA G4 in New Equipment Fielding/Training planning and execution. (G3 Force Modernization)

- (7) Coordinates Mobile Training Teams (MTTs) in support of the operational commanders. (G3 Force Modernization)
- (8) Adjusts ammunition requirements as needed. (G3 AMMO)
- (9) Prepares plans/orders as required

c. RESET Phase 3:

TRAIN/READY, R+180 to Latest Arrival date (LAD)

- (1) Integrates, coordinates, and synchronizes overall staff effort.
- (2) Facilitates continuous coordination with all on-post and off-post agencies to ensure training assets are available as required by the operational commander.
- (3) Adjusts ammunition requirements as needed. (G3 AMMO)
- (4) Prepares plans/orders as required.

b. Force Integration (FI) Division

(1) **The Force Integration (FI)** section of the National Training Center and Fort Irwin G3 is responsible for assisting the SC in execution of his tasks associated Strategic Planning (Campaign Plan, CTC-D Master Plan), Land Expansion, Enhanced Use Lease, Stationing Actions, Force Modernization and Special Projects as assigned. Responsible for actions, developing and issuing FI plans/orders, coordination, synchronization and integration of all external and local agencies associated with FI actions, and Command Plan (CPLAN) issues. The FI Section acts as the conduit to FORSCOM and all external agencies for FI issues and assists the operational commands in resolving FI actions and issues. It serves as the force management activity interacting with FORSCOM, other Army Commands (ACOMs) and subordinate organizations in the resource constrained execution of approved force development programs. The National Training Center and Fort Irwin G3 participates as directed by FORSCOM in HQDA management processes Base Realignment and Closure (BRAC), Global Defense Posture Realignment (GDPR), Total Army Analysis (TAA), Senior Stationing Review Group (SSRG), etc.) that enable the synchronized introduction, incorporation and sustainment of organizational, doctrinal and materiel change. The Force Integration function is further divided into six subcategories; strategic plans, land expansion, enhanced use lease, stationing actions, force modernization, special projects.

(2) **The G3 Force Integration Division (G3 FI):** Tasked with overseeing the NTC strategic planning process and providing continuity, historical knowledge and a map for the future through the panoply of recurring changes in leadership. The G3 FI, in coordination with the units and staff of Fort Irwin and applicable external agencies, writes, coordinates, publishes and monitors execution of the Strategic Plan for the NTC and Fort Irwin. As directed by the CG, the G3 FI plans and executes special projects including renewable energy projects (Enhanced Use Lease (EUL)) and programs directly tied to the current and future training operations or the infrastructure of the NTC. Seven NTC modernization programs are designed to support NTC training for Army Transformation: New unit activation and program execution, COEFOR, Land Expansion, NTC Aviation, Urban Operations, Facilities and Support, and supporting Instrumentation. Keeping pace with technological and other changes that shall affect NTC operations is key to the survival of the NTC. NTC operations are, and shall increasingly be, impacted by digitization of military systems and a changing operational training environment. The planning process addresses these needs by identifying present status, understanding the changing requirements of stakeholders, and developing strategies and implementing action plans to meet these challenges.

(3) G3 FI Functions:

a) Compliance with federal and state environmental legislation, including the National Environmental Policy Act, the Endangered Species Act, the California Endangered Species Act, CEQA, CERCLA, RCRA, et al, as well as with numerous environmental regulations (e.g., **AR 200-1, AR 200-2**).

b) Compliance with Title 10 USC § 2667 for EUL projects within the NTC; coordination and oversight of the EUL program.

c) Monitor, update and maintain the Fort Irwin Maneuver Land Expansion Plan, the Army Transformation Campaign Plan, Fort Irwin Transformation Campaign Plan, CTC Master Plan, and ongoing NTC strategic plans.

d) Perform strategic analysis using statistical methodologies, economic models, and / or codification of best practices, and provide reasoned and cogent recommended courses of action / issue resolution based on best available data.

e) Manage, coordinate and oversee special, one-time and recurring reports pertaining to all aspects of the performance of the division.

f) Represent NTC at the following joint forums: **R2508 Joint Policy and Procedure Board (JPPB)**, Joint Land Use Study, Alternative Energy Committee and Range Commander's Council.

g) Manage, coordinate and oversee NTC Force Modification program that includes all aspects of fielding new equipment at the NTC Coordinates with NASA and Naval Air & Weapons Station China Lake and Edwards AFB on lease, permit and external encroachment issues.

(4) FI TRAINING COORDINATION LEAD: NTC units and Rotational Training Units are required to coordinate with FI for the following actions:

a) Off installation cross country movement (use of Manix trail excluded): NTC organizations or outside agencies requesting to transit outside the Fort Irwin installation to SCLA, Boron or 29 Palms will need to contact G3 FI at a minimum of 60 days in advance. Once notified of the requirement, G3 FI will coordinate with BLM on the route recon and DPW Environmental to ensure that biologists are present during the training event to minimize damage to the Superior Cronese Desert Wildlife Management Area and specifically the Desert Tortoise. An AAR will be produced on the damage done to the environment and the NTC will reimburse the BLM for any required environmental remediation. (contact Ph# (760) 380-3767)

b) Renewable energy programs in the maneuver training area (note NTC DPW lead for coordination renewable energy projects in the cantonment area): NTC organizations or outside agencies requesting to install renewable energy projects coordinate through G3 FI to ensure no adverse affects to mission compatibility. Serves as liaison to higher HQs to provide input and feedback for strategic initiatives.

c) R2508 Encroachment Coordination: FI responsible for coordinating meetings and synchronizing staffing actions with DoD organizations from the R2508 (China Lake, Edwards AFB) and 29 Palms (USMC) on Joint land use and encroachment issues. FI will coordinate, plan and brief staffing actions to NTC command team that will either eliminate or mitigate encroachment issue to ensure NTC can train without distractions.

d) Force Modernization: Administers and manages the NTC Force Modernization Program. Coordinates the planning, programming, receiving and New Equipment Training for new equipment. Submits Operational Needs Statements (ONS) on ECOP and Mission Support Plans (MSP) to FORSCOM counterparts and PMs. Responsible for unit and staff coordination and chairs a monthly Force Mod Work Group in conjunction with the Stationing Action Work Group.

e) Station Actions (activation / deactivation): FI responsible for coordinating, planning and synchronizing the NTC and Fort Irwin stationing actions efforts between Garrison & NTC Staffs and FORSCOM for units' activating or deactivating. FI will schedule meetings, develop tasking matrix, track suspense and brief NTC Command team on Stationing action issues and progress.

f) Performs as the SC's Subject Matter Expert (SME) across the full spectrum of force structure.

(5) Command Plan.

a. Develops, prepares, and gains approval of installation input into the FORSCOM Command Plan.

b. Coordinates all recommended requests for change submitted by members staff, subordinate commands, and the SC with the appropriate agencies.

c. Acquires and maintains in-depth knowledge of the PBG, HQDA/FORSCOM force structure directives, and

policies and is able to apply these directives to reflect programmed and unprogrammed force structure changes.

- d. Maintains a complete awareness of current FORSCOM budget guidance, initiatives, force modernization, structure proposals, and other related actions.
- e. Identifies potential problem areas and prepares timely recommendations for the SC to pursue to lessen any adverse impact.
- f. Ensures the SAMAS accurately reflects current and programmed changes in the AC units' activations, inactivation's, and reorganizations.
- g. Provides input to the FORSCOM Organization Integrator requirement to develop recommended changes as part of the TAA process.
- h. For GRAY EAGLE tasks/issues contact (760) 380-3767.

d. Training Division

(1) The National Training Center and Fort Irwin G3 will assist FORSCOM Commanders in execution of their Training strategy and assist Commanders who have Training and Readiness Authority (TRA) over subordinate units. The National Training Center and Fort Irwin G3 focuses its training scope on lessening the administrative burden of training management and freeing Commanders to focus on the execution of training. The National Training Center and Fort Irwin G3 synchronizes, coordinates, monitors the status of and deconflicts training resources in support of the operational commander's training plan. The operational commander prioritizes training requirements based on ARFORGEN requirements. The National Training Center and Fort Irwin G3 will act as a conduit to all external agencies to include the Garrison staff, HQ FORSCOM, HQ TRADOC, ATEC, and all other affected agencies. In the role of training facilitator, the functions of the National Training Center and Fort Irwin G3 are further divided into five primary areas of emphasis: the Combat Training Center, ARFORGEN Training Coordinators/Integrator, Garrison Training Coordination, Planning and Support, and Training and Readiness Authority.

(2) **Combat Training Center (CTC):** The NTC and Fort Irwin G3 is responsible for synchronizing and de-conflicting the rotational schedule for the National Training Center, synchronizing installation resources to meet CTC rotational training objectives, and providing oversight to the Reception Staging, Onward-Movement and Integration (RSOI) and redeployment process of rotational units. The G3 assists in planning future initiatives for the CTC program and monitors funding levels to support the conduct of 10 rotations annually. Ensures training and program management is executed IAW AR 350-50, Combat Training Center Program. Coordinates and executes NTC transformation goals through Future Force levels ensuring tough, realistic, multi-echelon, joint and combined arms training. Manages the FICA cantonment area in support of NTC rotational training, Reserve training and mobilization / demobilization.

- a. Coordinates with DA, FORSCOM and TRADOC for requirements which impact the five pillars of the Combat Training Center Program: (1) Operations Group; (2) Unit; (3) ITADSS; (4) Facilities; and (5) OPFOR. Works executive level CTC actions.
- b. Attends meetings, conferences, seminars and VTCs concerning CTC issues. Provides written and oral responses for CTC related issues. Ensures representation of NTC at each CTC Council of Colonels (COC), Resource Reviews (Quarterly), and ARFORGEN training support and resourcing conferences. Attends Training Leadership General Officer Steering Committees (TLGOSC), when directed by the Command Group and prepares and presents up-date briefings as necessary.
- c. Reviews and provides input to AR 350-2, Opposing Force Program.
- d. Provides input to, and is staff proponent for, the CTC Master Plan which outlines the future intent

of the program in order to ensure the future force, advanced war-fighting concepts and technologies, and Joint Training initiatives are integrated and adequately resourced.

- e. Provides input to, and is staff proponent for, the CTC Handbook, an Action Officer reference for the CTC community which provides an overview of the program and standardizes terminology.
 - f. Provides a representative to attend rotational Initial Concept Briefs (ICB), In-progress Reviews (IPR), and Laydowns. Attends Tactical Updates during NTC rotations in the absence of the G3.
 - g. Provides input to AR 350-50, Combat Training Center Program, and FORSCOM Regulation 350-50-1, Training at the NTC.
 - h. Proponent for NTC Regulation 350-4, NTC & Fort Irwin Maneuver Control and Installation Clearance Procedures.
 - i. Hosts Installation TRADOC, CTC-D validation visits and supports Operations Group with validation visits when requested.
 - j. Provides direct support and assistance to G3 divisions for specified FORSCOM Issue Sheet input and assists Installation directorates with the development of their CTC FORSCOM Issue Sheets.
 - k. Participates in the validation of the Contemporary Operational Environment (COE) and the OPFOR.
 - l. Monitors NTC OPFOR doctrine, Tactics, Techniques, and Procedures (TTP), organization and modernization to ensure threat fidelity.
 - m. Manages the NTC & Fort Irwin cantonment area.
 - n. Provides oversight to the RSOI and redeployment process of rotational units
 - o. Determines support requirements and installation capabilities and coordinates the installation's support for ROTC, RC Annual Training (to include evaluation) and Inactive Duty Training (IDT).
 - p. Refines and updates SOPs for support of AT and IDT. Ensures RC (USAR and ROTC) units are aware of installation policies and procedures related to RC/ROTC support.
 - q. Provides assistance and coordination when necessary between RC and ROTC units operating at the installation and their higher RC/ROTC headquarters.
 - r. Plans and coordinates support for Junior and Senior ROTC orientation tours.
 - s. Ensures the Rotational Training Unit (RTU) complies with NTC REG 350- 1 for maneuver control, and clearance, and RTU MOI for reporting procedures to the Fort Irwin Emergency Operations Center (EOC).
 - t. Participates in range and training area scheduling at the installation.
 - u. Coordinates with other directorates for logistical support for RC Mobilization to include billeting, dining, administrative, and classroom facilities.
- (3) **ARFORGEN Training Coordinators/Integrator will provide:**
- a. Mission Sourcing Capabilities assessment.
 - b. Training support and resourcing.
 - c. Requirements integration.

- d. Synchronization of training events to force package.
- e. Risk and mitigation analysis and determination.

(4) Garrison Training Coordinator will provide:

- a. Training Enabler coordination and scheduling: Live, Virtual, and Constructive (LVC).
- b. Range capability and throughput requirements.
- c. STRAC.
- d. Training ammunition: forecasting and management, authorizations and allocations.
- e. Coordination of range and training facilities, scheduling and deconfliction.
- f. Input to mission range development plan.

(5) Planning and support National Training Center and Fort Irwin G3 will:

- a. Ensures all operational and command directed training requirements are developed, resourced, and executed for all TTs deploying to an operational theater.
- b. Coordinates with Fort Irwin garrison agencies, TRADOC schoolhouses, FORSCOM, IAG to develop supporting training products and Programs of Instruction (POI).
- c. Develops functional training models for specialized TTs.
- d. Assists in coordination and de-confliction of all required training resources including additional ranges, training facilities, training simulators, training aids and training devices to support the FSF-TT mission.
- e. Coordinates with subordinate training brigades as well as Fort Irwin garrison agencies to develop and resource outside support to all FSF-TT Programs of Instruction (POI).
- f. Ensures all Army/Joint/Combined lessons learned and emerging doctrine are integrated into FSF-TT POIs and scenarios.
- g. Provides support to all Transition Teams for CALL access.
- h. Conducts and coordinates for regular external training assessments and integration of lessons learned into current/future cycles.
- i. Long-range planning and resource forecasting.
- j. Home station training program synchronization.
- k. Provides FORSCOM CTC & BCTP unit data pre-deployment training equipment.
- l. Assists units in deployment/redeployment.
- m. Training Support System (TSS) management and oversight at installation level.
- n. Training ammunition integration; automation services and management.

(6) Training and Readiness Authority.

- a. Assists in scheduling Annual Training Briefs, training assessments.
- b. Provides Force Status Briefing management.
- c. Provides Modularity training support; EXORDs, FRAGOs, MTTs, NET, NOT, DET.
- d. Provides Institutional training; schools prioritization and utilization, planning, scheduling.

e. NTC G3 Operations Responsibilities :

- (1) Operations Oversight.
- (2) Taskings.
- (3) Near-Term Planning / Execution.
- (4) Military Schools
- (5) Civilian Education
- (6) Training Support - DTMS, Command Training Guidance, Quarterly Training Briefs, Organizational Inspection Program, and FORSCOM Mission Training Brief.
- (7) Deployments / Redeployments/RESET.
- (8) SIPR Vault (GCCS / JOPEs)
- (9) Emergency Operations Center (EOC).
- (8) Unit Status Report, SRS.
- (9) Non-Protocol Visits and Tests.
- (10) NTC Short-Range and Long-Range and Battle Rhythm Calendar.
- (11) Commanding General's Battle Update Assessment (BUA).
- (12) Develop / Coordinate Input to Operations Briefs.
- (13) Physical Security
- (14) OPSEC. (refer to Appendix W to NTC REG 350-1)
- (15) Operational Plans capability SOP to the G3 Plans for their review and recommendations to the G3.
- (16) NTC REG 350-12
- (17) Military OPORDs, FRAGOs, WARNOs and CONOPS, MTTs, NET, NOT, DET.
- (18) Military Functions, Ceremonies and Congressional and Cadet visits

f. NTC G3 Plans Responsibilities:

(1) Rotational Scheduling (BLUFOR / COEFOR / LTP) - Manage NTC Rotational Calendar, Coordinate with FORSCOM at TSRC, Coordinate for NG / RC unit participation (With RC-OPT, FORSCOM, NGB, USARC, State), plan with Rotational Training Unit (RTU) and FORSCOM for LTP

(2) Rotational Coordination - Coordinate for all Senior Trainer SVTCs, receive RTU Mission Letter and produce NTC Supportability Assessment and 1060-R, coordinate and participate in all unit IPCs, coordinate all VTCs with RTU, coordinate and conduct PDSS with RTU, and ensure coordination of rotational issues (with unit, G-Staff, Ops Group, 11 ACR, 916 SB, NEC, ACQ CMD, RC-OPT, Protocol, MEDDAC / DENTAC).

(3) Rotational Support - Coordinate with 916th SB on equipment and logistics issues and with OPS GRP for scenario issues.

(4) Receive and process non-Rotation Training Requests.

(5) Conduct MDMP for non-rotation, significant activities and events.

(6) G3 plans will schedule IPRs for the review and updating guidance of this regulation.

(7) G3 Plans will provide guidance and instructions pertaining to the subject matter contained in this regulation.

(8) G3 Plans will maintain paper copies of NTC Reg. 350-1 for dissemination as required.

(9) G4 and all Organizations Logistical support capabilities will be provided to G3 Plans for their review and recommendation to the G3.

(10) Integration into Rotational planning SOP will be forwarded to the G3 Plans for their review and provide recommendations to the G3.

g. NTC G3 Training Support Division (TSD) Responsibilities:

(1) Training Support Center (TSC)

(1) TSC provides training support with Training Aid Devices, Simulations and Simulators (TADSS). The Fort Irwin TSC is the central organization that issues, receives, maintains and requests training devices simulations and simulators in support of all training events on the NTC. The contracted support staff for TSC operations involves receiving and prioritizing all work orders for TSC support; designing, producing, storing, installing, de-installing and repairing devices, ensuring information assurance compliance, targets, VISMOD, machine parts and training aids; designing, producing, mounting and laminating, training posters, pictures, video, CDs and pamphlets; issuing, installing, de-installing, receiving, maintaining, storing and repairing all TES equipment. The TSC performs various services in accordance with **AR 25-1**. The TSC provides these services through the Training Aids Supply Center; Devices Shop; Electronic Imaging Center (EIC); Combat Training Systems (CTS) administrators; Tactical Engagement System (TES) Warehouse, Counter IED Integration Cell (CI2C) and Battery Maintenance Shop.

(2) Training Aids Support Center (TASC) provides support for all contract supply management requirements for: the Devices Shop; EIC; CTS; TES Warehouse and CREW Shop contract operations. They inventory, pack and distribute a majority of the training aids and devices provided to both the rotational units and NTC players. TSC services personnel within the contract are responsible for the inventory, issue, storage, turn in, stacking, repair, repalletizing, tracking, documenting, and ordering the 600 plus training devices required by the Rotational Training Unit (RTU), Operations Group (OPS GRP), the Opposing Forces (OPFOR) and visiting training units. They also provide the same services for over 20 lines of the replicated ammunition stocks, some in excess of over 5000 individual items. Replicated ammo must be, painted, labeled, palletized, banded and stored neatly to be ready for issue to the rotational units.

(3) Devices Shop primary function is design construct and maintains the fleet of visual modifications (VISMOS) that replicate opposing forces equipment on the NTC Battlefield. Capabilities include wood working, metal working, plastic vacuum forming, modeling, and painting. Fabrications may be requested of the products defined within. Devices provided included rotational support distribution items such as: minefield marking equipment, simulated shape charges, simulated IEDs, simulated detonation cords, simulated Bangalore torpedo demolition kits, information display boards, terrain boards, briefing boards, simulated MICLIC training charges and practice anti-tank mines with accessory kits. VISMOS includes fabrication and maintenance of all VISMOS. This includes repairs and Preventative maintenance to part replacement and installation of new VISMOS kits. Preventive maintenance includes servicing, adjusting, aligning and tightening of components.

(4) Electronic Imaging Center (EIC) provides design, development and production of training related and official visual information. This includes, but is not limited to: information chart and displays, electronic and transparency briefings, training certificates, enlargements, lamination, electronic photo images, official photos and photographer support.

(5) Combat Training Systems (CTS) administrators are a category of training simulators consisting of interrelated components, parts, electronics, facilities and other resources (hereafter referred to as CTS) working together to simulate, replicate, facilitate, present, evaluate and deliver a rigorous set of combat training experiences. Contractor support of any CTS requires: (1) instruction; (2) operation; (3) maintenance; (4) promotion; and (5) administration, as well as ingenuity, initiative and innovation

(6) Tactical Engagement System (TES) Warehouse Tactical Engagement Systems and related equipment to include, but not limited to, Multiple Integrated Laser Engagement Systems (MILES) and instrumentation systems to support the RTU, opposing force and visiting training units for this effort. This mission includes tasks such as receipt, issue, turn-in, and storage responsibilities of TES equipment to support training.

(7) Battery Maintenance Shop supports all batteries required to operate all TADSS within the Fort Irwin TSC. Services to be provided consist of both using and lending batteries issued to all Fort Irwin units, Rotational Units, visiting training units and TES service providers. Scheduled preventive maintenance includes: inspecting, servicing, charging, storing, cleaning and appropriate maintenance actions to keep property in operating order as indicated in equipment specific publications

(2) Range Operations.

NTC G3 Range Operations Responsibilities: The installation's primary organization with responsibilities to supervise weapons firing on the installation and enforce safety and operational requirements, including scheduling and maintenance and positive control over range activities. It prescribes procedures to follow during live fire and lasing operations. Range Operations is the point of contact for controlling, scheduling, usage, and organizational maintenance for NTC ranges and training land.

G3 Range Officer -	760-380-4624
Range Operations Manager	760-380-4724
Range OPS 24-hour Firing Desk	760-380-3878 / Fax 380-3137
Range OPS Supervisor	760-380-3875
Range OPS Scheduler	760-380-4321
Range OPS Safety	760-380-4434 / 380-1925
Range OPS Range Supervisor	760-380-3314
Range OPS Training Area Supervisor	760-380-3724
Range OPS Property Manager	760-380-1919 / 380-7913
Range OPS Plans & OPS	760-380-1930

Duties of Range Operations include actions to—

1. Direct and enforce risk management controls pertaining to firing on ranges.
2. Plan, schedule, and operate the installation's ranges and perform organizational maintenance.
3. Plan, schedule, and supervise use of facilities, training areas (including restricted airspace), and supporting weapons.
4. Develop, publish, maintain, and enforce range and training area regulations, standard operating procedures (SOPs), airspace procedures, and firing bulletins.

5. Requisition, build, store, issue targets, target materials, and equipment.

6. Ensure that ranges are maintained and capable of meeting training needs according to the Army's Sustainable Range Program. The SRP establishes procedures to achieve optimum, sustainable use of training ranges and lands by implementing a uniform range and land management program.

Range Operations Functional Sections

1. Range Operations
 - 1) 24-hour Firing Desk Operations
 - 2) Range Scheduling (RFMSS)
 - 3) Rotational Training Coordination
 - 4) Initiates and controls MEDEVAC's
2. Range Safety
 - 1) Surface Danger Zones (SDZ&WDZ) & Weapon Danger Zones
 - 2) Training Event De-confliction
 - 3) Range Safety Certification
 - 4) OSHA Safety
3. FORSCOM Static Ranges
 - 1) Flat Range Operations
 - 2) Provides Computer Tower Operator Classes
 - 3) Target & Range Maintenance
 - 4) Training Coordination
4. Training Area Operations
 - 1) FOB & Town maintenance
 - 2) Range Police
 - 3) HVAC & Generator Maintenance
 - 4) Hands Across the Desert (HAD)
5. Heavy Equipment Operations
 - 1) Main Supply Route (MSR) Maintenance
 - 2) Quarry Operations
 - 3) Rock & Base Material inventory

6. Plans, Logistics and Modernization
 - 1) Property Accountability
 - 2) Range Complex Master Plan (RCMP)
 - 3) SRP Modernization
 - 4) NTC Range Regulation 350-3

(8) **References:**

AR 385-63, Range Safety Program
AR Regulation 710-2 Basic Ammunition Management Policies
AR 350-19 The Army Sustainable Range Program
AR 710-2-1 Requesting, Receiving, Hand-receipting, and Turning-in Training Ammunition
NTC REG 350-3
NTC 700-4 Logistics Ammunition Management
DA Pam 385-63
DA Pam 385-64
Training Circular No. 25-1 Training Land

h. NTC G3 Integrated Training Area Management (ITAM) Responsibilities: Responsible for ensuring that military, civilian, and contractor personnel request and receive maps/data IAW NTC Map Request and Distribution Standard Operating Procedures (SOP). The ITAM provides:

- a. The Army's ITAM program is a core program of the Sustainable Range Program (SRP) and is responsible for maintaining the outdoor classroom to help the Army to meet its training requirements. ITAM provides the capability to manage training lands by integrating mission requirements with environmental requirements and sound land management practices. ITAM establishes a systematic framework for decision-making and management by integrating elements of operational, Environmental, master planning and other programs that identify and assess land use alternatives. ITAM includes the following components:
 - b. Training Requirements Integration (TRI) provides trainers and range managers with technical information to balance training needs with land constraints
 - c. Land Rehabilitation and Maintenance (LRAM) improves and enhances training capacity through repair, maintenance, and reconfiguration of training land
 - d. Range & Training Land Assessment (RTLTA) collects data to determine training land conditions, identifies areas needing repair or reconfiguration, & supports range operations & modernization planning
 - e. Sustainable Range Awareness (SRA) educates trainers, range managers, and other land users on how to reduce impacts on training land
 - f. Geographic Information Systems (GIS) provides standard mapping and spatial analysis capabilities for ITAM, range operations, and modernization

i. NTC G3 Aviation Responsibilities to be conducted:

a. Advisor on All Aviation Operations.

b. Aviation Safety.

c. Army Representative to the FAA.

d. R2508 JPPB Executive Representative.

e. Aviation Operations - BLAAF Commander, Aviation Command Inspections, Air Traffic Control / Desert Radio, Airspace Coordination, Aviation Standards, Open Skies Coordination).

f. OSA And VIP Travel.

g. Advisor on All Aviation Operations. Provide aviation technical expertise for realistic training in preparation for world wide deployment to full spectrum combat operations.

h. Develop and publish NTC Aviation Publications (**NTC APG, NTC Supplement to AR 95-1, NTC Supplement to DA Pam 385-90**). Current versions of these publications may be obtained from all personnel listed under G3 AVN contacts.

i. Aviation Safety. The Installation Aviation Safety Officer (IASO) will work in conjunction with NTC G3 Aviation in accordance with NTC Supplement to **DA Pam 385-90** Army Aviation Accident Prevention Program and will provide:

1. Aviation safety expertise to NTC Headquarters and training elements.

2. Liaison for aviation accident investigation teams.

3. Track and compile accident statistics IOT advice NTC Command on trends and develop techniques to reduce risk while maintaining realistic training at NTC. Units will provide information IAW NTC Supplement to **DA Pam 385-90**.

j. Army Representative to the FAA. The G3 Aviation branch will coordinate airspace within Restricted Area 2502 with FAA separating training events from general aviation.

1. During scheduled rotations, participating units will coordinate aviation activities with the Eagle Team.

2. Off rotation and during scheduled rotations, non-participating aviation activities will be coordinated through NTC G3 Aviation. Procedures are outlined in the current version of the NTC APG. A current copy of the APG may be obtained as stated above in paragraph 1. a.

3. For paradrop operations additional coordination is required with Tarantula Team.

4. G3 Aviation will compile airspace usage data and submit required reports to FAA.

k. R-2508 CCB/JPPB Executive Representative. G3 Aviation is the command representative to both CCB and JPPB.

1. All airspace procedural issues within R-2508 and subsequently R-2502 will be coordinated with CCB through scheduled meetings.

2. Results of these issues and solutions requiring Flag Officer decisions will be presented /coordinated through JPPB during semi-annual/annual meetings as scheduled.

l. Aviation Operations - BLAAF Commander/Manager, Aviation Command Inspections, Air Traffic Control / Desert Radio, Airspace Coordination, Aviation Standards, Open Skies Coordination).

1. Use of any land within the boundaries of BLAAF will be coordinated with BLAAF Commander and/or BLAAF Manager prior to occupation.

2. Prior to training, unit aircrews will coordinate with BLAAF Manager or BLAAF ASO to receive the NTC Aviation Safety Brief. The NTC IASO will be the third POC for this brief.

3. Prior to redeployment from NTC, aviation or any unit using land at BLAAF will coordinate a clearing inspection with BLAAF Commander or BLAAF Manager. Any damage or hazardous waste removal will be the responsibility of the training unit. The BLAAF Commander, BLAAF Manager and BLAAF ASO are the only personnel authorized to sign for units to clear BLAAF.

4. The BLAAF Commander/ISO will conduct Aviation Command inspections as requested and as part of the no notice program. The current FORSCOM ARMS checklist will be used for these inspections.

5. Air Traffic Control/flight following will be provided by Desert Radio. All aircraft will follow procedures and use frequencies as outlined in the current edition NTC APG when contacting Desert Radio when operating within R-2502.

6. PPR requests will be submitted by contacting BLAAF Flight Dispatch or NTC Aviation Management Specialist and providing the information listed in the current edition of the NTC APG. Individual aircraft required distinct PPR's, however flights that will be participating in a scheduled training event may submit the flight on one PPR (will be coordinated in conjunction with the Eagle Team).

7. Aviation standardization issues will be coordinated with the ISO. Issues may be directed to ISO or through the Eagle Team for resolution.

8. Open Skies Treaty over flight notification will be within 4 days of each flight. If the route is outside our sector there will be no impact to training. When a flight plan is filed affecting NTC, we will receive an additional notification 24 hours prior to the flight. NTC G3 AVN will notify the chain of Command. All live fire and Green Flag West activities will be suspended 30 minutes prior to and after the flight in our airspace.

m. OSA And VIP Travel.

1. OSA missions shall be initiated via requesting installation OSA Validator. All requests will be submitted on DD Form 2768

2. For fixed wing support they should submit request to JOSAC.

3. For rotor wing support in the vicinity of Fort Irwin, request direct with NTC Protocol or G3 AVN.

n. 12CTS /GREEN FLAG-West Responsibilities are:

1. Combat Train Tactical Air Control Parties and aircrew in conjunction with Air Combat Command's GREEN FLAG-West Exercise. (Refer to OPS GRP for more information on GFW).

2. Combat Train Battlefield Weather Airmen and rotational BCTs in conjunction with NTC Exercises.

3. Liaison with NTC and Operations Group leadership on proper application of airpower.
4. Advise NTC and Operations Group leadership on all USAF related issues and concerns.
5. For additional details refer to Appendix F this regulation

o. NTC G3 Program Management Office responsibilities are:

1. Administration of G3 Budget.
2. Contract Administration.
3. Civilian Personnel Administration.
4. CTC Issue Sheets and Budget Formulation.
5. 5. Liaison with NTC G8.
6. 6. DTSA for G3.

p. NTC G3 Army Special Operations Forces (ARSOF) Responsibilities are:

1. Provide an external operational SOP containing the office identification within the GE ARSOF, contact information, supporting and planning capability of the G3 USSOCOM.

2. General

a. The Commanding General, NTC, is responsible for the planning, coordinating, approval, and execution of SOF training at the NTC. The NTC SOF Plans section, SOCOM SPRC and the appropriate service component SOF exercise control elements provide assistance and support to the NTC in support of SOF training conducted during CTC rotations.

b. The G3, NTC, is the POC for all SOF units (Army, Navy, USMC, and Air Force) conducting training at the NTC. All communications regarding rotational planning, coordination, and (foreign) Partner Forces support must be routed through G-3, NTC. During the rotation, NTC SOF Plans, supervises the Joint Special Operations Task Force (JSOTF) (White Cell) and Exercise Support Group to facilitate SOF and Partner Force (PF) units achieving their training objectives.

c. National Training Center SOF Plans provides assistance to U.S. Army Rangers and Joint SOF (Navy Special Warfare (NAVSPECWAR) Training Detachment (TRADET)), Marine Special Operations Command (MARSOC) Exercise Control Branch (ECB) or the Air Force Special Operation Command (AFSOC) equivalent) Observer Coach Trainers (OC/Ts) or evaluators during their rotations to facilitate integration within the NTC system as requested by the Commander, Operations Group (COG). The Special Operations Training Detachment (SOTD) is responsible for the coordination and resourcing of Observer Coach/Trainers for Special Forces (SF), as well as supporting AC Civil Affairs (CA), AC Psychological Operations (PSYOP) and other Army supporting RTUs at NTC. The parent unit of all other SOF RTUs is responsible for manning and resourcing SOF specific Combat Trainers (CTs) or evaluators.

d. The NTC SOF Plans is responsible for the planning, coordination, and integration of SOF units with the Live-Fire Division to ensure SOF and PF units achieve their live-fire training objectives. During SOF live-fire training, training must be IAW SOF service-specific and NTC range and safety regulations unless waived by CG, NTC.

3. Special Operations Forces Participation in National Training Center Rotations

a. In accordance with **USASOC 350-50**, USASOC will execute at a minimum seven CTC rotations per FY. The NTC G3, in concert with NTC SOF Plans, SOTD, TRADET, ECB, and AFSOC is the scheduling agent for SOF training at the NTC. Initial requests for training will be directed to G3, NTC.

b. The optimal force package for SF, NAVSPECWAR, or MARSOC Rotational Training Units (RTUs) is one Special Operations Task Force (SOTF) Headquarters; two Advanced Operational Bases (AOBs), Isolation Facility (ISOFAC) or special operations command and control elements (SOCCEs), six Operational Detachments (Alpha) (ODA) with four ODAs maximum at NTC and two training at out-stations, and organic or attached enablers. A SOTF is the deployed configuration of an SF battalion, NAVSPECWAR Team, or MARSOC Battalion. An AOB, ISOFAC, or SOCCE is a deployed configuration of an SF Operational Detachment (Bravo), NAVSPECWAR Troop, or Marine Special Operations Company. The NAVSPECWAR equivalent of the SF operational detachment alpha ODA is a platoon. The MARSOC equivalent is a Marine Special Operations Team. The USASOC, NAVSPECWARCOM, or MARSOC are their respective approval authorities for exceptions to this optimal force package.

c. The AC CA optimal force package is one Civil-Military Operations Center and five Civil Affairs Teams (CATs) .

d. The AC PSYOP optimal force package is one tactical PSYOP detachment and four tactical psychological operations teams (TPT).

e. The SOTF must be established at a location from which it can provide effective C4I to its subordinate elements from 48 hours prior to the execution of any training through 48 hours after the completion of all training. The NTC SOTF Compound at the RUBA is designed for this purpose.

f. When available, Special Operations Aviation or other tasked aviation units support the SOF infiltrations and exfiltrations. These aircraft can collocate with the SOTF or base at a location that appropriately supports the SOTF. At a minimum, the aviation element will provide a planning staff (LNO) to the SOTF.

g. The SOTF must conduct at least two Joint or Combined missions integrated into the BCT area of operations. The remaining missions may be conducted at selected locations throughout the Southwestern United States that support the rotational SOF unit commander's training objectives.

h. Advanced operations/operational base or SOCCE **participation in the LTP is highly recommended** to ensure integration with conventional force operations. Recommended minimum personnel are the AOB or SOCCE Commander, Ops/Intelligence (Intel) NCO (18F) and Communications NCO (18E).

i. Special Operation Forces (SOF) will operate under direct 52ID control. Liaison teams with maneuver elements allow training in coordinating force protection, CSAR, or infiltration/extraction type missions. SOF OC/Ts will notify the Town OIC and/or Town Leadership at least one hour prior to SOF RTU elements entering a town. Coordination should include the SOF task/purpose, locations they intend to operate, and personnel they intend to contact. OC/Ts may delay SOF entry into a town in order to meet the minimum one hour coordination requirement. For all other maneuver guidance refer to Operations Group EXOP, Chapter 3, para 3-5.

4. ARSOF Rotation Planning:

a. The NTC SOF Plans, SOTD, NAVSPECWAR TRADET, MARSOC, ECB, and NTC Operations Group all coordinate closely to develop and support a SOF scenario that meets both the SOF unit commander's and the rotational BCT commander's training objectives.

b. In addition to the BCT planning and training sequence listed in Appendix D, Unit Planning and Training Sequence, and **United States Army Special Forces Command Reg 350-1**, the SOF-specific training sequence is provided in Chapter's 13, 14, 15 and 16 in this regulation (**NTC REG 350-1 Training**).

q . G3 SCHOOLS (Civilian and Military)

a. Responsibilities and Schools Process:

1. G3 Schools: Responsible for all training assistance on and off Fort Irwin. Provides all required reports to Forces Command (FORSCOM) to include but not limited to the Fort Irwin WLC OML report and the Fort Irwin Military Training Specific Allotment (MTSA) and Non-MTSA Funded Schools report. Ensures all tenant units are given the appropriate classes by all means to include Video Tele-training (VTT), Mobile Training Team (MTT), local instructor, and Temporary Duty (TDY). Manages MTSA funds and oversees all MTSA funded Defense Travel System (DTS) authorization and vouchers. Organize and schedule ground and air transportation for all G3 coordinated group travel. Process all Fort Irwin Army Training Requirements and Resources System (ATRRS) request, deletions and deferments. Assist units in coordination of training courses and submits all Training Resources Arbitration Panel (TRAP) request to FORSCOM.
2. Brigade Level Schools: Coordinate all training issues with G3 Schools. Responsible for attending the Post Schools meeting scheduled on training day seven (TD7) of each National Training Center (NTC) rotation at 1330 in the G3 conference room. Responsible for turning in paperwork complete with all appropriate required information. Ensures all required submissions for allocated training slots are turned in within time allotted. Failure to do so will result in the loss of their allocated slots. Lost allocated slots will go to submitted alternates ready to go at time of final submission date. Ensures OMLs are completely scrubbed and turned into G3 schools five working days prior to the 15th of every month. Ensures their Brigade Command Sergeant Major (CSM) is aware of all Noncommissioned Officer Education System (NCOES) reservations, deletions, and deferments. Will ensure that all service members scheduled to attend any course are within prescribed regulations, meet all prescribed requirements, arrive on time, and possess the required equipment. Will be present at the start of all courses on Fort Irwin, including WLC departures and arrivals.
3. Leaders and Supervisors: Ensure all training requested is necessary for the professional development/advancement of the Soldier, mission requirement, or the enhancement of the command. Prevent any mission hindrances to course attendance and reschedule appointments outside of course timelines. Submit through the appropriate channels to the G3 Schools any changes on the attendee's status that will preclude them from attending training (see Appendix A). All Soldiers attending any course on Fort Irwin will be treated as TDY Soldiers attending training elsewhere and will be required to stay in class throughout the duration of the course. Ensure financial obligations incurred during attendance to official training are reconciled within 30 days of completion of training.
4. Personnel attending training: When TDY, before submitting DTS authorization, ensure unit Organizational Defense Travel Administrator (ODTA) verify requirements/entitlements with appropriate school. After completing the course, submit travel voucher within five working days of completion of travel and submit copy of training certificate IAW Brigade Level Schools SOP. Use guidance from the Joint Federal Travel Regulation (JFTR), the MTSA Handbook, and the Brigade Level Schools NCO for all DTS submissions.

b. Reference: National training Center and Fort Irwin Military Schools Standing Operational Procedures (SOP). Located on CLOUD: (760) 380-3880
https://west.esps.disa.mil/army/sites/NTC_HQ/G3/PLANS/SitePages/Home.aspx

NTC G3 Schools Civilian Schools: References

Regulation	Topic
NTC Reg 672-20 Incentive Awards 15 Apr 11.pdf	Incentive Awards
NTC Reg 690-10 18 Apr 88.pdf	On the Job Injuries and Illness
NTC Reg 690-11 26 Jun 96.pdf	Merit Placement and Promotion
NTC Reg 690-12 1 Jun 90.pdf	Civ Personnel Training Committee
NTC Reg 690-13 1 Oct 96.pdf	Pay Administration
NTC Reg 690-2 1 Dec 96.pdf	Training and Development
NTC Reg 690-3 1 May 90.pdf	Management of Civilian Positions
NTC Reg 690-5 15 Jun 83.pdf	SHARP (Severely Handicapped Recruitment Program)
NTC Reg 690-7 15 Jun 83.pdf	FEORP- Federal Equal Opportunity Recruitment Program
NTC Reg 690-792-1 1 Aug 90.pdf	Civilian Wellness Program
NTC Reg 690-990-2 30 Oct 98.pdf	Hours of Duty Leave and Absences
NTC Reg 690-990-2-1 12 Sept 97.pdf	Alternative Workplace Program- Flexiplace
NTC Reg 690-990-3 20 Jul 97.pdf	Alternative Dispute Resolution

Table 2-1 NTC G3 Schools Civilian Schools

This SOP is applicable to all civilian and military personnel assigned or attached to Fort Irwin and any elements requesting training assistance through G3 Schools. In no way is this SOP intended to supersede any Army Regulation or DA PAM already in place. Exceptions to this Policy will only be approved by the NTC G3 Office.

c. Areas of interest covered in this SOP:

- Purpose, Applicability, Responsibilities, and Schools Process
- School Request, Cancellations, and Deferments
- Mobile Training Team (MTT) and Video Tele Training (VTT) Request
- Warrior Leader Course (WLC)
- Order of Merit List (OML) and Reporting
- Travel, Assistant Instructor
- Points of Contact
- Appendix List

r. G3 Security/ Operations Security (OPSEC) All of the below is extracted out of the G3 OPSEC Regulation:

(1) BACKGROUND AND MISSION

The NTC mission covers a large spectrum of responsibilities. We provide realistic, joint and combined arms training in multi-national venues across the full spectrum of conflict set in a contemporary operating environment.

(2) SECTION 2.3 PURPOSE

OPSEC is a commander's program designed to safeguard sensitive organizational program information, operations and activities which, if exploited, could hinder or defeat current or future plans and activities. This is accomplished by the identification and elimination or control of vulnerabilities that might be exploited by intelligence and open source analysis.

This **OPSEC plan** is designed to outline procedures to be followed by NTC personnel and missions in order to minimize or reduce to an acceptable level the vulnerabilities of friendly actions to adversary exploitation. The OPSEC Officers and/or Coordinators will analyze NTC activities to determine vulnerabilities to the program. This plan establishes responsibility for OPSEC and provides policy and guidance for the implementation of OPSEC measures.

OPSEC measures designed to eliminate or reduce these vulnerabilities to an acceptable level have been established and implementing instructions are identified in this plan. The list of OPSEC Indicators at **ANNEX B in the OPSEC Plan** provides indicators which, if not eliminated or suppressed, provide the adversary an intelligence advantage. This list is not comprehensive, as indicators must be constantly considered and guarded against.

SECTION 3.0 RESPONSIBILITIES.

2.3.1.i General. The NTC leadership regards OPSEC as a very important issue and has provided the following Points of Contact (POCs) in the event that additional OPSEC information is required. The OPSEC Officers and/or Coordinators will record and process issues or events. In the event that additional support is required, all requests for additional support shall be cleared with the unit OPSEC Officer prior to the forwarding of the request.

NTC Point(s) of Contact for OPSEC Matters:

NTC OPSEC Program Manager - (760) 380-3353
Alternate NTC OPSEC PM (760) 380-8407

2.3.2.i Command Responsibilities. Operations Security is the commander's tool for protecting the mission, soldiers and other areas under his or her control by securing the information that may be exploitable by adversarial forces. NTC Operations Security program is the responsibility of the Commanding General, Headquarters, National Training Center and Fort Irwin, who relies upon all Staff agencies, which will assist within their areas of interest in the accomplishment of this function. The NTC command places special emphasis on the utilization of OPSEC in order to afford every possible opportunity to preserve the mission effectiveness and personal safety of NTC personnel.

2.3.3.i NTC Deputy Chief of Staff, G3 is the overall coordinator of the NTC OPSEC program and has primary staff responsibility for its implementation and success. The NTC Deputy Chief of Staff G-3 serves as the Commander's principal staff officer for overall management of the OPSEC program and designates responsibilities to the HQ NTC G3 OPSEC Program Manager and alternate, and HQ NTC Staff OPSEC Officers. (refer to Appendix W to this regulation).

2.3.4.i NTC Subordinate Commands (Units Assigned and/or Attached to the NTC) will: Ensure that each command has a designated OPSEC Officer on orders and a copy of the orders be provided to the NTC OPSEC Program Manager. All NTC units and staff agencies have the responsibility to implement sound OPSEC procedures within their own areas. The planning cell should consist of subject matter experts (SMEs) from (but not limited to): G1, G2, G3, G4, G6, G8, Secretary of the General Staff (SGS), Staff Judge Advocate (SJA), Inspector General (IG), Chaplain, and Public Affairs Office (PAO). Other SME's as needed.

2.3.5.i The NTC OPSEC Program Manager/Officer is responsible for developing the **OPSEC Plan** and monitoring its implementation and operation to ensure compliance. The NTC OPSEC Program Manager will chair the NTC OPSEC Steering Committee/Working Group as the Commander's representative. The NTC OPSEC Program Manager:

- (1) Ensures and recommends NTC OPSEC Policy and procedures for the Headquarters, NTC and subordinate units attached and/ or assigned on Fort Irwin.
- (2) Organizes and chairs the Command NTC OPSEC Steering Committee/Working Group.
- (3) Recommends and assists in the development of OPSEC measures to be implemented with the command.
- (4) Develops & recommends Essential Elements of Friendly Info (EEFI) & OPSEC measures for the command.
- (5) Conducts OPSEC review of operational and planning documents to be distributed outside of HQs, NTC.
- (6) Coordinates with the Public Affairs Officer to ensure an OPSEC review is always considered prior to release of information concerning the command and command programs/projects.
- (7) Coordinates and conducts OPSEC surveys and assessments.
- (8) Creates and implements OPSEC awareness programs, to include post newspaper articles, posters and other effective means of information dissemination.
- (9) Monitors the OPSEC program of NTC subordinate units by reviewing OPSEC plans, Inspector General Reports, and exercises evaluations, and conducting OPSEC inspections.
- (10) Ensures that OPSEC Annexes for component OPLANS are prepared by the appropriate plans officer, with technical assistance from the OPSEC Officer.
- (11) Participates as the OPSEC Officer for the Force Protection Inspection Team and a member of the Force Protection working group.
- (12) Ensures all Command Group and staff personnel participate in annual OPSEC Training, in accordance with **AR 530-1 and this plan**. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.
- (13) HQ level OPSEC staff, to include both primary and alternate OPSEC Manager, will attend the annual Interagency OPSEC Support Staff (IOSS) National OPSEC Conference in order to maintain currency of knowledge, threats and requirements.
- (14) Performs other duties and responsibilities as defined in **AR 530-1**.

2.3.6.i The Deputy Chief of Staff, G1 and Staff provides:

- (1) Designate the G1 OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.
- (2) Identify sensitive aspects of personnel functions and provide critical information that could be exploitable by adversaries.
- (3) Periodically review and update G-1 physical security programs within the Headquarters and develop plans to expand these programs, as required, during periods of increased vulnerability.
- (4) Assist the G3 in developing OPSEC annexes to the NTC Concept plans.

- (5) Ensure all G1 personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan.
- (6) Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.7.i The Deputy Chief of Staff, G2 and Staff provides:

- (1) Designate the G-2 OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.
- (2) Identify sensitive aspects of intelligence operations and provide critical information that could be exploitable by adversaries.
- (3) Develop and provide an evaluation of hostile intelligence collection capabilities and intents towards opposing the NTC mission. To be considered, both intent and capability must exist. This evaluation will consider both internal and external threats, and will address:
 - (a) Intent and capabilities to act against the NTC
 - (b) Known Objectives
 - (c) Possible actions
- (4) Advise and assist the NTC Commander and Staff on protective measures required to safeguard defense information and military operations/activities.
- (5) Assist other staff agencies in developing OPSEC policies and procedure and prepare training programs pertinent to all intelligence, counterintelligence, and security aspects of the OPSEC program.
- (6) Continually update the G3 on success or recent hostile intelligence collection activity.
- (7) Assist the G3 in developing OPSEC annexes to NTC CONPLANS/OPLANS.
- (8) Periodically review and update information security programs within the Headquarters.
- (9) Ensure all G2 personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.8.i The Deputy Chief of Staff, G4 and Staff provides:

- (1) Designate the G4 OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.
- (2) Identify sensitive aspects of logistics operations and provide critical information that could be exploitable by adversaries.
- (3) Review administrative and logistics plans to ensure adherence to OPSEC policies and procedures.
- (4) Develop plans for expanding OPSEC protection measures for all logistics operations during periods of increase tensions.
- (5) Assist the G3 in developing OPSEC annexes to **NTC CONPLANS/OPLANS**.
- (6) Ensure all G4 personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.9.i The Deputy Chief of Staff, Public Affairs Office (PAO) and Staff provides:

- (1) Designate the OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.
- (2) Serves as the designated release authority to audiences, both internal and external, for information about the command, its programs and projects.
- (3) Conducts necessary coordination across staff functions to ensure OPSEC is considered prior to release of information.
- (4) Consider the security of classified/sensitive/close hold information when preparing command information (internal information), public information (external information), and community relations activities.
- (5) Maintain awareness of sensitive issues within the Headquarters, Department of the Army (DA)/Joint Chiefs of Staff (JCS)/Department of Defense (DOD) in order to coordinate/respond/react to media queries and Freedom of Information Act (FOIA) requests.
- (6) Assist the G3 in developing OPSEC annexes to NTC CONPLANS/OPLANS.
- (7) Coordinate print/broadcast materials that may have OPSEC implications with G2 before public release/announcement is made.
- (8) Ensure all PAO personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.10.i The Deputy Chief of Staff, G6 and Staff provides:

- (1) Designate the OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.
- (2) Identify aspects of communications and develop critical information.
- (3) Develop plans to constantly upgrade the secure communications capability of the Headquarters to maintain state-of-art secure communications compatibility with Higher/lower Headquarters as appropriate. Conducts necessary coordination across staff functions to ensure OPSEC is considered prior to release of information.
- (4) Support OPSEC measures through Technical Controls
 - (a) Provide secure systems and networks IAW the Army Information Assurance (IA) Program.
 - (b) Ensure positive network control through planning, upgrading, integrating, and maintaining state-of-art and secure IA/information technology (IT) systems.
 - (c) Ensure appropriate security measures are taken to protect IT equipment operations.
 - (d) Maintain the status and availability of NTC identified mission critical systems to the warfighters.
 - (e) Oversee compliance with the Information Assurance Vulnerability Alert (IAVA) program.
 - (f) Implement a "Defense-in-Depth" network security program.
 - (g) Conduct network vulnerability assessments to maintain acceptable risks for classified, Global Command Control Systems (GCCS) and unclassified systems.

(h) Define verify, validate, and certify all existing and new Information Systems (IS), or changes to existing IS to include network security requirements appropriate to the concept of operations and incorporated into the system development and accreditation and certification process IAW **DODI 5200.40**.

(i) Implement protection requirements to comply with Army-Wide Network Security Improvement Plan (NISIP), to include the Computer Defense Assistance Program (CDAP).

(j) Develop and maintain the identified mission essential system backup and Continuity Plan for the unclassified systems.

(k) Ensure all classified Communication Security (COMSEC) information is handled and controlled IAW national, DOD, and DA directives.

(l) Provide a strong authentication and identification system to control access to NTC Non-Secure Internet Protocol Router Network (NIPR) and the Secret Internet Protocol Router Network (SIPRNET).

(m) Detect and Eliminate unauthorized dialup systems to minimize network backdoors into the Army networks.

(5) Ensure all G6 personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.11.i The Deputy Chief of Staff, G8 and Staff provides:

(1) Designate the G8 OPSEC Officer in writing and a copy of the memo will be provided to the NTC OPSEC Officer. This individual will be a member of the NTC OPSEC Steering Committee/Working Group.

(2) Identify aspects of Resource Management operations and develop critical information.

(3) Review administrative and resource management plans to ensure adherence to OPSEC policies and procedures.

(4) Develop plans for expanding OPSEC protection measures for all resource management operations during periods of increased tensions.

(5) Ensure all G8 personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.12.i The Secretary of the General Staff (SGS) provides:

(1) Support the NTC OPSEC Manager in the Identification of sensitive aspects of the Command Group activities/operations and develop critical information.

(2) Ensure all Command Group personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.13.i The Inspector General (IG) and Staff provides:

(1) Identify sensitive aspects of the IG activities/operations and develop a Critical Information List.

(2) Review administrative management plans to ensure adherence to OPSEC policies and procedures.

(3) Ensure all IG personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.14.i The Staff Judge Advocate (SJA) and Staff provides:

- (1) Identify sensitive aspects of the SJA activities/operations and develop Critical Information List.
- (2) Review administrative management plans to ensure adherence to OPSEC policies and procedures.
- (3) Ensure all SJA personnel participate in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.

2.3.15.i The Chaplain and Staff provides:

- (1) Identify sensitive aspects of the Chaplain activities/operations and develop critical information list.
- (2) Ensure all Chaplain Personnel participates in annual OPSEC training, in accordance with **AR 530-1** and this plan. Ensure new personnel receive required OPSEC Training within the first 30 days of assignment.
- (3) All NTC subordinate commands and staff agencies have responsibility to implement sound OPSEC procedures within their own areas. They serve as the principal advisors on all OPSEC matters and will:
 - Coordinate all OPSEC policy responsibilities and procedures.
 - Revise the OPSEC Plan as necessary.
 - Accumulate and disseminate updated threat information.
 - Conduct OPSEC briefing(s) prior to deployment and during daily debriefs.
 - Support the NTC OPSEC Program by providing SME support and data.

2.3.16.i NTC PERSONNEL

NTC personnel, to include military, civilians and contractors, are required to attend (initial, annual, or refresher) OPSEC briefing/training. Personnel must comply with all OPSEC principles and procedures.

2.3.17.i TRAINING- extracted from Appendix E, NTC OPSEC PLAN

1. Commanders will develop training programs to conduct Operations Security training within NTC as described below:

a. Orientation training. Provide this to all newly assigned personnel within 30 days of assignment to NTC. This training will focus on the following areas:

- (1) The local, multidiscipline adversary intelligence threats.
- (2) How adversaries seek information on NTC capabilities, intentions, and plans.
- (3) How OPSEC compliments traditional security programs to maintain essential secrecy of capabilities, intentions, and plans.
- (4) Specific guidance on the CIL to protect and OPSEC countermeasures to prevent inadvertent disclosure.

b. OPSEC awareness training. Provide reminders of the importance of sound OPSEC practices needed to deny or control information about NTC capabilities, intentions, and plans from adversary intelligence services. This training consists of:

- (1) OPSEC news releases in local command publications.

(2) OPSEC posters in unit areas.

(3) OPSEC information bulletins on unit bulletin boards.

(4) OPSEC awareness briefings by unit commanders at commander's calls.

c. OPSEC Officer training. Commanders will provide OPSEC Officers with training opportunities that will teach the skills necessary to perform the duties of the OPSEC Officer.

1. OPSEC training will be conducted by all units assigned NTC.
2. Unit OPSEC Officers will schedule and coordinate all above listed training.
3. The NTC OPSEC Program Manager will assist subordinate unit OPSEC Officers in preparing required training.

2-4. ACofS/G4 Logistics:

a. General. G4 is the organization works to ensure that Senior Commander (SC) logistics operations requirements are satisfied in a timely and adequate manner. The director provides the G4 staff administrative guidance, civilian employee actions, pay administration policy and procedural guidance, as well as day-to-day guidance generated by the SC. The primary mission of the G4 is to set the condition for successful logistics operations for Fort Irwin, the National Training Center, and Rotational Training Units during NTC rotations. To develop and enforce logistics, plans, policies, procedures, and programs supporting all NTC/ Fort Irwin MSCs; ensuring units are equipped, ready to successfully perform assigned missions at the NTC or during deployment operations and to train our logistics warriors.

b. The G4 is responsible to provide world class support in maintaining and enhancing the combat readiness of assigned FORSCOM units. The G4 plans, synchronizes, coordinates, and executes logistics operations. The G4 serves as the principal logistics analyst for the SC. The G4 staff is responsible for coordinating actions with outside agencies to develop and implement logistics plans, policies and facilitate logistics support to the Senior Commander's (SC) mission. The G4 assists the SC in the following logistics areas: equipping and sustainment operations; Assists with equipment sourcing (fielding/transfers/SF purchases); transportation oversight; supply (CL I, II, III(B, P) IV, V, VII, IX); food service; STAMIS architecture, monitoring and training; property accountability to include asset visibility and Command Discipline Programs (Supply, Food, Maintenance and Contracting); USR readiness and equipment on hand review; contingency planning and wartime support requirements.

c. G4 Responsibilities are as follows:

- (1) Ensures coordination and synchronization of effort with FORSCOM, AMC, IMCOM & DA.
- (2) Disseminate logistics policy, plans and orders to Unit S4s.
- (3) G4 personnel coordinate with the FORSCOM (FC) G4 Action Officer/Subject Matter Expert directly for routine reports, issues, inquiries, RFAs and RFIs not requiring a formal staff response or tracking.

d. Functions & Responsibilities.

(1) **Supply and Services.** The G4 staff performs supply program management functions. They work to synchronize functional management of the Army Stock Record Accounts and associated property accountability for FC units. The G4 coordinates logistics activities with S4 staff, Garrison, AMC, ASC and FC logistics staffs. Provide staff logistics oversight and input to Force Integration and Force Management processes. The G4 ensures support for equipment accountability, availability, spare parts, and service. The G4 receives, records, edits, and processes Financial Liability Investigation of Property Loss (FLIPL). Oversees FLIPL processing and advises Hand Receipt Holders and managers on property procedures. The G4 advises and manages logistic support contracts of task orders as required. Advise the NTC Commander on matters pertaining to logistics. Develops and enforces logistics plans, policies, procedures, and programs supporting all NTC/ Fort Irwin MSCs; ensuring units are equipped and ready to successfully perform assigned missions at the NTC or during deployment operations. Train our logistics warriors.

(a). Command Supply Discipline Program (CSDP) The G4 manages the NTC Command Supply Discipline Program. The G4 assists the SC in the management and administrative aspects of the program by analyzing and evaluating new/proposed operational directives. Analyzes short range and projected long-range requirements to forecast and ensure adequate plans are in place to cover activities. Provide SC's evaluation of the Command Supply Discipline Program (CSDP) and Chief of Staff Army Supply Excellence Award. Augment command inspections ICW MS IG.

(2) **Asset Visibility.** The G4 staff ensures Major Subordinate Commanders (MSC) or their designated PBOs within the NTC footprint account for all property records; management of records for all leased, loaned and borrowed equipment and transfers into and out of the Property Book. Oversees Hand Receipt Holder Accounts and accounts for all property records. Utilizes the Property Book Unit Supply System Enhanced (PBUSE)/ Global Combat Support System-Army (GCSS-A) to ensure NTC FORSCOM organizations are accurately accounting for

excess and all non-expendable property. Validate and verify that all authorized equipment is on hand or on request during monthly Unit Status Report IAW **AR 220-1**. Work with FORSCOM G4 to expedite unit requisitions on required authorized shortages. Ensures all requisitions for the purchase of equipment, personal property, and supplies are properly processed according to all applicable Army Regulations. Ensures all property acquired either on-site or off-site, is properly managed. Challenges requisitions on the basis of economy and supply discipline; Works with management and personnel to settle problems of a special, controversial, or technical nature, as they occur, regarding all phases of property management; Returns to originating elements unjustified requests for further justifications and rejects requests, which cannot be justified in light of the mission, funds, or other available alternatives; Serves as point of contact and advisor for auditors, inspectors, and investigators, by explaining and justifying overall local policies and procedures used to account for property. Review all credit card purchases to ensure proper authorization, priority designation, and accountability on the property book.

(a) Lateral Transfers/ Equipment Sourcing The G4 monitors and synchronizes the disposition of excess equipment; reports and receives equipment disposition instructions from FC G4 and disseminates as appropriate. G4 is responsible for equipment redistribution. FORSCOM G4 issues lateral-transfer directives through the G4 based on mission requirements. G4 monitors DA and PM directed L/Ts and LCMC disposition instructions and ensures FC is aware of disposition instructions and transfers are coordinated and tracked.

(b). Provide oversight and management of tactical supply activities (includes receipt, storage and issue of materials in class II, VII, and IX).The G4 coordinates with FORSCOM G4, LRC and AMC to ensure continuous class II, IV, V and IX support to FORSCOM units on the installation. The G4 provides oversight of OCIE and RFI issues for units. AMC is the Army proponent responsible for ensuring CIF operations are in compliance with Army policy.

(c). Standard Army Information Management System (STAMIS). Provide staff level oversight of automation functionality and logistics automation support for NTC FORSCOM units. Coordinate and assist units with issues and problems arising from utilization of automation programs and systems, including but not limited to SARSS, SAMS-E, LIW, TC-AIMS II, PBUSE, DST, GCSS-Army and SLAMIS. Track status and interoperability of logistics automation systems on-hand in FORSCOM units. Conduct analysis, recommend solutions and implement guidance to logistics automation problems/challenges.

(d). Equipment Fielding. The G4 monitors MTOE changes, BOIPs and new equipment fielding's to ensure units are sourced with the right equipment, disposition of replaced equipment is coordinated, and property accountability is established for new equipment. In the absence of the unit, the G4, along with the G3 performs the Force Modernization gaining command's responsibilities as outlined in **AR 700-142**. The gaining Command has the responsibility to prepare the Mission Support Plans on the installation IAW AR 700-142. As part of Reset activities/responsibilities, the G4 will work with the G3, IMCOM, ASC and FORSCOM to resolve issues arising from proposed force modernization fielding before forward elements redeploy.

(e). Deployment Support. Units identify all Unit Maintained Equipment (UME) candidates to the G4 and installation Logistics Support Team (LST) no later than 60 days prior deployment date (120 days for aviation equipment). Units identify excess and request disposition instructions for major end items through the G4. Deploying units that cannot execute transfer directives will notify the G4. The G4 will receive transfer directives from FORSCOM G4 and pass to the Rear Detachment for the execution. The G4 assists rear detachments to account, maintain, and report readiness status of all retained equipment.

(3) Maintenance. G4 assists the MSC in the management of the materiel maintenance program. The G4 coordinates, oversees, reports and monitors ground readiness. G4 assists the MSC S4 in the management and administrative aspects of the program by analyzing and evaluating new/proposed operational directives. G4 analyzes short-range and projected long-range requirements to forecast and ensure adequate plans are in place to cover activities. Monitor and report on materiel readiness as requested by the MSC or directed by FORSCOM G4. The MSC staff must evaluate availability of materiel and relationships with other programs and agencies to synchronize weapons systems and equipment support. Provide oversight on maintenance activities in support of unit training/ operations/deployments - analyze short range and projected long-range requirements to forecast and ensure adequate plans are in place to cover activities. Prepare and coordinate maintenance reset plans for deployed units. G4

coordinates with deployed organizations and assists with the preparation of the reset plans. G4 coordinates with FORSCOM on the installation on reset plans. G4 coordinates with LST, LRC/DOL, and FORSCOM in the resolution of maintenance issues.

(a) Modification Work Order Program

- (1) G4 provides staff oversight and assist subordinate commands in the implementation and management of their MWO program.
- (2) G4 appoints an individual as the installation MWO coordinator and ensure application of the MWO is recorded accurately and timely into MMIS by subordinate command MWO coordinators.
- (3) The installation MWO coordinator's responsibility to properly coordinate all fielding team visits with the appropriate points of contact for the corresponding MWO level.
- (4) Attend the annual Army modification coordination workshop.

(b) Subordinate commanders designate an individual as the MWO coordinator. It is the MWO coordinator's responsibility to verify application of the MWO and ensure the accurate and timely recording of applied MWO data into the Modification Management Information System (MMIS). No MWO is authorized for an application unless it has an approved MWO Number that is the product of the MWO process IAW **AR 750-10 paragraph 4-2**. Commanders will not allow their equipment to be modified unless there is an official MWO. Applications and MWO kits are provided at no cost to the user per statutory requirements as interpreted in **DOD 7000.14-R**. Units will not requisition MWO kits based on the MWO itself without prior approval of the MATDEV.

(c) **Safety of Use Messages.** Coordinate and disseminate Safety of Use Message (SOUM). G4 provides staff oversight and assists subordinate commands with management and compliance of SOUM's that require a reportable action. The G4 monitors MMIS to ensure subordinate compliance with SOUM as directed in the SOUM instructions. This procedure will also be followed for Ground Precautionary Messages (GPM's), Maintenance Advisory Messages (MAM's) and Ground Precautionary Actions (GPA's) that require a reportable action.

(d) **Combat Vehicle Evaluation Program:** Combat vehicles are selected as candidates for recapitalization and overhaul during peacetime under the CVE program. Subordinate commands will report combat vehicles requiring depot maintenance support to the NTC G4 CVE coordinator in order to receive disposition instructions from TACOM / AMC.

(1) Combat vehicles reaching a mileage or hour interval prescribed by AMC are inspected by depot-level teams to identify vehicles requiring overhaul. Only the vehicles meeting the scoring criteria are directed for return to an AMC depot. A copy of the evaluation will accompany the vehicle when it is sent to an overhaul facility. Approved repair candidates are scheduled through NTC G4 and turned in to depot maintenance shops per the CVE program.

(2) Combat vehicles that do not yet reach the prescribed mileage or hour threshold but are considered to be overhaul candidates by the user unit may be nominated by the subordinate command CVE coordinator to NTC G4 for evaluation by the teams.

(3) When a replacement item is not available and the depot cannot overhaul and return it to user, the NTC G4, may authorize units to continue using the item at a low priority/low usage rate until a replacement is available.

(e) **Installation TMDE Program:** G4 provides staff oversight and assist subordinate commands in the implementation and management of their TMDE program. Commander's will-

- (1) Designate in writing a calibration coordinator.
- (2) Identify their TMDE support requirements to the TMDE laboratory located in building 812.

(3) Compare their property books with TB 43–180 to initially determine the C&RS requirements for their instruments. Upon request, the TMDE support activity (TSA) can provide technical assistance to the TMDE owners/users in their identification of TMDE requiring support.

(4) Ensure all TMDE is identified to include TMDE that may be embedded in sets, kits, outfits, or other assemblages. Initial identification of TMDE requiring C&RS is coordinated with the NTC G4 for proper documentation. Additions, changes, and deletions in TMDE inventories that require C&RS shall be identified to the NTC G4 calibration coordinator.

(5) Turn in TMDE, to include all operator documentation and basic issue items that are in excess of authorizations, through appropriate channels, for redistribution.

(6) Develop and execute training programs that will attain and maintain the highest level of proficiency among personnel in the use, maintenance, and calibration of TMDE.

(7) Report TMDE problems that affect unit readiness to the NTC G4 calibration coordinator.

(8) Take appropriate actions to remove unnecessary and/or outdated TMDE from their requirements and authorizations documents.

f) Army Oil Analysis Program: Commanders will-

(1) Ensure subordinate commands participate in the AOAP.

(2) Ensure each organization owning enrolled equipment appoints an AOAP monitor who will ensure that subordinate units:

- a. Implement AOAP procedures within the command.
- b. Ensure AOAP monitors are trained by the supporting AOAP laboratory staff or through a training program approved by a PM AOAP.
- c. Ensure AOAP enrolled equipment and component oil samples are submitted to the regional oil analysis laboratory.
- d. Ensure personnel are trained in the proper technique to take oil samples and in the preparation of AOAP forms.
- e. Ensure subordinate units record a laboratory-identified deficiency in equipment maintenance records. Units will notify the laboratory, on **DA Form 3254-R** (Oil Analysis Recommendation and Feedback), within 5 days of maintenance action taken.
- f. Ensure units incorporate AOAP processes in local standing operating procedures. AOAP procedures are outlined in **DA Pam 750-8** and **DA Pam 738-751**. Laboratory products and services are identified in **TB 43-0211**.

g) Installation Warranty Program: G4 provides staff level oversight of the installation program however, the AMC, LST, Logistics Assistance Program Representatives are the primary point of contact for warranty support. The logistics assistance office (LAO) or logistics assistance representatives (LARs) provide advice and assistance to subordinate commands as part of their service interface as established in **AR 700-4**. Representatives of the Logistic Assistance Program (LAP) are responsible for:

Assistance in establishing accounts to submit WACs.

(1) Clarifying warranty applications/exclusions and warranty claim/report procedures upon WARCO or user request.

- (2) Assisting WARCOs in developing local procedures for warranty administration.
- (3) Providing warranty information to users/WARCOs as a secondary source of information.
- (4) Providing specific assistance as outlined in MFPs, technical and supply bulletins/manuals, and related documents for warranty management.

h) RESET. Rear detachments and the G4 coordinates proposed equipment and sustainment reset actions with the deployed organizations and develops the maintenance reset plan. The G4 assists the deployed unit by pulling PBUSE data and identifying Sustainment level, Field level, and unit level reset candidates. G4, in coordination with the LST, LRC/DOL and AMC reset coordinator's will coordinate maintenance reset plans with the deployed Commander 120-days prior to redeployment. The timeline is based on the MSC's priorities for Reset/train and ARFORGEN/operational requirements.

(4) Transportation. The G4 provides logistics continuity and support for the MSC and coordinates with LRC/ DOL and FORSCOM G4 for the resolution of all transportation issues for all assigned and attached FORSCOM units.

- a. Assist and coordinate requirements to prepare FC forces for deployment.
- b. Provide oversight for the deployment/redeployment of FC forces.
- c. Provide coordination and synchronization of stationing and force structure actions for FC units on the installation.
- d. Coordinate with Garrison and FC in the resolution of transportation issues/shortfalls.

2-5. ACofS/G6 Signal

(1) General. Under the modular design and ARFORGEN, Army units have transformed into expeditionary fighting forces. Corps and Divisions Headquarters serve primarily as warfighting HQs, with Training Readiness and Authority (TRA) for warfighting functions of assigned units. Under the modular design, Corps's and Division's no longer have the responsibility for providing ADCON/Title 10 support to FORSCOM units. The Mission Support (MS) is now the primary proponent for providing ADCON/Title 10 support to FORSCOM units.

The G-6 is responsible for coordinating and validating Command, Control, Computer, Communications & Information Management (C4/IM) requirements for FORSCOM units as it relates to ADCON/Title 10 support. The G6 coordinates and collaborates with the Director of Network Enterprise Command (NEC), and the FORSCOM G6 to accomplish this mission.

(2) Mission. The mission of the G6 is to ensure unit C4/IM requirements are fully addressed during every phase of the ARFORGEN cycle as it relates to the MSE. The G-6 also assists units with C4IM requirements in subsets of these cycles to include transformation and redeployment. (Refer to the NTC DRSOP).

(3) MS G6 ADCON/Title 10.

- a. Unit Ready Phase.** The bulk of the G6 responsibilities are performed during day to day operations when the units are in the ready phase and on the installation. These responsibilities are grouped into four (4) broad categories: C4/IT Management, IT Operations, Information Assurance, and Base Operations Support. The task list with can be found in the FC C2 EXORD (Appendix 2: G-6 Functional Roles and Responsibilities).
- b. C4/IT Management.** Responsibilities include validating, coordinating and assisting FORSCOM units with Information Technology (IT) requirements, such as AKM goal one waivers, automation equipment life cycle replacement, and assisting units in acquiring IT services.
- c. IT Operations.** Responsibilities include coordinating and assisting units with operational C4IM requirements. IT operations requirements include coordinating and assisting units with: C4IM reset and redeployment issues (described below), long haul communications, spectrum, and COMSEC requirements. The role of providing long haul, Spectrum, and COMSEC support to units normally falls within the realm of the Corps/Division G-6 and/or Brigade S-6, however units who lack this organic capability (such as MP Bns, Medical Bns, etc...) may request the G6 to assist in coordinating these services with the NEC or other FORSCOM units. The G6 also maintains visibility of Signal Operational Need Statements (ONS) submitted by FORSCOM Units and the readiness status of Signal assets on the installation.
- d. Information Assurance (IA).** G6 IA responsibilities include oversight and administrative responsibilities for reporting to higher headquarters and NEC coordination while units are in CONUS as well as in the rear during deployment. These oversight and administrative duties include IA training and tracking for Mobile Training Teams (MTTS), certification completions, compliance reporting of assets for information assurance vulnerabilities management (IAVM), execution and reporting of ALARACT's, verification that all information systems whether PM or unit owned are accredited with the current DIACAP (or local equivalent) process, ensure policy and regulations are documented for incidents and spillages according to DOD and Army, ensure configuration control board (CCB) is in place for unit, and ensure units participate with NTC CCBs, identify guidance is followed for data at rest (DAR) and personally identifiable information (PII) is identified, ensure CAC and password procedures are followed for both NIPRNET and SIPRNET, ensure policies in place for physical security, OPSEC and wireless usage.
- e. Base Operations Support.** Assists and coordinate requirements for voice and data communications to include VTC, SVTC, NIPR, and SIPR, LMR, and other services. Upon request from the Corps/Division G-6 or unit S-6, the G6 may assist FORSCOM units in interfacing with Fort Irwin Garrison to support tactical voice and data networks.

- f. Unit Redeployment.** The G6 coordinates and validates C4IM requirements for FORSCOM units reintegrating on the installation. The reintegration of FORSCOM units into the post infrastructure necessitate that the G6 assist FORSCOM units in coordinating C4IM requirements in the face of competing demands placed on the NEC.
- g. Unit Reset.** In concert with the reintegration of units into the post infrastructure there will be reset requirements for returning units. The G6 assist with re-issue of reset equipment to units at the reset-plus-90-to-120 day mark, as well as reconciling status of equipment lost and/or improperly reworked/rebuilt.
- h. Unit Transformation.** Given the redeployment and reset challenges, G6s may be required to assist with the C4IM requirements of units transforming, activating or inactivating on post. In addition, the G6 provides C4IM ADCON/Title10 support relating to new equipment training (NET) and other transformation requirements
- i. Unit Deployment.** During this phase, the G6 must be able to support or coordinate for the support and reconciliation of “stay behind” C4/IM services. For example, if a number of FORSCOM units are deployed and require VTC support on the installation, than the G6 will support or coordinate for VTC support for FORSCOM units.

(4) Relationships. The G6 works closely with a wide range of organizations to ensure C4IM ADCON/Title 10 support to FORSCOM units. These organizations include the NEC, the Brigade S6, the FORSCOM G6, Rear Detachment G6, and in some instances, 1st Army and mobilized Reserve Component units.

- a. Network Enterprise Center (NEC).** The NEC works to equitably provide Installation Campus Area Network (ICAN) communications capabilities to all units on the installation. The G6 works closely with the NEC to ensure FORSCOM and tactical units have the C4IM services they need to accomplish their mission.
- b. FORSCOM G6.** The G6 works closely with the FORSCOM G6 to collaborate, address, and resolve C4IM issues affecting FORSCOM units on the installation.
- c. Army Spectrum Management Office (ASMO).** The G6 works directly with NEC and the ASMO on electronic attack (EA) clearances and other spectrum operations type information that requires Joint or National level coordination.
- d. Army Frequency Management Office (AFMO) CONUS.** The NEC works directly with AFMO CONUS to obtain spectrum resources to support Fort Irwin Garrison and the NTC along with those required by the RTU. This coordination includes those needed for infrastructure (permanent) which is coordinated at the national government level forums.

(5) Duties and responsibilities:

- a. G6 as Information Management Officer (IMO):** The primary role of the G6 is to provide C4IM ADCON/title 10 support to FORSCOM units on the installation. It is not the primary role of the G6 to function as the IMO. G6's are co-located (and have always been co-located) organizations. G6's will draw all IMO and IA support from co-located units and the NEC.
- b.** The NTC Chief Information Officer / G6 has staff responsibility to oversee the planning, development, testing and implementation of Command, Control, Computer, and communication (C4) systems at the NTC/Fort Irwin. Provide consistent and overarching staff assistance to support all network centric rotational and non-rotational support requirements, providing higher and lateral staff coordination in the information assurance, instrumentation networking, and spectrum management realms.
- c.** G6 is the executing Agent for all oversight of communications and electronic equipment for the Commanding General. G-6 and the Installations S6's, and other Communications & Electronic Subject Matter Experts

(SME's) work together as a team to provide the training units with training support, focused products and information security support that will ensure their success on the modern battlefield.

d. Early identification of the specific training units mission requirements for their rotation, in order to assist the rotational development and preparation of future architecture support plans and ensure the command is aware of any discrepancies.

e. Coordinates spectrum use locally (Barstow, China Lake, etc) and nationally (Joint, Army, and Federal agencies).

f. Coordinates electronic attack missions for both ground and airborne assets employed by rotating units to provide a realistic training environment.

g. Provides organic NTC cell network and FM radio stations to simulate opposing force communications assets for training of intelligence collection efforts and analysis.

h. Tests new and modifies RF devices and systems to protect NTC Instrumentation Systems, critical NTC Communications and NASA Goldstone) from harmful RF interference.

2-6. ACofS/G8 Resource Management

1. Resource Management: Serves as principal staff office responsible for the mission resource management activities on the installation. Coordinates, recommends, and provides professional management advice and assistance on use of the installation's resources in terms of manpower, equipment and dollars. This includes: program and budget analysis, formulation, execution and control; fund control; internal management controls; accounting policy; Defense Travel System (DTS); Debt Management; Government Travel Card Program; Lean Six Sigma reviews; organizational efficiency reviews; force structure and stationing; manpower and equipment management; Organization and Functions Manual; Total Army Analysis (TAA); Interservice Support Agreements (ISA's); Memorandum's of Agreement (MOA's); Memorandums of Understanding (MOU's); management of the Comptroller Manpower and Force Management Civilian Career Programs.

2. Points of Contact:

G8 Director

<u>Job Title</u>	<u>Business Phone</u>
ACofS, G8	760.380.4062
Mgmt. Analyst	760.380.2695
Deputy Director	760.380.4024

3. Office of the G8 Responsibilities are:

a. Determines mission management policy including programming, budgeting and accounting; review and analysis; efficiency reviews/studies and productivity improvement; and manpower and equipment management.

b. Serves as the principal advisor to the Executive Program Budget Advisory Committee (PBAC) and to the Working PBAC. Serves on other key installation committees and boards.

c. Serves as the focal point for all resource management issues on the installation for the Commander.

d. Plans, organizes staffs, directs, and controls the activities of the G8.

e. Serves as the Career Program Manager for the Comptroller, Manpower and Force Management Civilian Career Programs.

f. Certifies year-end budget reports and prior year funds.

g. Assists in interpreting and implementing DA, MACOM, and installation accounting policies, procedures and standard systems. Synchronizes the interface between Standard Army accounting systems and all other resource management systems. Ensures implementation of DA accounting policy, systems and procedural changes.

h. Provides technical expertise in the field of automated systems design/analysis and software information management for the G8.

i. Provides administrative guidance for the directorate to include correspondence preparation, control of duty appointments, forwarding and tracking of internal/external tasker's, suspense's, files maintenance; distribution of official mail; and prepares and submits all actions pertaining to civilian personnel management.

j. Responsible for the Office of the G8's files and correspondence management.

k. Administers the Installation Army Travel Charge Card Program as conducted in consonance with CITI Bank. Performs oversight and advises in the financial execution of the installation credit card program, monitors financial billing, and ensures payment of the installation bill to include advocacy in resolution of disputes between the installation and credit card contractor.

- l.** Administers the Supply and Services Charge Card Program for the G8.
- m.** Provides guidance and serves as an interface with the CPAC on personnel related actions. Initiates ACofS, G8 Request for Personnel Actions (RPA's).
- n.** Administer G8 property book activities to include hand receipts, turn-ins and issues, repair and maintenance and purchases.
- o.** Serves as Civilian Liaison Officer between CPAC and ACofS, G8 regarding Department of the Army civilians employed in mission organizations. Maintains ACofS, G8 Time and Attendance cards and documentation.
- p.** Serves as the Installation DTS Coordinator as the Finance Defense Travel Administer (DTA). Documents, updates, coordinates, and maintains Appointment/Termination records for the installation.
- q.** Manages, implements and serves as the ACofS, G8's:
 - (1) Forms Control Officer.
 - (2) Publication Control Officer.
 - (3) Energy Awareness Officer (EAO).
 - (4) Office Copier Program Custodian/Coordinator.
 - (5) Official Mail Control Officer.
 - (6) Combined Federal Campaign.
 - (7) Army Emergency Relief Campaign.

4. Budget & Program Divisions: Provides consolidated budget functions and resource advice for the Senior Mission Commander, G-Staff, Unit Commanders, IMCOM, TRADOC and MEDCOM staffs. Formulates and publishes program funding guidance containing objectives, policies, and limitations. Responsible for formulation, analysis, justification, and execution of budget programs and fund control management for the Senior Mission Commander, G-Staff Activities, Unit Commanders, and the Combat Training Center mission (CTC).

- a.** Receive and process FORSCOM Program and Budget Guidance (FPBG) and Funding Authorization Documents (FAD's) through the Program Budget Automated System (PBAS). Funds are also input into the Resource Management Tool (RMT). Develop and provide funding targets and ceilings to Staff activities and Unit Commanders. Establish and distribute reimbursable funding.
- b.** Execute approved Annual Funding Program (AFP). Certify fund availability, process and input commitments into RMT. Obligate funds and maintain obligations and commitments into the RMT ledgers.
- c.** Perform resource reviews with the G-Staff, Unit Commanders. Serves as the resource advisors to the Working Program Budget Advisory Committee (WPBAC). Develop and present funding/programming or reprogramming recommendations to the Executive PBAC (EPBAC).
- d.** Perform Civilian Pay Analysis. Conducts continuous reviews with Program Division to ensure that stated funding requirements are compatible with mission objectives, workloads, and priorities.
- e.** Conduct Year-End Closeout. Develop year-end closeout procedures. Establish year-end funding priority, analyze status of funds, recommend reprogramming of funds, and conduct year-end closeout meetings on a daily or as needed basis.

- f.** Assists Manpower, Equipment and Management Division in reviewing and validating cost data in Interservice Support Agreements (ISA's), Memorandum's of Agreement (MOA's), and Memorandums of Understanding (MOU's).
- g.** Establish and manage Accounting Processing Code (APC) File.
- h.** Coordinate and update the installation (FORSCOM, Combat Training Center CTC) input to the Program Objective Memorandum (POM), the Program Budget Review (PBR) and the Budget Year for the Combat Training Center.
- i.** Provide priority recommendations to the Command.
- j.** Monitor major activity programs; analyze obligations/unliquidated obligations for systemic problems; analyze contract costs and work years; monitors reimbursement program; resolves major resource issues; and conducts quarterly and mid-year reviews.
- k.** Accomplish joint review of unliquidated obligations and open reimbursements with the Accounting Division and the Defense Finance Accounting Service.
- l.** Prepare input to CTC Issue Sheets for update to the CTC RM Database. Analyze CTC variances. Participate in CTC Issue Sheet Validation Visits. Attend Quarterly Reviews/Council of Colonels.
- m.** Prepare Commander's Narrative Assessment to Higher Headquarters.
- n.** Prepare Emerging Requirements Issue Sheet (ERIS) to Higher HQs for funding consideration.
- o.** Provide guidance and fiscal policy for contingency planning as outlined in ACofS, (Continuity of Operations (COOP)).
- p.** Provide input to AR 5-10, Stationing Management. Develop funding requirements on all stationing actions. Determine one time and recurring funding requirement to initiate relocation of existing units and/or costs for new unit activation as well as annual recurring costs in support of the unit.

5. Accounting Division: Serves as principle advisor for accounting related matters for the installation to include FORSCOM, IMCOM, and TRADOC. Interprets financial management policy and provides advanced guidance to staff elements, to include publishing installation financial management directives and procedures. Ensures the integrity of all accounting documentation.

a. Manages the Joint Reconciliation Program (JRP). Performs joint reviews for all customers IAW DoDFMR Volume 3, Chapter 8. Identifies the appropriate action to be taken during the Joint Review Process or as needed. Maintains supporting documentation for all actions taken during Joint Reviews.

b. Monitors local fund control procedures to ensure compliance with DoDFMR Volume 3, Chapter 8. Reviews financial transactions to ensure data is timely, accurate and complete.

c. Manages prior year funds. Validates and approves Request for Prior Year Funds. Coordinates with budget, contracting, DFAS and FORSCOM to obtain funds for bills citing prior year funds. Maintains expired (prior year) commitment registers.

d. Year-End Closeout/Fiscal Year Rollover: Execute year-end closeout guidance received from DA, DFAS, ACOMs/FOAs. Develops and executes local guidance. Updates EA Master Files in accordance with DFAS Regulations and guidance. Validates and prepares year-end reports for certification.

e. Assists in resolving/correcting contract/vendor pay problems and issues and monitors accounts payable and liabilities balances.

- f.** Assists in resolving/correcting accounts receivable, travel advances and debts.
- g.** Monitors reimbursable program. Establishes reimbursable customer numbers and collection APCs. Reviews reimbursable transactions to ensure data is timely, accurate and complete.
- h.** Interprets financial management policy and provides advanced guidance to staff elements, to include publishing installation financial management directives and procedures.
- i.** Review/analyze financial reports/data, e.g. Contingent Liability Report. Prepares ad hoc and recurring financial reports for supported activities as required. Analyze financial processes for possible improvement.
- j.** Provides interface, coordination, and liaison with DFAS for all financial transactions dealing with day-to-day operations. Acts as liaison between customers and DFAS in resolving problems.
- k.** Ensures the general ledger accurately reflects the financial posture of the installation and balances with the activity feeder systems when compliant financial systems are fielded.
- l.** Coordinate financial cycle schedules with DFAS. Coordinate systems interfaces. Participate in system design, modification, development and testing, e.g. General Fund Enterprise Business Systems (GFEBS) and Exchange Pricing (EP). Coordinate training impacting financial processes.
- m.** Assists in resolving interface issues between financial and non-financial systems, e.g. Defense Civilian Payroll (DCPS); Standard Army Retail Supply System (SARSS); Fund Control Module (FCM) and the DoD Standard Finance System (STANFINS).
- n.** Administers and maintains the database Commitment Accounting System (dbCAS) and assists the Resource Management Tools (RMT) System Administrator. Ensure APCs/Customer Numbers are loaded correctly.
- o.** Manages and administers the Defense Travel System (DTS) for the installation to include tenant activities. The Lead, Defense Travel Administrator assists customers with correction problem transactions. Ensures DTS interfaces with financial system.
- p.** Processes Cash Collection Vouchers (DD 1131) into financial system. Maintains copy of voucher and supporting Deposit Slip (SF 215) for files.
- q.** Processes pre-certified vouchers for payment, e.g. SF 1081, SF 1034.
- r.** Coordinates access to various financial systems to include FINLOG, FCM, ODS, OLRV, ATLAS and STANFINS.
- s.** Updates and monitors lines of accounting for the Government Purchase Card. Assists customers, contracting, budget, DFAS and the bank in resolving issues.
- t.** SARSS/Funds Control Module/Supply Program Management. Ensures FCM system tables remain current. Maintains Fund Account Data Records to validate availability of sufficient funds to process pending requisitions. Monitors supply/FCM/STANFINS transactional flow to ensure all valid transactions are obligated in a timely manner. Reconciles differences between supply and financial systems on a cyclic basis or as directed. Identifies, researches and corrects errors within the supply and financial systems, to include coordination with appropriate activates Reviews actions and error reports on a daily basis to facilitate accurate and timely processing of transactions. Documents systemic problems and prepares help desk tickets as required.

6. Manpower, Equipment, & Management Division: Responsible for manpower and equipment management; Table of Distribution and Allowance (TDA) documentation functions for Senior Mission Commander (SMC) and Staff. Directs and coordinates management improvement programs, principles and directives throughout the mission to achieve efficient and effective operations. Provides professional advice and management assistance;

conducts organizational efficiency reviews; and administers management improvement and control programs.

a. Conducts manpower and management organization studies to develop and/or improve efficiency of proposed or existing organizations and validate the utilization of all available resources within each organization are utilized. Provides technical supervision of procedures and methods used in the review and analysis process.

b. Conducts special interest studies of specific problem areas identified by the mission commander, unit commanders or higher headquarters.

c. Receives annual Command Plan Update (CMU) and Management of Change (MOC) Window guidance/instructions from FORSCOM. Prepares and submits recommended/proposed changes via WINTAADS. Items of interest include but not limited to reprogramming; grade structure, ASI, LIC, POSCO, LPIND changes; Paid Parachute Positions; equipment changes – controlled, non-controlled, and commercial; etc.

d. Monitor WEBTAADS; review [on-line] Approved and Staffing documents (TDA's) for accuracy; ensure requested changes were made IAW CMU. Advise/inform staff impact and result of changes.

e. Maintains all sections of TDA's. Is the proponent for NTC and Fort Irwin.

f. Receive, review and provide input to monthly Civilian Strength Report. Determine vacancies and on-board strength for mission installation staff.

g. Receive notification of Higher Headquarters [DA and/or FORSCOM] decisions as result of Total Army Analysis (TAA) and Program Budget Decision (PBD). Review; determine impact(s) on installation staffing resources. Publish findings, impacts, staffing shortfalls, to applicable staff directorates.

h. Coordinates and reconciles (monthly) with CPOC and FORSCOM the Army Civilian Personnel System (ACPERs) and Standard Finance Systems (STANFINS) data. Forwards coordinated data to CPOC to update the systems.

i. Reviews, verifies, and validates Requests for Personnel Action (RPA's) for correctness of the Army Management Structure (AMS) Code, TDA paragraph and line number, content of revised/proposed job descriptions, and validity of action requested. Forwards to CPOC for further processing. If warranted, prepare/publish TDA change(s).

j. Analyzes impact of new position structure to determine if types, grades, skill levels, etc., will meet the demands of new and innovative approaches to the work scene.

k. Analyzes impact of program and budget guidance on budget and manpower programs. Provides input to WPBAC and EPBAC. Performs budget program resource reviews and provides manpower costing for MBE development and mid-year reviews. Recommends staffing for all mission staffs. Develops recommended spread of allocations to operating elements based on mission priorities and available dollars.

l. Receives, reviews and implements the annual Funding Letter guidance and instructions for budget and manpower mission staff activities.

m. Compiles, consolidates, and authenticates manpower feeder input data correlates with funding feeder data, validates authorized and on-board strength figures, and prepares/submits manpower reports to FORSCOM.

n. Maintains current statistical data pertinent to requirements, allocations, civilian on-board strength, post population data, and workload trends. Provides strength figures and manpower data for multiple purposes. Maintains statistical data to support historical and current use of these by mission total, and unit commanders.

o. Acts as the mission manpower and equipment point of contact for surveys, issues, problems, and/or special tasker's as required. Assists the SMC and staff in preparing requests and submission of requests for validation

of additional requirements to FORSCOM. Prepare/review Concept Plans to request increase in staffing and resources for SMC and staff activities.

p. Prepares requests for exceptions to Standard Grade Authorizations and Command Grade Ceiling.

q. Analyzes impacts of force structure changes on the units. Evaluates MACOM guidance to determine appropriate force structure changes programmed for the mission installation units and assist other assigned and attached units as needed. Obtains commanders' input, consolidates, and develops mission commander position on program execution.

r. Reviews, analyzes, and recommends changes to proposed Table of Equipment (TOE) documents. Obtains commanders' input on appropriate organizational configuration of units and develops installation position on proposed TOE changes from higher headquarters.

s. Receive Permanent Orders from FORSCOM i.e., activation and inactivation of military units. Review orders, determine installation impact. Coordinates with appropriate unit.

t. Reviews and recommends approval/disapproval of requests for equipment authorizations for commercial non-standard equipment and standard equipment. Ensures changes to major items of equipment correctly reflect changes to ancillary and support equipment. Acts as POC for FORSCOM Equipment Surveys and coordinates FORSCOM Equipment Survey with applicable NTC units and activities.

u. Develops requirements for Basis of Issue Plans (BOIPs). Obtains input from units/activities and prepares mission requirements for submission to FORSCOM. Reviews/develops installation proposed Common Table of Allowances (CTA) changes. Monitors utilization of equipment to support requests for additional equipment, or realignment of existing equipment authorizations.

v. Coordinates the maintenance and update of NTC & Fort Irwin Regulation, Organization and Functions Manual.

w. Manages, evaluates and directs the installation management control process IAW AR 11-2 (Management Control) and IG's inspection program. Develops, maintains and implements Management Control 5 year Plan for the installation mission staff and commanders. Prepares Annual Assurance Statement for the Installation Mission Commander.

x. Prepares and coordinates the Overtime and Compensatory Time Report for the mission activities to the SGS/DC.

y. Administers the Memorandum of Agreements (MOA's); Memorandum of Understanding (MOU) and Interservice Support Agreements (ISA's), for the installation mission organizations. Responsible for reviewing and validating cost data; liaison, maintenance, updating, coordination, advisory, and consulting matters involving reimbursable instruments agreement with activities and tenants supporting the mission.

z. Prepares, coordinates and provides input for the Installation Annual Historical Report to ACofS, G3.

7. Prepares, coordinates and implements the ACofS, G8 Training Plan and CPAC Training. Provides technical advice and assistance to the division chiefs and employees concerning determination of training needs, sources of needed training, and help develop plans to meet their needs. Coordinate CPAC Training with G8 personnel and supervisors.

a. Compiles, consolidate and publishes the Fort Irwin Economic Analysis (semi-annual) as reflected on the Fort Irwin Information Card (FIIC), including Size of the Post in Acres; Family Housing and Total Supported Post Population for the installation.

b. Receives and processes FORSCOM Program and Budget Guidance (FPBG) and TRADOC Cadet Command funding guidance. Receives and processes Funding Authorization Documents (FAD's) through the

Program Budget Automated System (PBAS). Develops funding targets and ceilings. Establishes and distributes reimbursable funding.

- c.** Provides priority recommendations to the G3 for requirements.
- d.** Monitors major activity programs; analyzes deobligation/unliquidated obligations for systemic problems; analyzes contract costs and work years; monitors reimbursement program; resolves major resource issues; and conducts quarterly and mid-year reviews.
- e.** Assist with joint review of unliquidated obligations and open reimbursements with the Accounting Division and the Defense Finance Accounting Service.
- f.** Prepares Commander's Narrative Assessment to Higher Headquarters.
- g.** Prepares Capability Gap Issue Sheets for submission to Higher Headquarters for funding consideration.
- h.** Manages, implements and serves as the G8's:
 - (1) Training Officer/Activity Training Coordinator (ATC)
 - (2) Freedom of Information Act Coordinator (FOIA)
 - (3) Privacy Act Coordinator
 - (4) Security Officer/Custodian
 - (5) Key Control Officer
 - (6) Information Assurance Security Officer (IASO)
 - (7) G8 Managerial Accounting: Managerial Accounting Division is responsible for analyzing, recording, summarizing, verifying, and reporting accounting transactions.
 - a)** GFEBS
 - b)** GCSS
 - c)** Funds Control Module
 - (8) G8 Manpower and Force Management: Serve as the focal point for all manpower, equipment, documentation and commercial activities matters and activities for FORSCOM units.
 - a)** A-76 Commercial Activities program/ Insourcing
 - b)** Internal Control Process
 - c)** Defense Travel System (DTS)
 - d)** Government Travel Card Program
 - e)** Mass Transit Program
 - f)** special projects such as NSPS and Lean Six Sigma and the Directorate's Information Management Officer and Information Security Officer responsibilities

2-7. CGs Guidance on 11th ACR Training

1. Achieve and maintain a lethal, world-class Contemporary Operating Force (COEFOR) that replicates a challenging near-peer competitor on the battlefield. This entire force must be masters of the NTC Exercise Operating Procedures (EXOP). Based on limited time between rotations, develop a deliberate approach to increase COEFOR collective, leader, and individual proficiency during each rotation. 11th ACR is authorized to employ the entire Regiment in the field to facilitate this training.

2. Develop a comprehensive gunnery program to ensure Soldiers maintain proficiency in their military occupational skills, and crews are able to qualify once per year. Brief gunnery program during the Mission Training Brief.

3. Conduct basic and advanced marksmanship training programs IAW FM 3-22.9. Conduct infantry fire team and squad live fires at least annually.

4. Conduct annual qualification and certification the Mortar Platoon, AT Platoon, and ADA Stinger Teams.

5. Conduct Expert Infantryman's Badge Testing annually.

6. Develop and brief plan to compete in the Sullivan and Gainey Cup competitions.

1. 11th Armored Cavalry Regiment (ACR) Responsibilities are: (extracted directly from TACSOP in Annex G of this document (760) 380- 6930.

2. 11th Armored Cavalry Regiment (ACR): Provide the US Army the most capable and lethal combined arms opposing force in the world. The 11th ACR is the Army's premier maneuver unit, the opposing force at the National Training Center at Fort Irwin, California.

a. There, the Blackhorse trains the United States Army, one unit at a time in the brutally harsh climate of the Mojave Desert. Consequently, the tough and uncompromising standards of the 11th ACR have become the standard against which the rest of the Army measures itself.

b. 11 ACR executes rotational operations at the NTC; replicating the Contemporary Operational Environment for BCT, so that they are successful in lethal and non-lethal operations in theater. On Order, 11ACR deploys lethal Platoons and Troops to contingency operations worldwide.

3. Reference: 11th ACR TACSOP/RED Book- Decisive Action (DA) Appendix G this regulation

Refer to Appendix G this document for the following areas:

Operational Environment

- a) Atropia
- b) Donovia

OPFOR Order of Battle

- a) OSC Order of Battle
- b) DTG Order of Battle
- c) BTG Order of Battle
- d) MIBN Order of Battle

OPFOR Equipment

- a) Small Arms
- b) Maneuver Weapons
- c) Antitank and Anti-Armor Weapons
- d) Fire Support Weapons
- e) Engineering Assets
- f) Air Defense Weapons
- g) Unmanned Aerial Vehicles and Aircraft

OPFOR Tactics

- a) Purpose / Characteristics of the Offense and Defense
- b) Functional Organization of Forces for the Offense
- c) Types of Offensive Action – BTG
- d) Types of Offensive Action- MIBN
- e) Functional Organization of Forces for the Defense
- f) Types of Offensive Action- BTG
- g) Types of Offensive Action- MIBN
- h) Special – Purpose Forces, Guerrillas, and Insurgents

4. Other approved references used by the 11th ACR OPFOR:

- a) **TRADOC G2, TRADOC intelligence Support Activity (TRISA).**
 - Decisive Action Training Environment (DATE) Version 2
 - Worldwide Equipment Guide (WEG), Volume 1: Ground Systems
 - Worldwide Equipment Guide (WEG), Volume 2: Air and Air Defense
- b) NTC OPFOR (11th ACR) replicates the major elements of a brigade hybrid threat organization in accordance with **TC 7-100.2 Opposing Force Tactics.**
- c) **Appendix B, FORSCOM REG 350-50-1** outlines the NTC OPFOR Augmentation Program and provides guidance to AC and RC units preparing to deploy an Opposing Force Augmentation Unit (OAU) to the NTC.
- d) **Appendix G this regulation** for TACSOP and RED Book for Decisive Action (DA).
- e) **AR 350-2**, Training Opposing Force (OPFOR).
- f) **FM 100-60**, Armor and Mechanized-Based Opposing Force Organization Guide
- g) **FM 7-100.4**, Opposing Force Guide
- h) **52ID SE Caucasus OE Handbook**, OPS GRP, NTC, Fort Irwin, CA.

2-8. CGs Guidance for 916th Sustainment Brigade

(1) Conduct low density skills training to provide mission essential support to NTC and rotational units and to reduce reliance on contracts by optimizing our organic unit capabilities.

(2) Develop training plan to ensure Soldiers that enter the training area are masters of the NTC EXOP.

916th Sustainment Brigade Published Missions/Functions/Responsibilities:

1. Organization responsibilities are:

a. Provide world class integrated Joint, Interagency, Intergovernmental, Multinational (JIIM), contracted support.

b. Provide rotary wing Aviation (AVN) sustainment to Rotational Training unit (RTU), NTC customers & other government and civil agencies.

c. Provide trained and ready warriors to support combat operations in the War on Terrorism.

d. Provide exceptional quality of life to Soldiers, Civilians and Family members.

e. Provide integrated sustainment operations at the NTC Forward Operating Bases/Brigade Support Areas and ensure seamless sustainment operations of the NTC Pre-Positioned (PREPO) and Civilians on the Battlefield Vehicle (COB-V) fleets.

2. Safety responsibilities are:

a. Plans, organizes, administers, coordinates, and evaluates a comprehensive safety and force protection program which involves diverse ground, aviation, industrial safety and occupational health responsibilities.

b. Areas of operations: FOB Warrior, RUFMA, air, rail and surface section of Movement Control Center (MCC) as rotational units arrive and depart the NTC.

3. Mission Support Office responsibilities are:

a. SIGACTs; USR; Schools; Training Schedule; Briefings; TMP; CMD & Staff; Ceremonies etc.

b. ARFORGEN; Training Management (BTA/War Council); Training Program Compliance; Leader Development Program; Training Schedule; QTB.

c. OPORDs; FRAGOs; WARNOs; Taskings; MRE; FTX; Long Range Calendars; Contingency Plans.

d. COMSEC; USR; QTB; STRATCOM; Historian, PAO.

4. Resource Management Office responsibilities are:

a. Products /Services:

(1) Command Budget Estimate (CBE)/Resource Management Update (RMU) (Annual)

(2) Phased Monthly Obligation Plan (PMOP) (Quarterly)

(3) Status of Funds (916th Wide & HQ Staff (Monthly).

b. Products/Services (Daily or as Needed):

- (1) Accounting Processing Code (APC) Reviews.
- (2) Fiscal Year-End Close Procedures.
- (3) Funding Analysis VIA Data Query for Subordinate Commands.
- (4) Obligation Target (OT) Issues TDY.

5. Equal Opportunity responsibilities are:

- a.** Train Equal Opportunity Leaders; Conduct quarterly EOL courses, Conduct annual senior leader EO training.
- b.** Professionally develop EOLs; Conduct quarterly Equal Opportunity Leader seminars.
- c.** Conduct Organizational Assessments; Formal and informal, Analyze quarterly narrative statistical reports.
- d.** Be a Change Agent; Maintain proficiency thru continued education and training.
- e.** Process EO complaints; Assist Commanders, formal and informal.

6. Support Operations (SPO) responsibilities are:

- a.** Provide world-class theater sustainment to tenant and rotational training units.
- b.** Establishes and maintains a Brigade Sustainment Common Operating Picture (SCOP) for both ground and air operations.
- c.** Performs materiel management functions.
- d.** Performs Health Service support (HSS) integration.
- e.** Performs Rotational Training Unit contracting integration.
- f.** Supervises the provision of all external mission support requirements within the AOR/AO.
- g.** Develops, coordinates, and monitors plans, limited policies, procedures, and programs for external supply, maintenance and automation support.
- h.** Translates the commander's operational priorities into priorities of support across the logistic spectrum.
- i.** Develops estimates and monitors operational readiness of its assigned forces.
- j.** Verifies requirements for the supported.
- k.** Performs materiel management of theater stocks and manages redistribution of resources.
- l.** Synchronizes contracting operations for sustainment to tenants and rotational training units.
- m.** Coordinates and supervises implementing policies and directives relative to supporting current and future operations.
- n.** Provides this support through five subordinate branches: Sustainment, Maintenance, Plans, Operations, CSSAMO, QASAS.

o. Provides managerial oversight of Installation Supply Support Activities (ISSA)/Central Receiving Points (CRP) for:

- (1) Three Direct Supply Units (DSUs).
- (2) Ammo Supply Point (ASP).
- (3) Bulk and Retail fuel points.
- (4) Pre-Positioned (PREPO) Fleet.
- (5) Civilians on the Battlefield Vehicle (COB-V) Fleet.
- (6) Develop and prepare supportability estimates for Direct and General Support sustainment to tenants and rotational forces.
- (7) Develop limited policies and programs in support of commander's intent.

7. Support Operations Officer (SPO) Sustainment Rotational Unit Coordination Center (SRUCC) responsibilities are:

- a.** Provide current and future operations capability for Command and Control of organic 916th SB forces.
- b.** Maintains the Sustainment Common Operating Picture (SCOP) of all Direct and General Support aviation operations.
- c.** Provide centralized End-to-End Support to Rotational Training Units (RTU) including:
 - (1) Deployment
 - (2) Administrative in/out processing activities on NTC
 - (3) Reception Staging Onward Movement
 - (4) Sustainment
 - (5) RE-Generation
 - (6) Redeployment

8. SPO Sustainment Rotational Unit Coordination Center (SRUCC) responsibilities are:

- a.** Establish and operate a brigade operations cell with 24/7 capability to perform all functions currently performed by 916th SB S3 Current Operations and 916th SB SPO Current Operations.
- b.** Establish and maintain a digital Sustainment Common Operating Picture.
- c.** Establish and operate a Transportation Integration Cell capable of providing E2ES to the RTU.
- d.** Establish a RTU Sustainment LNO cell capable of integrating into the SRUCC to receive E2ES

9. SPO Plans Branch responsibilities are:

- a.** Prepare all rotational plans to include conduct Supportability Assessment, Concept of Support Development, RTU grid offer, Supportability Assessment Meetings, CG +2+4, CG Rollout Brief.
- b.** Facilitate RTU in and out processing of NTC.

- c. Plan for and execute Initial Planning Conferences, RTU Log Recon, and Grid Set Conference.
- d. Interface with NTC agencies, Ops Grp, and 11 ACR to ensure support planning is synchronized with operational plan.

10. SPO Sustainment Branch responsibilities are:

- a. Perform duties as Acct Officer for CL IIIB, materiel management, and manage all aspects of bulk and retail fuel operations for NTC to include receipt, storage, and issue.
- b. Perform duties as Acct Officer for CL II, IIIP, and IV, materiel management, and manage all aspect of ISSA/CRP operations for NTC to include receipt, storage, and issue.
- c. Perform duties as Acct Officer for A, C, and D DSUs, materiel management, ORILs, and issue/receive DSU to RTU.
- d. NTC Sustainment Brigade (SB)proponent for Exchange Pricing.
- e. Perform limited but growing materiel management functions for B DSU and throughout GCSS-A fielding.
- f. Perform duties as Acct Officer for ASP; manage all aspects of ASP operations for NTC to include receipt, storage, and issue.
- g. Provide DODAAC managerial function for NTC to include tenants and RTU.

11. SPO Maintenance Branch responsibilities are:

- a. Perform duties as Prepo Fleet manager.
- b. Perform duties as SAMS-2 manager/operator for NTC and Prepo Fleet.
- c. Manage all aspects of Prepo Fleet Transformation and Modernization.
- d. Manage all aspects of COB-V operations to include procurement of repair parts, MAC/MEL and grid set.
- e. Perform duties as NTC TMDE/AOAP/Radiation/Battery/Filter manager and manage operations of battery and filter shop.
- f. Perform duties as LCM and MWO manager for NTC Prepo Fleet.
- g. Perform duties as RSOI and REGEN Red Hats.
- h. Serve as Local Purchasing Agent for NTC SPT BDE.

12. SPO Quality Assurance Specialist Ammo Surveillance Branch (QASAS) responsibilities are:

- a. Inspect and QC all issues of training ammunition.
- b. Inspect and QC all vehicles used to transport and support Rotational training.
- c. Investigate all ammunition malfunctions.
- d. Maintain and operate the ATACS system.
- e. Inspect and classify the Ammunition Amnesty Program.

- f.** Monitor the LSSC Ammunition requirements.
- g.** Monitor the FASP contractor.
- h.** Oversight of all Outside Contractors support special ammunition projects.
- i.** Manage all Hands across the Desert ammunition.
- j.** Coordinate all JMC and AMCOM requirements during inspections and investigations.
- k.** Inspect and receive all off post deliveries.
- l.** Inspect all off post shipments.

13. Contract Surveillance Branch responsibilities are:

- a.** Advise the 916th SB on logistics estimates, requirements, contractor performance, and the quality and quantity of contracted logistics support.
- b.** Provide technical surveillance of the Logistics Support Services (LSS) contract(s) to ensure mission support is provided at the right time, to the right place and in the proper quantities.
- c.** Oversight of the following:
 - (1) Maintenance and supply policy.
 - (2) Procedures and practices.
 - (3) Requisition, receipt, storage, distribution & inventory control of all classes of supply except Class VIII.
- d.** Servile transportation to include:
 - (1) Rail
 - (2) Quality assurance
 - (3) Ammunition
 - (4) Procurement
- e.** Tests, Techniques, Principles, Practices and regulations as related to surveillance performance oriented service contracts and contract administration.
- f.** Ensure that performance of the required functions under contract is accomplished IAW the contract Performance Work Statement and Quality Assurance Surveillance Plan for the appropriate proponent area(s).
- g.** Modify techniques and procedures as required by approved contract changes as mission requirements change at the NTC.
- h.** Prepare Award Fee Comments.
- i.** Audits contractor invoices and determine if changes on vouchers are allowable under the terms of the contract.
- j.** Prepare contract modifications and Independent Government Estimates (IEG) to ensure the contract is able to accomplish missions.

k. BDE contract management; PWS reviews and updates; Contract MODS; Contract billing; WAWF creating & processing of DD-250s; Awards Fee comments and Boards; Quarterly & Annual Most Probable Cost Estimate (MPCE) analysis and boards; Contractor CAC sponsorship and monitoring (Barstow – Dagget Airfield Operations, EAB, LSSC, ISSA and DSSA; Evaluate the CCP process to verify Contract MODS; Contractor Surveillance Review Boards; Issue Sheets; Aquiline PR&Cs; Prepare & Modify Independent.

l. Government Cost Estimates (IGCE); Contractor AKO Account sponsorship and monitoring.

m. LSSC Contracted Areas: POL Analysis Program; General; Maintenance of Vehicles/Equipment; Reception, Staging, Onward Movement, and Integration (RSO&I); Brigade Regeneration (Turn-In); Direct Supply Support Activity; Ammunition Supply Point; Bulk and Retail Fuel Operations; Shop Stock & Repair Parts; Logistics Support Area (LSA); Facilities Property; Weapons Storage Facility; Equipment Storage Facility; Equipment Load Test; Combat Vehicle Evaluation (CVE) Program; Modification Work Order Requirements (MWO); Receipt/Transfer/Turn-In of Equipment. (Surveillance Per Month: 526).

n. ISSA Contracted Areas: Packing and Shipping Facility; Installation Supply Support Activity. (Surveillance Per Month: 64).

o. EAB Contracted Areas: General; Operation Functions; Supply and Services/Trans; Class III Bulk; Class III Retail; Class I; Water; Class II, III(P), IV, IX; Trash and refuse; Forward Ammunition Supply Point; Field Maintenance Operations; Facilities and Property Management; Shop Stock and Repair Parts Management; Equipment Dispatch Requirements; Maintenance of Vehicles and Equipment; Recovery Support. (Surveillance per Month: 255).

p. Civilian on the Battlefield Vehicle (COB-V): Shop Stock and Repair Parts Management; Rotational Issue Requirements; Maintenance of Vehicles and Equipment; Recovery Support; Drive-In Repair Service (DIR); Rotational Turn-In Requirements. (Surveillance per Month: 100).

q. Forward Operating Bases (FOBs): Warrior; Seattle; Miami. (Surveillance per Month: 27).

14. S6/CSSAMO/COMSEC responsibilities are:

The (Sustainment Automation Support Management Office (SASMO) provides customer support in sustaining and operating the Army's Standard Management Information Systems (STAMIS).

a. SASMO provides support and direction to all STAMIS on Fort Irwin and to Rotational Brigades.

b. Provides main support to all Office Automated Information Systems (AIS) in hardware, software and networking for the 916th SB.

(1) Assists with all aspects of deployment and sustainment of Fort Irwin STAMIS assets.

(2) Maintains, modify and integrate specialty areas in the following systems:

a) Defense Property Acquisition System (DPAS).

b) Fuel Automated System (FAS).

c) Army Food Management Information System (AFMIS).

d) Standard Army Ammunition System-Modified (SAAS-MOD).

e) Property Book Unit Supply Enhanced (PBUSE).

- f) Transportation Coordinators Automated Information for Movement System (TC-AIMS).
 - g) Radio Frequency Identification Device (RFID).
 - h) Standard Army Retail Supply System (SARSS-1 and SARSS-2AC).
 - (i) Unit level Logistic System (ULLS) consisting of ULLS-Aviation Enhanced, ULLS-Ground.
 - j) Standard Army Maintenance Management System (SAMS-1, SAMS-2 and SAMS).
 - k) Combat Service Support Automated Information Systems Interface (CAISI).
 - l) Very Small Aperture Terminal (V-SAT).
- c. Establishes software procedures for new hardware and/or new automated systems.
- d. Serves as the ADP Information System Security Officer (IASO) and Information Management Analyst in the Brigade.
- e. Ensure compliance with the Department of Defense (DoD), Department of the Army (DA), FORSCOM, NETCOM, and Fort Irwin directives and regulations on ADP automated systems security.
- f. Evaluates effectiveness of systems, devices, procedures, and methods used to safeguard sensitive, classified, and proprietary and privacy data in computer accessible media within an acquisition environment.
- g. Performs security inspections and prepares reports which include findings and recommendations for correction of deficiencies.

15. Electronic Maintenance responsibilities are: Serves as the Electronics Maintenance facility for Fort Irwin Units whose assignments include the maintenance and repair of electronic cryptographic equipment, including encapsulated solid state (transistorized) electronic cyphony, miniaturized tactical, fixed station and computer type, digital and analog equipment, which employ the latest "state of the arts," electronic developments such as integrated circuit and multi-layer package construction, computer logic and control circuits, transistors, narrowband full duplex speech compression and digitalization, plug-in circuit boards, encapsulated modules, frequency and time division multiplexing, wide band encryption and decryption and other similar developments. Independently inspects, overhauls, repairs, modifies, and installs a variety of complex electronic cryptographic and communications equipment by performing the following functions: Tests equipment, diagnoses and locates difficulties; disassembles and inspects devices, components, assemblies, and parts; employs highly specialized and sophisticated testing and trouble-shooting procedures and laboratory instruments of the highest precision such as: oscilloscopes, signal generators, transmission measuring sets, impedance bridges, volume unit indicators, distortion indicators, bit bias and bit rate analyzers, test standards, relay test sets, frequency shifters, and laboratory type multi-layer board and integrated circuit test and repair equipment.

16. 916th SB Published Missions/Functions/ responsibilities are: Operates and maintains computerized automated test equipment and special COMSEC equipment test devices. Serves as an Electronics Mechanic whose assignments include the maintenance and repair of electronic cryptographic equipment, including encapsulated solid state (transistorized) electronic cyphony, miniaturized tactical, fixed station and computer type, digital and analog equipment, which employ the latest "state of the arts," electronic developments such as integrated circuit and multi-layer package construction, computer logic and control circuits, transistors, narrowband full duplex speech compression and digitalization, plug-in circuit boards, encapsulated modules, frequency and time division multiplexing, wide band encryption and decryption and other similar developments. Replaces defective parts, cables, and circuitry wiring, performs major modifications to the equipment, such as: complete rewiring of components, and

any other modifications required; tests tubes, transistors and similar electronic parts, tests cables and wiring for proper specification shorts, open and faulty insulation. Initiates and/or composes proper forms to draw repair parts and show work accomplished.

16. COMSEC responsibilities; turned over to the NEC...refer to Appendix FF; NEC SOP

17. Communications Electronic Review Board member (CERB) responsibilities are:

a. To provide a streamline effort in publishing, establishing, synchronizing the processes to integrate operational, technical, and system architectures required to support Army capabilities and priorities.

b. MAWS-120

(1) Provide maintenance of the Maws 120 for use of Flight Safety in and around Fort Irwin.

(2) There are currently 16 remote weather stations around Fort Irwin and Dagget that report wind speed and direction, temperature, and precipitation.

(3) We are the only section on Fort Irwin who is authorized to make repairs to include programming, repair of cabling and replacement of sensors on installation.

(4) This system has been determined by Installation Commander to be of high priority due to Fort Irwin mission to provide world class training to the US Army and sister services.

c. RFIDS

(1) Tracks shipments from the point of origin to foxhole destinations.

(a) Class I-food, ice.

(b) Class VII-major end items - Mine Resistant Ambush Protected (MRAP)/vehicles.

(c) Class II/IV-construction material-plywood.

(d) Class IX-repair parts (tires).

(2) Identifies shipment contents without opening container.

(3) Provides visibility of a unit's deployment/re-deployment status.

(4) Facilitates inventory control and redistribution of assets at Supply Support Activities (SSAs).

2-9. CGs Guidance for Operations Group:

(1) Train and certify Observer Coach/Trainer (OC/Ts) to provide effective coaching and training to rotational units.

(2) Develop training plan to ensure OC/Ts are masters of Army doctrine and the NTC EXOP.

Operations Group (OPS GRP) the individual Observer Coach/Trainer (OC/T) provides TTPs and other ideas that can be applied during an NTC rotation and to your home station training program.

1. **Brigade Training Team (Broncos) Mission:** The mission of the Brigade Training Team (Broncos) is to coach, teach and mentor brigade commanders, staffs, and separate companies/platoons on the applications and execution of combined arms doctrine to improve the war fighting skills of the Brigade Combat Team.
 - a) This mission is accomplished in a two-step process. First, the team observes, controls, and trains the Brigade Combat Team headquarters along with its brigade troop's through the conduct of continuous tactical operations. These operations include Reception, Staging, Onward Movement and Integration (RSOI), Brigade Combat Team operations against an Opposing Force (OPFOR) Brigade Tactical Group, and live fire operations under simulated combat conditions. The team's knowledge of Army doctrine and tactics, techniques, and procedures along with its supervision and enforcement of the exercise scenario, exercise operating procedures, live fire procedures, range and post policies are essential in accomplishing this role. The second and final step in accomplishing the team's mission is providing feedback. The team provides feedback, both formal and informal, to the Brigade Combat Team headquarters throughout the rotation in the form of post mission after-action reviews (AARs) at all levels and written Take Home Packets of lessons learned for the unit. Lastly, the team provides recommendations in the areas of organization, equipment, and doctrine for the Brigade Combat Team.
 - b) Bronco Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/6327> (760) 380- 5933
 - c) Bronco Team AKO page
<https://www.us.army.mil/suite/page/594828>
2. **Armor Task Forces and Cavalry Squadrons Trainers (Cobras) Mission:** Train Armor Task Forces and Cavalry Squadrons based on U.S. Army doctrine, tactics, techniques and procedures, in order to improve their war fighting capabilities, and enabling them to leave the NTC better trained than when they arrived.
 - a) Cobra Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/9465038> (760) 380- 4488
3. **Live Fire Team (Dragons) Mission:** "Dragons" provides rotational units with world class live fire training facilities and modern, realistic systems and scenarios that enable units to train all echelons of leaders to meet unit training objectives.
 - a) Dragon Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/11967804> (760) 380- 1976
4. **Combat Aviation Trainers (Eagles) Mission:** The Eagle Team observes controls and trains aviation battalions and companies during the planning, preparation and execution phases of simulated combat operations at the National Training Center. Collects, analyzes and provides feedback to rotational aviation units via After Action Reviews and Take Home Packages. Provides training feedback to the Army in the form of TTPs, professional articles, and video products.
 - a) Eagle Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/11967722> (760) 380- 5544
5. **Battalion and Staff Trainers (Goldminers) Mission:** Coach, teach, and train battalion commanders and staffs on the application and execution of combined arms doctrine to improve the war fighting skills of the Support Battalion.
 - a) Goldminer Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/11967715> (760) 380- 1957

- 6. Division Staff-Planners (Lizards, Warrior and Spartan team) Mission:** The NTC Lizard, Warrior, and Spartan Teams set conditions and develop Combined, Joint, Full Spectrum Operations training scenarios in a realistic, competitive environment to develop adaptive leaders and trained units IAW the Army Campaign Plan.

 - a) Lizard Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/3756> (760) 380- 0362

- 7. NTC Observation Detachment (OD) (Lynx team) Mission:** The Lynx team collects, analyzes, and disseminates lessons learned, trends, and TTP from training rotations and passes them on to CALL and the Army. The NTC OD serves as a principle pipeline for combat lessons learned, TTP, and trends from CALL and the Army back to the NTC to provide Soldiers, leaders, and tactical units products that will assist them in accomplishing their wartime mission.

 - a) Lynx Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/15153457> (760) 380- 8018

- 8. United States Air Force (USAF) 12th Combat Training Squadron (Raven team) Mission:** To ready Tactical Air Control Parties, Battlefield Weather Teams, Aircrew, and Brigade Combat Teams to execute decisive multi-spectrum combat operations.

 - a) The Raven Team is the Air Force’s 12th Combat Training Squadron that works alongside the Operations Group Observer Coach/ Trainer (OC/T) teams. The Ravens cover down on Tactical Air Control Parties and Battlefield Weather Teams from Air Force Air Support Operations Squadrons deployed to the NTC with their Brigade Combat Teams.
 - b) Raven Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/11967196>, and <https://wwwmil.nellis.af.mil/units/12cts/>
 - c) **Location:** Bldg 661, 7th & Barstow Rd, Fort Irwin, CA.
 - d) For more information call (760) 380-3520
 - e) Further references refer to SOP Appendix F this regulation; Green Flag West (GFW) Special Instructions (SPINS) located on this regulations webpage.

- 9. Green Team mechanized trainers (Scorpion team) “Oldest OC team in the desert” Mission:** Observe, coach, train, and mentor heavy task forces conducting continuous operations focused on developing leaders and units so they can accomplish their missions and essential tasks IAW their training objectives. Provide training feedback, both formal and informal to soldiers, leaders, and staffs at every echelon; squad to battalion to improve the rotational unit.

 - a) Scorpion Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/6486> (760) 380- 5554

10. Maneuver Support Trainers (Sidewinder team) Mission: The Sidewinder team is the National Training Center's training team for Brigade Special Troops Battalions (BSTBs) in the HBCT and IBCT. The Sidewinder team provides expert Observer Coach/Trainers (OC/Ts) to coach, mentor, train, and provide feedback to BSTBs in order to prepare them for full spectrum of combat operations. The team also trains the echelon above brigade enablers such as additional engineer and military police units as well as military working dog teams. On order, the Sidewinder team task organizes to provide OC/Ts to support Stryker Infantry Battalions and Engineer Battalions. The Sidewinder team also serves as the National Training Center's lead integrator for collective C-IED training.

- a) Sidewinder Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/11967200> (760) 380- 7270

11. Light, Airborne, Air Assault, Mechanized, and Armored Task Forces and Cavalry Squadron Trainers (Tarantula team) Mission: Train Light, Airborne, Air Assault, Mechanized, and Armored Task Forces and Cavalry Squadrons, based on Doctrine, Tactics, Techniques and Procedures in order to improve their war fighting capability, and ensure they depart the National Training Center ready to train. **Team Goal...**Ensure team mission success in safety and training by observing, collecting, analyzing and providing feedback to rotational units using After Action Reviews (AARs) and Take Home packages.

- a) Tarantula Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/5196> (760) 380- 4303

12. 52ID G6/S6 (Vulture team) Mission: Develop, organizes, and provides instrumentation, simulations, communications, information systems, audio-visual, and integration support to Operations Group.

- a) Vulture Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/5173> (760) 380- 5361.

13. Field Artillery Task Force Training Team (Wolf team) Mission: Observe, control, and train Direct Support and Reinforcing Artillery Battalions and Batteries during the planning, preparation and execution phases of simulated Force on Force, Stability Operations and Support Operations (SOSO), and Live Fire combat missions. Collect, analyze, and provide feedback to rotational artillery units using After Action Reviews and Take Home Packages. Provide training, analysis, and feedback to the field in the form of Tactics, Techniques and Procedures (TTP), professional articles, trends analysis, and video training productions.

- a) Access the latest Field Artillery lessons learned and tactics, techniques, and procedures at the Fires Knowledge Center . [https://www.us.army.mil/suite/portal.do?\\$p=135314](https://www.us.army.mil/suite/portal.do?$p=135314)
- b) Wolf Team AKO Communities & Knowledge Centers
<https://www.us.army.mil/suite/community/9540081> (760) 380- 5524

14. Leader Training Program- LTP Coaches (Wrangler team) Mission: Provide an enhanced training opportunity for Brigade and Battalion Commanders, their staffs, and maneuver Company Commanders and Command Sergeants Major to prepare for their NTC rotation.

a) NTC's Leader Training Program (LTP) is one of most successful, long-standing programs the Army offers Company and field grade Commanders, battle staffs, and Command Sergeants Major. First organized as the FORSCOM Leader Training Program (FLTP) over 20 years ago, NTC has improved the program and facilities ever since. Today, LTP continues to offer leaders of Active and Reserve Component Regimental and Brigade Combat Teams unparalleled training opportunity.

b) LTP's primary focus is on preparing Company through Brigade Commanders, their staffs and Command Sergeants Major execute their war fighting duties and on team building. A team of highly experienced, retired military coaches facilitates LTP's sessions that are characterized as intense and fast-paced. Together with the unit's leadership, coaches provide a week long training event that is an extremely meaningful and rewarding experience.

c) The program consists of four different tracks - BCT, Company Team Commander, Combat Service Support, and a Command Sergeants Major track. The common thread linking all of LTP's tracks is the execution of troop leading procedures, in particular, the Military Decision Making Process.

d) Units attending LTP accomplish their training objectives by focusing on how the OPFOR fights; the application of doctrine; tactics, TTPs; TLPs; parallel planning; reconnaissance; and rehearsals. The training week culminates with a BCT Command Leadership and Staff war fighting exercise (JCATS simulated), and a series of execution-based AARs at the CO, TF, Battalion, and Brigade level.

e) Please do not hesitate to contact us at (760) 4982 if there is anything further that we can do to assist your schedule deployment to your scheduled LTP training session.

f) Wrangler Team AKO Communities & Knowledge Centers

<https://www.us.army.mil/suite/community/11967206> (760) 380- 2762

15. Observer Coach/Trainer Academy (OC/T-A) Overview: Overview. The OC/T Academy is a two-phased certification training program designed to certify all assigned or attached OC/Ts on their duties as trainers, coaches, and mentors for the National Training Center and the rotational Brigade Combat Team (BCT). Phase 1 applies to all OC/Ts (Guests and Permanent Party). Phase 2 applies to OC/Ts permanently assigned or guest OC/Ts attached to "Crittter Teams" for rotational support to NTC.

a) **Phase 1.** OC/Ts must complete all training during the four (4) day classroom training model (Phase-1), typically held BRD-4 thru Comp-2 or RSOI-1 thru RSOI-4. All FORSCOM tasked active duty guest OC/Ts are to be completed with Phase I training prior to RSOI 1.

b) **Phase 2.** During the Phase-2 OC/T team performance requirement, each OC/T must receive a passing evaluation from their teams on all Phase-2 performance oriented training tasks by the end of the rotation. The Phase-2 checklist certification must be completed (NLT) BRD-5 following the rotation. Phase 2 checklists will be maintained on all OC/Ts at the Team level and a copy of the signed certification will be provided to the OC/T Academy to be maintained for 2 years. The Phase-2 must be signed by the team 07. **The Team 07 is the only certifying official for their team.**

c) Wrangler (OC/T Academy) Team AKO Communities & Knowledge Centers

<https://www.us.army.mil/suite/files/23380297> (760) 380-6195

2-10. Reserve Component-Operations, Plans and Training (RC-OPT)

NOTE: The RC-OPT SOP is located in this document as Appendix II.

a. PURPOSE: The purpose of this SOP is to provide policies and procedures to be followed by all and not limited to, Army National Guard (ARNG) units and US Army Reserve (USAR) units for planning, requesting, synchronizing, coordinating, and conducting Rotational Training Unit enabler support, Logistics Task Force (LTF), Inactive Duty Training (IDT) and Annual Training (AT) at the National Training Center (NTC) Fort Irwin, California. The RC-OPT assists in coordinating installation support for ARNG/USAR units training at the NTC. RC-OPT is the principal point of contact (POC) for Reserve Component (RC) support requirements and monitors matters pertaining to RC units training at the NTC.

b. APPLICABILITY: This SOP applies to ARNG and USAR units and Soldiers conducting IDT, AT or during rotational training / non-rotational training at NTC. It applies to all organizations, staffs, tenants, and activities providing support to or receiving support through or from RC-OPT. All RC units training at NTC, to include rotational, non-rotational and OPFOR augmentation, will be coordinated through RC-OPT.

c. RESPONSIBILITIES: RC-OPT has primary staff responsibility for planning, synchronization, coordinating, and supervising the support, within its capability, for all RC units conducting training at NTC.

d. MISSION: RC-OPT advises the commander of the National Training Center (NTC) on RC capabilities and facilitates the integration, utilization, readiness and support to secure training opportunities and set the conditions for RC forces and personnel either mobilized, on Inactive Duty Training or on Annual Training in support of a rotation or non-rotation status to meet the NTC mission and to support the Army.

e. FUNCTIONS: The RC-OPT focuses on nine (9) major areas:

(1) Logistic Task Force (LTF): Assist in planning and coordinating with Combat Support Sustainment Battalions (CSSBs) to provide corps support logistic activities to the rotational Brigade Combat Team (BCT).

(2) Echelons Above Brigade (EAB) enablers: Assist in planning and coordinating with units identified to conduct EAB support to the Brigade Combat Team (BCT) rotational training unit (RTU).

(3) Brigade Combat Team Attachment enablers (BCT-A): Assist in the planning and coordination of Combat Support (CS) and Combat Services Support (CSS) units performing logistical operations in support of a BCT rotation. Provides oversight regarding the RSOI and REGEN of the supported BCT as well as coordinating for mentoring and evaluating participating units.

(4) Observer Coach Trainer (OC/T) augmentation: Reserve Component (RC) units through their respective headquarters (ARNG or USARC) and as directed by Department of the Army, in support of training requirements, will provide OC/T Augmentation in support of NTC Rotations. RC-OPT will assist units to request evaluators from First Army/FORSCOM if formal evaluations are required and requested during non-rotational AT exercises. The evaluation team should come prepared with enough equipment and supplies to conduct their mission without external support. See the NTC Exercise Operating Procedures (EXOP) for further details and requirements for OC/T augmentation.

(5) Contemporary Operating Environment Forces (COEFOR) augmentation: Assist RC units in providing joint training opportunities in partnership with the 11ACR as COEFOR. Examples of the COEFOR mission sets include motorized infantry attack, dismounted infantry operations, fire support to COEFOR, mobility/counter-mobility/survivability operations, and information warfare.

(6) Engineer Task Force (ETF): Assist in planning and coordinating RC engineer units performing technical and tactical training in a contemporary operating environment while assisting units in receiving valuation feedback.

(7) Aviation Task Force (AVTF): RC-OPT will coordinate with USAR/ARNG Aviation Task Force's when they are supporting the NTC rotational training unit or non-rotational training events. Training includes lift operations, aerial gunnery and air-ground integration (AGI) missions ISO the rotational BCT.

(8) Non-Rotational Training Support: Assist RC units with coordinating ranges, training areas, and training support resources in order conduct IDT or Annual training (AT) at the NTC.

(9) External Training Support: All external training support for USAR/ARNG will be coordinated through RC-OPT staff.

f. COORDINATION CONFERENCES: Those ARNG/USAR elements requiring further coordination with NTC staff must plan accordingly. RCOPT will assist with coordinating Leader Training Program (LTP), Initial Planning Conference (IPC), this is the BCT IPC completed at the BCT home station, and Pre-Deployment Site Survey (PDSS).

g. ADDRESS: Reserve Component Operations, Plans and Training, P.O Box 105009, Fort Irwin CA 92310.

2-11. Military Installation Contracting Command (MICC) (formerly Acquisition Command /AQ CMD)

1. Enable Soldiers to accomplish their mission by providing them with the full range of contracting support, strategically developed business solutions and innovative contracting techniques.
2. **Contracting Responsibilities:**
 - a. NTC MICC will provide operational external SOPs on all operational support to units training at the NTC and Fort Irwin to the G3.
 - b. NTC MICC will provide external contracting support SOPs to all units training at the NTC and Fort Irwin to the G3 Plans.
3. NTC MICC Contingency Contracting Officer Program.
 - a. Provide an on the job training environment to demonstrate realistic contingencies for the CCO while providing contracting support to the rotational units and enhance their understanding and ability to manage situations that may be encountered while providing contracting support during real world deployments.
 - b. MICC homepage located at: <http://www.army.mil/micc/>
 - b. NTC MICC: <http://www.irwin.army.mil/CommandGroupUnits/MICC/Pages/default.aspx> (760) 380-3792 .

Mailing Address:

NTC MICC

ATTN: CCMI-IRW

PO Box 105095 Fort Irwin, CA 92310-5095

2-12. Joint Improvised Explosive Device Defeat Organization (JIEDDO) provides:

1. Joint Center Of Excellence (JCOE) Mission: In support of JIEDDO's mission, maintain and manage a distributed Joint Center of Excellence that facilitates individual, collective and unit CIED training; enables the development and propagation of new operational techniques and tactical procedures and provides a venue for training and support for the experimentation and testing of emerging C-IED equipment and concepts.

a. Investments are informed by technical data and tactical insights drawn from units returning from Iraq and Afghanistan, as well as JIEDDO personnel deployed in each theater. This work influences C-IED doctrine and institutional training changes within the Services. It provides support to unit mission rehearsals directed by U.S. Joint Forces Command (JFCOM) and unit pre-deployment exercises accomplished at service combat training centers. Pre-deployment C-IED training emphasizes understanding current enemy IED technical capabilities, tactics, techniques and procedures, and increasing the realism of C-IED training across the Services.

b. Mitigating the effects of enemy IED employment through comprehensive training of our forces puts troops in the field who are situationally aware and who know their gear. JIEDDO has increased its investment in training tools, techniques, and technologies that enable warfighters to attack IED networks. This includes, but is not limited to, multi-echelon and multi-component training, training on new gear, information management and dissemination, strategic communications, doctrinal and institutional training changes, and unit mission rehearsals at service combat training centers.

c. Joint Center of Excellence provides: The Joint Center of Excellence (JCOE) is the execution arm of JIEDDO's C-IED training program. JCOE is located at Fort Irwin, Ca. and has been operational since April 2006. Together with the four service-specific centers of excellence (COEs), JCOE provides deploying forces with training on rapidly fielded C-IED equipment and capabilities. JCOE and the service COEs facilitate individual, collective, and unit C-IED training; develop and publish IED defeat tactics, techniques and procedures; and make available to deploying units C-IED lessons learned from those returning from theater.

2. Other Training Initiatives provided:

- a.** Simulation Training Technology
- b.** Home Station Training

3. POC information:

- a.** Phone numbers - (760) 380-8569 & 8570 DSN: 470
- b.** JIEDDO homepage: <http://www.irwin.army.mil/CommandGroupUnits/JIEDDO/Pages/default.aspx>
- c.** Training Division: irwinjieddojcoeops@conus.army.mil
- d.** Training Support Element (TSE): irwinjieddojcoeops@conus.army.mil
- e.** ADDRESS:
P.O. BOX 105024
Fort Irwin, CA. 92310-5024

2-13. Robotic Systems Joint Project Office (RSJPO) co-located with G3 TSD provides:

1. Headquartered in Warren, Michigan, the Robotic Systems Joint Project Office (RSJPO) is the materiel solution provider for United States Army and Marine Corps unmanned ground vehicle (UGV) needs. Manage the development, systems engineering, integration, acquisition, testing, fielding, sustainment and improvement of unmanned systems for Warfighters to ensure safe, effective and supportable capabilities which will form the background of the future force.

2. The RSJPO has been designated by the DoD to serve as stewards of national resources to meet operational needs in the most efficient manner to accomplish assigned tasks. Implementing DoD guidance for acquisition reform and streamlining, optimizing development, acquisition, and logistics business processes.

3. In addition the recently published revision of AR 70–1 Development, acquisition, and fielding of unmanned ground systems and integration of mission capability packages dated 22 July 2011 Chapter 8 section 12 reads as follow:

- a. The Robotic Systems Joint Project Office (RSJPO) PM is responsible for the acquisition life cycle for unmanned ground systems. The RSJPO will coordinate, manage, and integrate unmanned system life-cycle activities. This includes budgetary and POM execution, identification of all milestone and master program activities, integration interfaces (to include an open system architecture), and responsibility for all program acquisition strategies.
- b. The PM RSJPO will establish MOAs with each PEO; the rapid equipping force; the Joint Improvised Explosive Device Defeat Office; and U.S. Research, Development and Engineering Command to ensure implementation of this policy.
- c. The PEOs (to include subordinate PMs) and DRPMs will establish a continuing relationship with the PM RSJPO.
- d. Unmanned ground systems include—
 - (1) Any robotic platform (regardless of size or mission) characterized by a ground mobility platform with sensors, computers, software (including modules for perception, navigation, learning, adaptation, behaviors, and skills), human-robot interaction, communications, power and a separate mission package depending on the unmanned systems mission role.
 - (2) Any robotic appliqué kit applied to a manned combat support, combat service support, tactical wheeled vehicle or ground combat system.
- e. The responsible TRADOC organization will develop and coordinate all requisite DOTMLPF considerations with the PM RSJPO.

4. The RSJPO works with various commands, labs and organizations within the Army and Marine Corps to focus efforts on improving Soldier support with UGVs. Additionally, the RSJPO works with other Department of Defense (DoD) organizations such as the Joint Ground Robotics Enterprise and Joint Improvised Explosive Device Defeat Organization to ensure that the best practices within the DoD are being utilized to enhance our Soldier's and Marines' capabilities.

5. The RSJPO is committed to building strategic and tactical relationships throughout the Army and Marine Corps to support the Joint Warfighter through the life cycle management of UGVs now and in the future. As the use and capabilities of our unmanned systems continue to grow, and as our fundamental warfighting doctrine adjusts to the inclusion of these systems.

6. RSJPO is ready and capable of providing and supporting the equipment that the Warfighter needs to succeed on, and safely return from, the modern battlefield.

7. RSJPO has developed and refined the Joint Robotic Repair and Fielding (JRRF) mission. The JRRF is designed to provide continental U.S (CONUS) and outside the continental U.S. (OCONUS).

a. Support for fielded robotic platforms to include training, sustainment, assessment, repair and accountability. Continuous improvement efforts within the JRRF include enhanced inventory control and asset visibility; integrating Radio-Frequency Identification Devices; Condition Based Maintenance; and standardizing processes for Commercial Off-The-Shelf and Non-Standard Equipment repair and sustainment.

b. Additionally, the JRRF has the capability of deploying Mobile Training Teams (MTTs) to support CONUS units preparing to deploy. Over 6,000 Army and Marine Corps personnel have been trained on UGVs at various locations by JRRF trainers. The JRRF is located at Selfridge Air National Guard Base in Michigan and manages all of our Joint Robotics Repair Training Teams (JRRTTs) worldwide. We work closely with the original equipment manufacturers to ensure that our trainers and technicians have the most current repair and procedure information available.

c. The JRRTTs are subsets of the JRRF that provided on-site CONUS and OCONUS training, sustainment, repair and support for robots from all branches of service and multiple Coalition partners. There are currently eight JRRTTs OCONUS locations: one in Germany, one in Iraq, and one in Kuwait and five in Afghanistan. JRRTTs have also been established at multiple CONUS Combat Training Centers (CTCs), to include Fort Irwin, Fort Leonard Wood, Fort Polk, Fort Hood, and the Marine Corps Air-Ground Combat Center 29 Palms.

d. The Joint Robotic Repair Training Team (JRRTT) NTC provides on-site training, sustainment, repair and support for robotic platforms on site. The mission includes, but is not limited to training, sustainment, assessment, repair and accountability, inventory control and asset visibility. Provide training units the necessary robotic equipment to ensure they are proficient in the proper way to operate and sustain a robotic platform.

e. Our goal is to ensure every Rotational Training Unit (RTU) is familiar with all aspects of robotic operations. The process begins with the brigade S3, S4 and the Brigade Combat Team (BCT) leadership and culminating with the successful employment of a robot by the operator. At the conclusion of training units will be familiar with the robot request process, employing a robot and unit level maintenance by ensuring that none mission capable robots (NMC) can be serviced by the nearest JRRTT.

2-14. MEDDAC / DENTAC Responsibilities are:

a. MEDDAC responsibilities are: (NTC MEDDAC SOP see Appendix EE, this document)

(1) The **United States Army Medical Department Activity (MEDDAC)** stands ready 24 hours a day to support the National Training Center mission and military families who live here. Comprehensive health and preventive medicine services are provided to the active duty personnel, both assigned and rotational, their family members, and retirees.

(2) MEDDAC does not have a legal representative at the hospital we use NTC legal to assist us with legal issues.

(3) The following is taken directly out of **the FORSCOM regulation 350-50-1**. Item line # 10 is the most up to date rotational requirement guide for medical support to include personnel numbers. The below is the specific annex of 350-50-1 that should be a template for your NTC 350-1 update.

(4) MEDDAC (see Appendix Q) **FORSCOM regulation 350-50-1**

APPENDIX Q	163
<i>Medical Support</i>	
Q-1. General	163
Q-2. Medical Services	163
Q-3. Dental Services	166

(5) NTC MEDDAC and DENTAC Commanders. The BMSO will establish a Class VIII account.

b. Irwin MEDDAC Quality Assurance Office NLT 30 days Prior (D-30 requirement see Chapter 5 D-30).

(1) Irwin MEDDAC exceptions to this policy:

(2) MEDDAC (Medical Department Activity):

(3) **Minimum Dust Bowl Requirements: FORSCOM regulation 350-50-1**

1- MC Officer

1- Physician Assistant

1- Treatment Squad (5-68W) MES SC & Trauma

1- Evacuation Squad (5-68W) MES GA X2 M997 X2

*1-68W series NCO as LNO

*1-68W series (Assistant LNO)

* (co-located at WACH)

Total: 14 PAX

c. United States Army Dental Activity (DENTAC) responsibilities are: Rotation Training Dental Support Team: Provide emergency dental care to all rotational training Soldiers and the Soldiers of any slice elements supporting the rotational training unit. Soldiers in Dental Readiness Class 3 or 4 must be provided their treatment prior to arrival. On occasion the Dental Support Team may find it necessary to provide dental care at the local dental clinic. This arrangement must be coordinated and approved by the DENTAC Commander.

(1) Fort Irwin Dental Clinic: May provide dental care to rotation Soldiers when coordinated and referred by Dental Support Team dentist.

2-15. Network Enterprise Center (NEC) MISSION: The Network Enterprise Center commands, controls, and defends the Garrison Installation Campus Area Network (ICAN) and supports operating and generating forces engaged in full spectrum operations enhancing battle command through the innovative, secure, and reliable delivery of LandWarNet (LWN) capabilities.

a. The NEC SOP is located in this document as Appendix FF. Reference: AR 25-1, Information Army Knowledge Management and Information Technology, 04 Dec 08; AR 25-2, Information Assurance, 23 Mar 09.

(1) **Purpose:** This SOP sets forth the operating procedures, to be adhered to by the Network Enterprise Center (NEC) staff in order to determine the proper support rendered to a rotational unit upon their arrival at Fort Irwin.

(2) **Applicability:** This Standard Operating Procedure applies to all military, civilians and contractors who utilize Information Technology Services (network devices, routers and switches, telephones, circuit request, Spectrum, and COMSEC).

(3) **Responsibility:** The Fort Irwin Network Enterprise Center is responsible for providing Command, Control, Communications, Computers, and Information Management (C4IM) for the Installation.

(4) **Accountability:** All personnel having access to NIPR and SIPR devices will be held accountable for his or her actions on the devices. This includes reviewing and complying with software licensing agreements. At no time will classified material be placed on the NIPRNET Portal. AR 25-2 is punitive in nature (in order to enforce compliance).

(5) **Contents:**

- 1) Explanation of services
- 2) Timelines and POC Listings
- 3) Appendices

(6) **Location:** Bldg 16, Inner Loop Road, Fort Irwin, CA

(7) **Mail to:** Network Enterprise Center, PO Box 105096, Fort Irwin, CA 92310-5096

(8) **POC: NEC Director, Phone Number:** (760) 380-4634.

For additional NEC Guidance refer to APPENDIX FF this regulation NEC SOP

Network Enterprise Center
Information Technology Support Services
Rotational Support
Standard Operating Procedures



September 8, 2014

NEC SOP PURPOSE:

Document establishes operating procedures, to be adhered to by the Network Enterprise Center (NEC) staff in order to determine the proper support rendered to a rotational unit upon their arrival at Fort Irwin.

APPLICABILITY:

This Standard Operating Procedure applies to all military, civilians and contractors who utilize Information Technology Services (network devices, routers and switches, telephones, circuit request, Spectrum, and COMSEC).

RESPONSIBILITY:

The Fort Irwin Network Enterprise Center is responsible for providing Command, Control, Communications, Computers, and Information Management (C4IM) for the Installation.

ACCOUNTABILITY:

All personnel having access to NIPR and SIPR devices will be held accountable for his or her actions on the devices. This includes reviewing and complying with software licensing agreements. At no time will classified material be placed on the NIPRNET Portal. AR 25-2 is punitive in nature (in order to enforce compliance).

CONTENTS:

- 1) Explanation of services
 - i) Network Support Services
 - ii) Telephone
 - iii) Circuit Services
 - iv) Spectrum Operations
 - v) Information Assurance
 - vi) COMSEC
- 2) Timelines and POC Listings
 - i) Timeline
 - ii) POC Listing by Section
- 3) Appendix
 - A. Network Enterprise Center Rotation Unit Request Form
 - B. G6 Circuit Request Form

2-16. Installation Safety: Complete responsibilities can be found in Chapter 12 of this document and Appendix DD this regulation.

a. Army Safety Program prescribes Department of the Army (DA) policy, responsibilities, and procedures to safeguard and preserve Army resources worldwide, to include Soldiers, army civilians, and Army property against accidental loss. It establishes composite risk management (CRM) as the Army's principal risk reduction methodology and assures regulatory and statutory compliance. It provides for public safety incident to Army operations and activities. The NTC & Fort Irwin Regulation 385-10 Safety Program covers all aspects of Safety.

b. NTC Safety Responsibilities: Advise and Assist the Commanding General and Staff on all Matters of Safety Planning, Organizing, Directing, and Evaluating Safety and Occupational Health.

1. Bring to Bear All Professional Safety Staffs in Support Of The command Safety Program.
2. Provide Safety and Occupational Health Guidance for Plans, Programs, Projects, Policies, and Procedures.
3. Provide Technical and Professional Expertise to Eliminate, Mitigate or Control Unsafe Behavior and Environments.
4. Assist Tenant Elements in Determining Requirements for, and Qualification of Personnel Necessary to Ensure an Effective Safety Program.
5. Develop Training using Composite Risk Management as the Cornerstone while Maintaining Realism.
6. Partner with Other Loss Control Activities to Determine The Best Means and Ways to Procure, Produce, Manufacture, and Distribute Safety and Occupational Health Educational Materials within the Command.
7. Installation Safety Sustainment Responsibilities

- a. Non-Rotational training support request support, guidance and special requirements are established.
- b. Re-deployment support is established with tenant Safety offices.
- c. Clearance is coordinated and conducted for Rotational Safety support personnel.

d. Installation Safety with Operations Group (OPS GRP) Safety support coordinates and reviews all safety external SOPs in support of units training at the NTC prior to making recommendations to the G3 Plans.

c. **NTC Exercise Operating Procedure (EXOP):** Specific Safety areas listed below; are explained in detail in the EXOP, located in Appendix H, of this regulation.

- a. Rotational Unit Safety Officers
- b. Force Protection
- c. Heat Injuries and Cold Injuries
- d. Rainstorms, Flash Floods, and Lightning
- e. Wildlife
- f. Lost in the Desert
- g. Sleeping Areas
- h. Vehicle Operation
- i. Aviation
- j. UXOs Found in the Training Area
- k. Ammunition
- l. Laser Device Operations
- m. Carbon Monoxide Poisoning, Toxic Smoke and Fumes
- n. MEDEVAC Procedures
- o. Serious Incident/Emergency Situation Procedures
- p. Serious Incident Reports
- q. Off-Limits Areas

2-17. United States Army Garrison (USAG) responsibilities: located Appendix N this document. (760) 380-8917.

a. Director of Emergency Services (DES) & Fort Irwin Police Department (FIPD) located Appendix K this document. (760) 380-3466.

Responsibilities are as follows:

(1) Initial coordination, guidance and support PDCs. Unit augmentation IAW **FORSCOM Reg. 350-50-1** Guidance and coordination POC. Additional references **AR 190-5** and **NTC 190-5**.

(2) **The traffic point system:** The traffic point system provides a uniform administrative device to impartially judge driving performance of Service and DLA personnel. This system is not a disciplinary measure or a substitute for punitive action. Further, this system is not intended to interfere in any way with the reasonable exercise of an installation commander's prerogative to issue, suspend, revoke, deny, or reinstate installation driving privileges.

(3) **System procedures:** Refer to Letter Director of Emergency Services, Magistrate Court Liaison dated May 24, 2011

(a) Reports of moving traffic violations recorded on DD Form 1408 or CVB will serve as a basis for determining point assessment. For DD Form 1408, return endorsements will be required from commanders or supervisors.

(b) On receipt of DD Form 1408 or other military law enforcement report of a moving violation, the unit commander, designated supervisor, or person otherwise designated by the installation commander will conduct an inquiry. The commander will take or recommend proper disciplinary or administrative action. If a case involves judicial or non-judicial actions, the final report of action taken will not be forwarded until final adjudication.

(c) On receipt of the report of action taken (including action by a U.S. Magistrate Court on CVB), the installation law enforcement officer will assess the number of points appropriate for the offense, and record the traffic points or the suspension or revocation of driving privileges on the person's driving record. Except as specified otherwise in this and other Service/DLA regulations, points will not be assessed or driving privileges suspended or revoked when the report of action taken indicates that neither disciplinary nor administrative action was taken.

(d) Installation commanders may require the following driver improvement measures as appropriate:

(1) Advisory letter through the unit commander or supervisor to any person who has acquired six traffic points within a 6-month period.

(2) Counseling or driver improvement interview, by the unit commander, of any person who has acquired more than 6 but less than 12 traffic points within a 6-month period. This counseling or interview should produce recommendations to improve driver performance.

(3) Referral for medical evaluation when a driver, based on reasonable belief, appears to have mental or physical limits that have had or may have an adverse affect on driving performance.

(4) Attending a remedial driver training to improve driving performance.

(5) Referral to an alcohol or drug treatment or rehabilitation facility for evaluation, counseling, or treatment. This action is required for active military personnel in all cases in which alcohol or other drugs are a contributing factor to a traffic citation, incident, or accident.

(e) An individual's driving privileges may be suspended or revoked as provided by this regulation regardless of whether these improvement measures are accomplished.

(f) Persons whose driving privileges are suspended or revoked (for one violation or an accumulation of 12 traffic points within 12 consecutive months, or 18 traffic points within 24 consecutive months) will be notified in writing through official channels. Except for the mandatory minimum or maximum suspension or revocation periods prescribed, the installation commander will establish periods of suspension or revocation. Any revocation based on traffic points must be no less than 6 months. A longer period may be imposed on the basis of a person's overall driving record considering the frequency, flagrancy, severity of moving violations, and the response to previous driver improvement measures. In all cases, military members must successfully complete a prescribed course in remedial driver training before driving privileges are reinstated.

(g) Points assessed against a person will remain in effect for point accumulation purposes for 24 consecutive months. The review of driver records to delete traffic points should be done routinely during records update while recording new offenses and forwarding records to new duty stations. Completion of a revocation based on points requires removal from the driver record of all points assessed before the revocation.

(h) Removal of points does not authorize removal of driving record entries for moving violations, chargeable accidents, suspensions, or revocations. Record entries will remain posted on individual driving records for the period of time indicated below:

- (1) Chargeable nonfatal traffic accidents or moving violations—3 years.
- (2) Non-mandatory suspensions or revocations—5 years.
- (3) Mandatory revocations—7 years.
- (4) Vehicle Registration: Refer to Letter

b. Directorate of Resource Management (DRM) located in Building 237.

(1) Mailing Address: P.O. Box 105079, Fort Irwin, CA 92310

(2) Hours of Operation: 0630-1630 Pacific Standard Time

(3) Point of Contact information:

a) Director (building 237): (760) 380-2603

DSN: (312) 470-2603

FAX: (760) 380-3061

b) Budget Officer (building 237): (760) 380-2600

DSN: (312) 470-2600

FAX: (760) 380-3061

c) Manpower Management and Support Agreements (building 237): (760) 380-2562

DSN: (312) 470-2562

FAX: (760) 380-2565

d) Customer Service Representative (building 237): (760) 380-2561

DSN: (312) 470-2561

FAX: (760) 380-2565

c. Directorate Plans, Training, Mobilization and Security (DPTMS) Responsibilities: Complete areas of responsibilities are located in **Appendix N** of this document.

(1) Serves as the installation's central tasking authority and the USAG Commander's principle staff proponent for command and control in support of antiterrorism/force protection, security, training and planning as well as the coordinating, synchronizing and directing all installation and Garrison level activities and events.

(2) Point of Contact for DPTMS:

- a. **DPTMS -Director** (760) 380-7611
- b. **Plans Officer** (760) 380-4789
- c. **Operations Officer** (760) 380-8917
- d. **CBRNE Officer** (760) 380-8397
- e. **PERSEC Officer** (760) 380-2395
- f. **Anti-Terrorism/ Force Protection Officers** (760) 380-4959, 8396, 6372

(3) **Location:** Build 286, C Avenue Fort Irwin, California 92310-5059

d. USAG Personnel Security Office responsibilities are: Establishes the Army developed Army Investigative Enterprise Solution (AIES) as an end-to-end workflow solution to streamline the submission of all background investigations submitted to Office of Personnel Management (OPM). This applies to persons employed, hired on an individual basis, or serving on an advisory or consultant basis (Including co-op and summer hire students) for whom DA personnel security clearance eligibility is required, whether or not such persons are paid from appropriated or non-appropriated funds. Employees of the Army National Guard, Army-Air Force Exchange Service (AAFES), American Red Cross, the United Service Organizations (USO), who are required to have personnel security clearance eligibility. This will ensure all Departments of the Army activities request background investigations from the OPM through the Directorate of Plans Training Mobilization & Security (DPTMS)/Installation Security Manager/Personnel Security Branch Office. This is inclusive of investigations requested to support determinations for a security clearance, suitability determinations for federal employment, Common Access Card (CAC) issuance or other contractor fitness decisions for the Army military, civilian or contractor personnel. This excludes contractors who are submitted under the National Industrial Security Program (NISP). For those procedures that are by nature site specific and cannot be addressed generically, it provides a shell, with brief instructions for completion by the unit/directorate. This includes recommended or mandated forms or formats as applicable. This is intended for Personnel Security Specialists, S2/Unit or Appointed Security Managers and is not a security technical implementation guide or does it include information for using or implementing a specific security tool or product. It does, however, point to reference material as appropriate, such as a Web Site or regulation. This supplements existing regulations, policies, and Best Business Practices (BBPs), which are still applicable.

(1) Responsibilities: Commanders at all echelons have the responsibility for effective security programs and implementation of security education in the unit/organization. Ensure commands adequately resource the program and meet established policies and procedures. Implement the background investigation verification process. Background investigation verification process is normally delegated to the Unit Security Managers/ S2 who will:

- a) Complete the AIES form for those personnel requiring PSI.
- b) Suspend an individual's access to classified information.
- c) Request security clearance eligibility or Suitability eligibility through the DPTMS, Personnel Security Manager.
- d) Indoctrinate personnel as required under your ownership.
- e) Report any adverse information.
- f) Assist personnel in completing applicable investigative forms & requests received from the Personnel Security Manager thru the CCF.

- g)** Maintain personnel files containing a copy of all documents relative to background investigation submissions, local access suspensions, interim security clearance requests thru Personnel Security Manager, security violations.
- h)** Serve as the JPAS or its successor unit security manager for your unit accounts.
- i)** Security is always the responsibility of the Commander. Commanders may delegate authority to perform local security functions. Commanders of Battalion size elements and larger as well as Installation Directorates will appoint in writing a unit security manager in the grade of E7/GS7 or higher. Additional security managers may be appointed for Subordinate units and activities, as determined by the Commander. The security Managers shall be of sufficient grade to manage that element's security programs. Sample of a Security Manager appointment is provided at Appendix B (Security Duty Appointment).

(2) Commanders and their Unit Security Managers are directly responsible for implementing and enforcing security policies and procedures; initiating and supervising measures or instructions necessary to ensure continual protection of classified information; assuring that persons requiring access to classified information are properly cleared; and continually assessing the individual trustworthiness of personnel who possess a security clearance.

- a.** The DPTMS, Personnel Security Branch has staff responsibility for management of the Personnel security program. The Personnel Security Branch is the sole authority for granting interim security clearances for military and civilian personnel, requesting personnel security investigations from the Office of Personnel Management (OPM), requesting personnel security clearances or security clearance information from CCF, designation of civilian sensitive positions, and conducting interviews IAW **AR 380-67** Information Systems Security Monitoring.
- b.** Commanders, Directors, and Supervisors have the responsibility for determining those positions that require access to classified defense information and material, and maintaining a sufficient number of cleared personnel to successfully complete assigned mission.
- c.** Requests for personnel security actions must be routed through S2/Unit Security Managers or Intelligence/security channels (chain of command) to the DPTMS Personnel Security Branch.
- d.** Clearance issued or accepted for access by the Personnel Security Branch remains Valid throughout the tenure of an individual's assignment to this command unless the Personnel Security Branch suspends that access or clearance is revoked by CCF.
- e.** Security Managers are responsible for all personnel security clearance actions for their assigned personnel.
- f.** Commanders, Directors and Supervisors will carefully review and reduce personnel security investigations and requests for access by:
 - 1) Making every attempt to properly utilize personnel within their units who are cleared or who have a record of a complete investigation in their Military Personnel Records Jacket (MPRJ).
 - 2) Insuring each investigation request is mission essential.
 - 3) Providing full justification for all requests for new investigations; i.e. Single Scope Background Investigations (SSBI), National Agency Checks with Local inquires and Credit Checks (NACLIC) and requests for access.

(3) Only U.S. citizens shall be granted personnel security clearance eligibility, assigned to sensitive duties, or granted access to classified information. This portion is intended to provide a ready reference to procedures and instructions for requesting personnel security investigations, security clearances, reporting adverse information on cleared and uncleared personnel, suspension of access, reinstatement of access and designating civilian positions.

- a.** Personnel Security Program is defined in AR 380-67, implements Department of the Army Personnel Security Program and applies to all military and civilian employees of units, staff sections, directorates, and activities under the security cognizance of the Personnel Security Branch.

(4) **Criteria for Application of Security Investigation:** The Garrison Commander, US Army Central Personnel Security Clearance Facility (CCF), is the sole authority for granting, denying, and revoking security clearances of military and civilian employees of Department of the Army.

- a. Military personnel will not be granted access until an investigation for suitability or security clearance is issued or accepted by the Personnel Security Branch during individual's current tour of duty at Fort Irwin. Civilian personnel will not be issued a CAC, or granted access to the Fort Irwin Network System until an investigation can be verified in **JPAS**/ or system of record, and clearance is issued or a suitability investigation is accepted by the Personnel Security Branch.
 - 1) Acceptance/validation of existing clearances will be IAW **AR 380-67**.
 - 2) Request for investigations National Agency Checks with Local inquires and Credit Checks (NACLC) and Single Scope Background Investigation (SSBI) will be IAW AR 380-67. New investigations must be fully justified.
 - 3) Verification of Citizenship. All requests for first-time security clearance, for a higher level of clearance, or for Periodic Reinvestigation (PR) with Department of the Army must contain certification of citizenship.
 - 4) Initiate periodic reinvestigations (PRs) no earlier than 45 days prior to the fifth (5th) anniversary of the current investigation completion date for Top Secret clearances, or the tenth (10th) anniversary of the current investigation completion date for Secret clearances.
 - 5) The monitoring of cleared personnel, reporting of derogatory information, the suspension of access/reinstatement of access and revocation of clearances, the designation of civilian sensitive positions, and the reporting of foreign travel of Department of the Army military and civilian cleared personnel will be IAW AR 380-67.

(5) **Civilian employment.** The appointment of each civilian employee in any DoD Component is subject to investigation, except for reappointment when the break in employment is less than twenty four (24) months. The type of investigation required is set forth in accordance with **DoD 5200.2-R**. and in according to the position sensitivity as defined below:

- 1) Non-sensitive. A NACI (National Agency Check w/Inquiries) will be requested not later than three (3) working days after a person is appointed to a non-sensitive position. Although there is normally no investigation requirement for temporary or seasonal employees in these positions, a NAC (National Agency Check) may be requested when deemed appropriate.
- 2) Noncritical-sensitive. An ANACI (Access National Agency Check and Inquiry) will be requested and the NAC portion is favorably completed before a person is appointed. An ENTNAC (Entrance National Check), a NAC or NACLC (National Agency Check with Local Area Check) conducted during military or contractor employment may also be used for appointment, provided an ANACI has been requested and there is no more than twenty four (24) months break in service since completion of the investigation.
- 3) Critical-sensitive. A single-scope background investigation (SSBI) will be favorably completed prior to any appointment to critical-sensitive positions.
- 4) Exceptions. The following are exceptions as described in **AR 380-67**, the Army Personnel Security Program.
- 5) Critical-sensitive. In an emergency, a critical-sensitive position may be occupied pending the completion of the SSBI if the requesting office finds that the delay in appointment would be harmful to national security and the finding is documented and made a part of the record in the OPF (Official Personnel Folder). The emergency finding will include a statement of why a delay pending completion of the required investigation will be harmful to the national interest. In such instances, the position

may be filled only when the NAC portion of the SSBI or a previous valid ENTNAC, NAC, NACL, NACI, or ANACI has been completed and favorably adjudicated within the past five (5) years, and there has been no break in service in excess of twenty four (24) months.

- 6) Noncritical-sensitive. In an emergency, a noncritical-sensitive position may be occupied pending the completion of the ANACI, if the commander finds that the delay in appointment would be harmful to national security and the finding is documented and made a part of the record in the OPF. The position may be filled only after OPM (Office of Personnel Management) has initiated the ANACI.

(6) Personnel security clearance processing. Personnel security processing for the U.S. Army Garrison Fort Irwin will be accomplished as follows.

- a. All requests for clearances, clearance upgrades, status checks of initiated paperwork, and validation or certification of clearances will be done through the Installation Security Manager, Personnel Security Branch DPTMS for all individuals assigned to the U.S. Army Garrison Fort Irwin.
- b. Validation of security clearances. Validation of individual personnel security clearance will be accomplished by the local Commands unit Security Managers.
 - 1) All newly assigned personnel will in-process through the CPAC Office to initiate any necessary paperwork and receive certification of their security clearance and authorized level of access to classified information.
 - 2) All Uniformed Service members, civilian employees, Presidential Appointees, or CAC-eligible contractor employees under the terms of applicable contracts will need to have an initiated National Agency Check with Inquiries (NACI); National Agency Check, Law Checks, and Credit, or an initiated national security investigation; and favorable completion of a Federal Bureau of Investigation (FBI) fingerprint check for credential issuance. The USD (P&R), DoD lead for HSPD-12, will work with the Office of Personnel Management to integrate the NACI status and fingerprint check information into the CAC issuance process. All Personnel requiring physical access to all federally controlled facilities and logical access to federally control information systems, must submit through their Facility Security Officer (FSO), or Security Manager the AIES Form for investigation.
 - 3) All Personnel Security Investigations, for Secret clearance, Suitability investigations will be submitted through the Personnel Security Investigation PSI Center of Excellence (PSI-CoE), to include Military, Civilians, and Contractors, are verified through **Joint Personnel Adjudication System (JPAS)**, or DoD Army Central Clearance Facility (CCF) Case Adjudication Tracking System (CATS).
- c. No access to classified information will be allowed until individual has in-processed through security office and a validated clearance or suitability investigation is verified.
 - 1) Special access. Any requirement for special access, i.e., **North Atlantic Treaty Organization (NATO)**, or **Sensitive Compartmented Information (SCI)** will be routed through the nominated individual's division, office or section chief to the appropriate unit Security Managers with full justification for the requested special access.

(7) Personnel security responsibilities. All personnel have the individual responsibility to promptly report any of the following to their unit Security Managers or the local 902nd MI representative:

- a. Any form of contact, intentional or otherwise, with a citizen of a designated country, (**Appendix H, AR 380-67**) unless such contact occurs as a function of one's official duties.
- b. Attempts by representatives or citizens of a designated country to cultivate friendships or to place one under obligation.
- c. Attempts by representatives or citizens of foreign countries to:

- 1) Cultivate a friendship to the extent of placing one under an obligation that they would not normally be able to reciprocate, or by offering money payments or bribery to obtain information of actual or potential intelligence value.
- 2) Obtain information of actual or potential intelligence value through observation, collection of documents, or by personal contact.
- 3) Coerce by blackmail, by threats against, or promise of assistance to relatives living under foreign control, especially those living in a designated country.
- 4) Obtain advance notice of all personal plans and foreign travel.
- 5) Obtain any information of the type referred to in paragraph 2-200 or appendix I, AR 380-67.
- 6) Any known or suspected adverse information regarding U.S. Army Garrison Fort Irwin employees (military and civilian).

(8) Security clearance granting, denial, or revocation. The Garrison Commander, CCF, is the designated Department of the Army authority authorized to grant, deny, or revoke the security clearance of any U.S. Army Garrison Fort Irwin employees (military and civilian). The granting of a security clearance will be limited to those personnel whose duties require access to classified information to accomplish official duties and the granting of a requested clearance is in the best interest of the national security. Requests for security clearances will be submitted in accordance with paragraph 8. (above).

(9) Unfavorable administrative action. Except as noted below, no unfavorable administrative action shall be taken under the authority of **AR 380-67** unless the employee (military or civilian) concerned has been given:

- a. A written statement of the reasons why the unfavorable administrative action is being taken.
- b. An opportunity to reply in writing to the statement of reasons for the unfavorable administrative action.
- c. A written response to any submission cited above, stating the final decision of the Commander, CCF, which shall be specific as privacy and national security considerations permit.
- d. An opportunity to appeal to a higher-level if the final decision of the Commander, CCF, is to revoke or deny the employee's security clearance.

(10) Exception to Policy: Notification of adverse action need not be given to:

- a. Military personnel who have been dropped from the rolls of their organization for absence without authority.
- b. Persons who have been convicted of a criminal offense by a civilian court or court martial and/or incarcerated.

(10) **Security Education:** The Garrison Information Security Manager is responsible for establishing a security education program designed to fit the needs of the Fort Irwin personnel in accordance with **Chapter 9, AR 380-5**. The program will include all personnel authorized or expected to be authorized access to classified or sensitive information. The program will be designed to:

- a. Advise personnel of the effects to national security that could result from unauthorized disclosure, the penalties that may be imposed, and their personal, moral responsibility to protect classified information within their knowledge or control.
- b. Familiarize personnel with security requirements of their duties.
- c. Inform personnel of the tactics used by foreign intelligence activities to obtain classified material and their responsibilities to report any such attempts.

- d. Advise personnel not to discuss classified information on non-secure telephones or even “talk-around” classified information on non-secure telephones.
- e. Instruct personnel that individuals having knowledge of controlled classified information must determine that the recipient of classified information has cleared for access to the level of the requested information by proper authority, that the information is required to perform necessary duties and that the recipient understands the proper methods of safeguarding classified defense information.
- f. Advise personnel of the requirement to report such matters as:
 - 1) Possible loss or compromise of classified material.
 - 2) Information that could reflect adversely on the trustworthiness of an individual who has access to classified information.
- g. Inform personnel of the proper methods and channels for reporting matters of security interest.
- h. Inform personnel of the objectives of AR 530-1, OPSEC Program, AR 380-5, Information Security Program, and AR 381-12, Threat Awareness and Reporting Program (TARP).
- i. Due to frequent changes in Department of the Army, all security managers and S2 personnel should consult with Installation Security Manager, Personnel Security Branch at DPTMS to ensure all have up-to-date changes in policy and investigation request materials.

(11) References:

- 1) Memorandum, HQDA, ODCS, G-2, 29 Jan 10, subject: Implementation of the Army Investigative Enterprise Solution (AIES) and Stand Up of the Personnel Security Investigation-Center of Excellence (PSI-CoE).
- 2) Memorandum HQDA, ODCS, G-2, 1 Jul 09, subject: Department of Defense (DoD) Implementation and transition to the Office of Personnel Management (OPM) Electronic Questionnaires for Investigations Processing (e-QIP).
- 3) Memorandum, OUSDI, 18 May 09, subject: DoD Implementation and Transition to the OPM e-QIP.
- 4) Memorandum, OUSDI, 24 Dec 08, subject: Exception to Policy for the Army Contract Linguist Program.
- 5) (U) AR 380-67 Department of the Army Personnel Security Program /09 SEP 88
- 6) Directive-Type Memorandum (DTM) 08-006-“DoD Implementation of Homeland Security Presidential Directive-12 (HSPD-12)”
- 7) Section 3542(b)(2) of title 44, United States Code
- 8) Federal Information Progressing Standards Publication 201-1, “Personal Identity Verification (PIV) of Federal Employees and Contractors” (FIPS 201-1), March 2006
- 9) DoD Directive 1000.25, “DoD Personnel Identity Protection (PIP) Program,” July 19, 2004
- 10) AR 15-6 (Procedures for Investigating Officers and Boards of Officers), 2 Oct 06
- 11) AR 25-55 (The Department of Army Freedom of Information Act Program), 1 Nov 97
- 12) AR 25-400-2 (The Army Records Information Management System (ARIMS)), 15 Nov 04
- 13) AR 190-13 (The Army Physical Security Program), 25 Feb 11
- 14) AR 190-16 (Physical Security), 31 May 91
- 15) AR 380-5 (Department of the Army Information Security Program), 29 Sep 00
- 16) AR 380-10 (Foreign Disclosure and Contacts with Foreign Representatives), 22 Jun 05
- 17) AR 25-2 (Information Assurance), 23 Mar 02
- 18) AR 380-67 (The Department of the Army Personnel Security Program), 9 Sep 88
- 19) AR 380-40 (Policy for Safeguarding and Controlling (COMSEC) Material), 30 Jun 00
- 20) AR 380-381 (Special Access Programs (SAPS) and Sensitive Activities), 21 Apr 04
- 21) AR 381-10 (US Army Intelligence Activities), 03 May 07
- 22) AR 381-12 (Threat Awareness and Reporting Program (TARP), 4 OCT 2010
- 23) AR 525-13 (The Army Terrorism Counteraction Program), 49 Nov 08
- 24) AR 530-1, Operations Security (OPSEC), 19 Apr 07

- 25) DoD 5105.21-M-1 (Sensitive Compartmented Information Administrative Security Manual), 1 Aug 98
- 26) DoD 5220.22-M (National Industrial Security Program Operating Manual), Jan 95
- 27) FORSCOM Reg 25-12 (Use Of Portable/Hand-Held Communication Devices), 15 Aug 00
- 28) FORSCOM Suppl 1 to 380-5 (Department of the Army Information Security Program), 27 May 03

e. Duties responsibilities of the Anti-terrorism Force Protection Officer (Level II certified): appointed in accordance with baseline standards outlined in DOD 2000.16 Antiterrorism Standards, performs duties as an antiterrorism officer, advising leadership on the management of an AT/FP programs, and administer, track and report Level I and pre-deployment AT/FP training. Is liaison with both internal agencies and tenants, and local civilian and host nation authorities to ensure full integration and comprehensive AT/FP planning and training including development of an antiterrorism program, conducting an antiterrorism self assessment, developing an installation/FOB AT plan, developing an AT exercise, developing an installation/FOB RAM Program, Coordinating for antiterrorism resource requirements, CVAMP input, conducting an antiterrorism working group meeting, reviewing a construction project plan for AT standards, reviewing a contract statement of work for antiterrorism considerations, crisis communications (PAO), and legal considerations.

a. References:

- 1) DOD 2000.16
- 2) DOD 2000.12
- 3) AR 525-13
- 4) IMCOM OPORD 09-001 FORCE PROTECTION
- 5) FORSCOM OPORD 05-2011 FORCE PROTECTION
- 6) FORT IRWIN FORCE PROTECTION PLAN 2011

b. Anti-Terrorist (AT) training will be conducted as follows:

(1) Will be afforded the same emphasis as combat task training and executed with the intent to identify shortfalls affecting the protection of personnel and assets against terrorist attack and subsequent terrorism consequence management efforts.

(2) Commanders will ensure Antiterrorism (AT) training is included in mission rehearsals and pre-deployment training for all units (platoon level or above) prior to deployment. Multi-echelon individual training using vignettes and AT scenarios is required. Ensure units, which are deploying to or moving through or to HIGH threat areas, conduct pre-deployment training that is supported by measurable standards, including SROE/SROF, AOR-specific threat orientation, deterrence specific TTPs/exercises, lessons learned, and the operation and use of security equipment.

(3) Commanders will ensure all assigned personnel complete appropriate formal training and education. Individual records will be updated to reflect completion of the AT training prescribed by AR 525-13 Standard 24 thru 29.

(4) AT level I for everyone (Annually)

(5) AT level II for unit level battalion/brigade (online training for reinstatement to ATO) Advance ATO for division/corps, installation (online training for reinstatement to ATO)

(6) AT Level III Pre-Command AT Training will be provided to all O-5 and O-6 commanders or civilian equivalent director position.(one time) AT Level IV AT Executive Training will be made available to O-6 through O-8 officers and Civilian equivalent/senior executive service.(one time)

(7) Point of Contact information for AT/FP Officer (760) 380-5949.

f. Physical Security responsibilities are below:

a. Crime Prevention: NTC Regulation 190-31 requires Major subordinate/Bn Cdr and Activity Directors to coordinate with the DES for formal Crime Prevention training on an annual basis (Page A-4 NTC 190-31).

- (1) Physical Security Officer (PSO): outlined in AR 190-13, 3-1.
- (2) PSO will be appointed in writing at the unit (Bn and higher), garrison, ACOM, ASCC, DRU, and ARNG
- (3) Command levels: Appointees will be knowledgeable of physical security and will meet at least one of the following requirements:
 - (a) Demonstrated ability to manage a physical security program through prior experience.
 - (b) Formal training in military police or physical security operations.
 - (c) Completion of the Army physical security course per paragraph 3-2a(3).

b. Department of the Army civilians and ARNG state technicians may be appointed as PSOs per- AR 690-950.

- (1) Position Classification Standards for Security Administration Series 0080 as published by the Office of Personnel Management.
- (2) State or territory personnel directives for physical security specialists also apply for the ARNG.

c. Armorer Training outlined in AR 190-11, 2-10.

a. Commanders responsible for AA&E will establish a training program for those personnel responsible for the accountability of these items. The training program will be designed to-

- (1) Provide training in inventory and accountability procedures as outlined in applicable 700-series Army Regulations.
- (2) Fit the requirements of different groups of personnel responsible for accountability.
- (3) Indoctrinate personnel in the principles, criteria, and procedures for accountability and inventory, including disciplinary actions against individuals responsible for violating security requirements as prescribed in this regulation.

b. Commanders will initiate an aggressive training program to ensure all unit personnel are aware of their responsibilities for the security and accountability of AA&E. A training program will also be established to ensure requirements of AR 190-56 are met and to ensure continued proficiency of the guard force. As a minimum, this training will include-

- (1) Care and use of weapons, to include qualification firing with assigned weapons within the past 12 months.
- (2) Legal authority, responsibility, and jurisdiction of guards on duty, to include apprehension, search and seizure, and use of force.
- (3) Physical fitness training.
- (4) Guard orders, to include communications and duress procedures.
- (5) Duties in the event of emergencies, such as alerts, fire, explosion, civil disturbance, intrusion, attempted seizure, or terrorist incident.
- (6) Current criminal threat to AA&E.
- (7) Crime prevention.
- (8) Common forms of sabotage and espionage, to include current threat situation.
- (9) Location of hazardous and vulnerable equipment and materiel, to include high security risk AA&E requiring special attention or more frequent security checks.
- (10) Location of fire protection equipment, decontamination stations, electrical circuit breakers and main cut-off switches, and first-aid facilities.
- (11) Operation and monitoring of IDS.
- (12) Additional training subjects as listed in AR 190-13.

c. Commanders will take continuing action through annual update refresher briefings to ensure that all personnel are aware of their responsibilities for the control and safeguarding of AA&E.

g. Information Management responsibilities are listed below:

Topic: USAG Fort Irwin and the NTC Command and Community Information Management Standard Operating Procedure	OPR: Information Manager 380-7724																								
Reference: None																									
<p>Procedure:</p> <ul style="list-style-type: none"> • All requests for routine information dissemination are submitted to the Fort Irwin Community Information Manager @ IRWIN-INFO-MGR@conus.army.mil. The information manager will analyze the request, determine what conduits are to be utilized, and task the appropriate organization and, or conduit to disseminate the information. • Routine Information: For dissemination of routine information this procedure is mandatory for all USAG directorates and available to other commands, units and organizations in the NTC community. This system is not applicable to AAFES advertising, private organizations nor is it a replacement for MWR marketing operations. Examples of routine information include, but are not limited to, road closures, scheduled and unscheduled changes in facility operations hours, facility closure and openings for repair, changes in operating procedures and announcement of community or installation events and campaigns. • Emergency Information. Under emergency conditions, defined as the activation of the Garrison Incident Operations Center (IOC), each manager of information conduits will fall under the operational control of the Community Information Manager and be available to disseminate information until the IOC stands down. Additionally, all Facility Managers with the capability to broadcast, 88.FM KNTC in their facility, will do so until the IOC stands down. • The following conduits are available to disseminate routine or emergency information. <table data-bbox="410 1297 1279 1669"> <tr> <td>Front gate security personnel</td> <td>KNTC Public Service Announcements</td> </tr> <tr> <td>Visitors Information Center</td> <td>Fort Irwin Website</td> </tr> <tr> <td>High Desert Warrior newspaper</td> <td>Reverse 911 System (Telephonic)</td> </tr> <tr> <td>Mobile Electronic Signs</td> <td>Community Mayors network</td> </tr> <tr> <td>AAFES Electronic Signs</td> <td>Pinnacle e-mail network</td> </tr> <tr> <td>MWR Electronic Signs</td> <td>IAP e-mail network</td> </tr> <tr> <td>Commissary Electronic Sign</td> <td>BOSS network</td> </tr> <tr> <td>DFAC Electronic Signs</td> <td>FRSA network</td> </tr> <tr> <td>Postmaster e-mail</td> <td>In-Focus e-mail</td> </tr> <tr> <td>DES patrols</td> <td>Silver Valley School District e-mail network</td> </tr> <tr> <td>Garrison Guardian Tribune newsletter</td> <td>Facebook</td> </tr> <tr> <td>Twitter</td> <td>Electronic Marquees</td> </tr> </table>		Front gate security personnel	KNTC Public Service Announcements	Visitors Information Center	Fort Irwin Website	High Desert Warrior newspaper	Reverse 911 System (Telephonic)	Mobile Electronic Signs	Community Mayors network	AAFES Electronic Signs	Pinnacle e-mail network	MWR Electronic Signs	IAP e-mail network	Commissary Electronic Sign	BOSS network	DFAC Electronic Signs	FRSA network	Postmaster e-mail	In-Focus e-mail	DES patrols	Silver Valley School District e-mail network	Garrison Guardian Tribune newsletter	Facebook	Twitter	Electronic Marquees
Front gate security personnel	KNTC Public Service Announcements																								
Visitors Information Center	Fort Irwin Website																								
High Desert Warrior newspaper	Reverse 911 System (Telephonic)																								
Mobile Electronic Signs	Community Mayors network																								
AAFES Electronic Signs	Pinnacle e-mail network																								
MWR Electronic Signs	IAP e-mail network																								
Commissary Electronic Sign	BOSS network																								
DFAC Electronic Signs	FRSA network																								
Postmaster e-mail	In-Focus e-mail																								
DES patrols	Silver Valley School District e-mail network																								
Garrison Guardian Tribune newsletter	Facebook																								
Twitter	Electronic Marquees																								

h. Directorate of Public Works (DPW) Responsibilities below:

a. DPW supports NTC and Fort Irwin by providing the following:

- (1) Timely and Quality maintenance and repair of installation infrastructure and real property
- (2) Effective management of the Unaccompanied Personnel Housing programs
- (3) An active construction program which facilitates mission execution and improves Quality of Life
- (4) A proactive environmental program which facilitates mission execution while ensuring environmental compliance
- (5) Visionary planning to create the "Palm Springs of the Army" through phased development, appropriate landscaping, and improvements to our streetscape.

b. DPW Divisions are broken into the following areas:

- (1) Business Operations and Integration
- (2) Engineering Plans & Services
- (3) Environmental
- (4) Master Planning
- (5) Operations & Maintenance

c. DPW Contact Information:

Work order Desk – (760) 380-3539 Option 1
Public Works Admin - (760) 380-3433
O&M – (760) 380-3742
EP&S Admin – (760) 380-5050
Environmental Division – (760) 380-3410
Master Planning - (760) 380-5048
BOID – (760) 380-4272

d. Reference: USAG 0527- 0184 Rotational Clearance Form:

a. G3 Ref: 110526FO4: Special instructions paragraph that details who the RTU needs to see; what they need to do prior to arriving; when you are available (office hours); where you are located (building and room numbers); why they need to clear you (a brief description of your services and function at the NTC.) see Chapter 5 D-40.

- (1) ECT NCOIC must coordinate with DPW Environmental DIV at least 40 days prior to arriving.
- (2) Upon arrival at NTC, unit will schedule an ECT training day.
- (3) Federal and State law requires all personnel managing or handling hazardous waste shall be trained through classroom instruction.
- (4) Contact DPW Personnel to receive responsibilities and procedures brief at the Environmental Division Bldg 602, Environmental Compliance Lead COM (760) 380-3743, DSN 470-3743, Cell (760) 267-1042
- (5) Required personnel and equipment for the ECT can be found in FC REG 350-50-1, appendix A, note 30, page 26.

b. Personnel:

- (1) 1 (one) – NCOIC (SSG or above only)
- (2) 2 (two) – Team Leaders (SGT)
- (3) 15 Soldiers

c. The NCOIC Will:

- (1) Ensure the units as well as the Commanders are aware of the Environmental Compliance requirement as they apply to the NTC.
- (2) Inform the Commander of the possible adverse actions that could occur for non compliance.
- (3) Report to Environmental Compliance Lead or Environmental Coordinator every morning prior to 0700 to update any environmental reports.
- (4) Report to the NTC Range Operations bldg 6100 daily to check on any reports of spills that happened during the night.

d. Equipment:

- (1) TMP Vehicle NTC:
 - (a) 1 (one) Flatbed/w HYD lift (must have side rails)
 - (b) 1 (one) Dump Truck
- (2) Rental Vehicle:
 - (a) 2 (two) 4x4 truck sub cab
 - (b) 2 (two) Backhoes w/ Trailer, Chains to tie down the backhoes
 - (c) 3 (three) Dump Trucks
 - (d) Rental vehicles have to be sign to the ECT until the end of the rotation
- (3) Dump trucks and trailers have to be compatible
- (4) Equipment must be on hand:
 - (a) Containment Pads
 - (b) 55 gallon drums
 - (c) Dry Sweep
 - (d) Hard hats
 - (e) RCS Radio
 - (f) Water Jugs
 - (g) Shovels
 - (h) Brooms
- (5) All of the above equipment is available thru HAZMART building 649. The rotation is charged for the dry sweep and any damages to the containment pads, brooms, shovels, hard hats, and radio and water jugs.

(6) Rotational Unit Issue: Government Cell Phone

e. The Rotational Training Unit (RTU) is Responsible for: The completion of the Directorate of Public Work Excavation permits (Dig permit) for any digging in the cantonment area. Requests for downrange dig permits are submitted through G3 ITAM. Dig permits are required before any gray water pits can be dug at the FOB's. The excavation permit shall be completed and kept at the TOC

- (1) Dig permits can be obtained thru ITAM Build 6109 on South Loop Road near Range Operations. Hours of operation 0800 to 1500, Phone 760-380-3169

- (2) Set-up Hazardous Waste Points at each of the FOBs as needed.
- (3) Ensure proper labeling of all Hazardous Waste containers as they are put in service.
- (4) Respond to all spills of 10 gallons or more. ECT will send out the 4x4 truck to do the recon of the spills.
- (5) When the Units return the ECT team will clean up all reported down range spills, pick up cans and drums left down ranges.
- (6) Control the waste point in the RUFMA 24/7 and police the area as well as the RUBA.
- (7) Sort all POL that the unit collects prior to returning to the RUFMA area.
- (8) Torch party turns in signature card on day 2 (two) at NTC (Building 649).
- (9) NCOIC of ECT is part of the Torch Party (SSG or above only).
- (10) Rent equipment on site the first day of Torch Party.
- (11) Upon arrival at NTC (Tuesday or Wednesday), Bldg 602 5th Street, Mess Chief and Maintenance Chief meeting with NTC DPW Environmental Personnel.
- (12) Upon arrival at NTC (Wednesday), Bldg 602 5th street the ECT Team leader shall attended a Desert Tortoise Incident First Responder Training.
- (13) Please coordinate 40 days out with environmental, so that we can ensure that the unit has a “successful” rotation here at Fort Irwin.
- (14) DPW Postal address:

Commander NTC and Fort Irwin
ATTN: IMWE-IRW-PW
Building 385, P.O. Box 105085, Fort Irwin, CA 92310-5097

i. Logistics Readiness Center (LRC) Responsibilities below:

a. Exercises operational authority over all logistical activities including supplies, services and transportation; develops mobilization and deployment guidance for active and reserve component units; supports individual soldiers, units and activities during peacetime and war.

- (1) The Directorate consists of the Installation Transportation Division, Supply and Service Division, Installation Food Management Division, Central Issue Facility, and Subsistence Supply Management Office (SSMO).
- (2) Director, Logistics Readiness Center COM: 760-380-3924 DSN: 470-3924
- (3) Deputy, Logistics Readiness Center COM: 760-380-8338 DSN: 470-8338
- (4) LRC Administration Assistant COM: 760-380-5444 DSN: 470-5444
- (5) LRC Fax: COM: 760-380-2549 DSN: 470-2549
- (6) Location; Building #861 South Depot Loop Road, Fort Irwin, California 92310

b. Maintenance Division- Provides Field and Sustainment level maintenance operations in support of Garrison, Tenant Units, and AMC directed programs in support of ARFORGEN requirements and Rapid Equipment Fielding support to Rotational Training Units.

- (1) POC: Maintenance Officer: (760) 380-2208
- (2) FAX: (760) 380-9388
- (3) Location: Maintenance Officer: Building 886

c. Supply & Service Division- Provides centralized property book management and accountability of MTOE, TDA, and Installation property for tenet units and activities or units assigned to the IMCOM Garrison, Post Laundry Services, Equipment Classification & Coding, Central Issue Facility, Fielding's, and Class VII distribution, Hazmat Warehouse, ADP Lifecycle Replacement, TDA Automation equipment support and COB-V Fleet.

- (1) POC: Government Accountable Officer (GAO): (760) 380-5679
- (2) FAX: (760) 380-2549
- (3) Location: Government Accountable Office: Building 861

d. Installation Food Service Division: To provide the "Absolute" best food service logistical support that best serves our Armed Forces, National Training Center and the Fort Irwin community.

- (1) POC: Installation Food Service Manager: (760) 380-3998
- (2) FAX: (760) 380-6394
- (3) Location: Building 882

e. Subsistence Supply Management Office (SSMO) responsibilities are below:

a. To Plan, Forecast, Issue and account for subsistence and ice requirements for field training to NTC units, Rotational units, National Guard and Reserve Components training at the NTC, Fort Irwin.

b. Dining Facility (DFAC)/ Supply & Service Division

POC: Government Accountable Officer: (760) 380-3998

FAX: (760) 380-6394

Location: Building 882

Link to Operational Rations:

www.dscp.dla.mil/subs/rations/index.asp

<https://www.troopsupport.dla.mil/subs/rations/index.asp>

f. Transportation Division Responsibilities below:

a. The Installation Transportation Office provides Personal Property counseling, storage and shipments as authorized by official orders. Provides freight and passenger movements to authorized personnel to include rotational units. Responsible for the Transportation Motor Pool (TMP) Operations.

Transportation Division Manager: (760) 447-4729 or (760) 380-3816

FAX Number: 760-380-7289 DSN: 470-7289

Location: Building 861

b. Environmental Section: Unit/directorate representative authorized to clear Rotational Units.

(1) Coordinator: COM (760) 380-6032, DSN 470-6032

(2) Environmental Compliance COM (760) 380-3743

(3) Environmental Division Manager: COM (760) 380-3410

(4) Environmental Control Team (ECT) NCOIC must coordinate with DPW Environmental Division at least 40 days prior to arriving at the NTC.

c. Responsibilities for Rotational Unit:

(1) Upon arrival at NTC, unit will schedule an ECT training day. Federal and State law requires all personnel managing or handling hazardous waste shall be trained through classroom instruction

(2) Contact DPW Personnel to receive responsibilities and procedures brief at the Environmental DIV Bldg 602

(3) Required personnel and equipment for the ECT can be found in FORSCOM REG 350-50-1, appendix A, note 30, page 26.

(4) Personnel Required:

(a) 1 (one) – NCOIC (SSG or above only)

(b) 2 (two) – Team Leaders (SGT)

(c) 15 Soldiers

(5) The NCOIC will provide:

(a) Ensure the units as well as the Commanders are aware of the Environmental Compliance requirement as they apply to the NTC.

(b) Inform the Commander of the possible adverse actions that could occur for non compliance.

(c) Report to Environmental DIV Mgr every morning prior to 0700 to update any environmental reports.

(d) Report to the NTC Range Operations daily to check on any reports of spills that happened during the night.

(6) Equipment:

(a) TMP Vehicle NTC

(1) 1 (one) Flatbed/w HYD lift (must have side rails)

(2) 1 (one) Dump Truck

(b) Rental Vehicle

(1) 2 (two) 4x4 truck sub cab

(3) 2 (two) Backhoes w/ Trailer, Chains to tie down the backhoes

(4) 3 (three) Dump Trucks

(5) Rental vehicles have to be sign to the ECT until the end of the rotation

(c) Dump trucks and trailers have to be compatible

(d) Minimum Equipment must be on hand:

(1) Containment Pads

(2) 55 gallon drums

(3) Dry Sweep

(4) Hard hats

(5) RCS Radio

(6) Water Jugs

(7) Shovels

(8) Brooms

(9) All of the above equipment is available thru HAZWASTE building 630. The rotation is charged for the dry sweep and any damages to the containment pads, brooms, shovels, hard hats, and radio and water jugs.

(10) Rotational Unit Issue: Government Cell Phone

(e) Clean-up and report to the ECT team NCOIC daily any spills under 10 gallons The turn-in of any POL that was not used to the ECT at the RUFMA

(f) The Environmental Control Team will provide:

(1) Set-up Hazardous Waste Points at each of the FOBs as needed.

(2) Ensure proper labeling of all Hazardous Waste containers as they are put in service.

(3) Respond to all spills 10 gallons or more. ECT will send out the 4x4 truck to do the recon of the spills.

(4) When Units return ECT team will clean up all reported down range spills, pick up cans, drums left

- (5) Control the waste point in the RUFMA 24/7 and police the area as well as the RUBA.
- (6) Sort all POL that the unit collects prior to returning to the RUFMA area.
- (7) Torch party turns in signature card on day 2 (two) at NTC (Building 649).
- (8) NCOIC of ECT is part of the Torch Party (SSG or above only).
- (9) Rent equipment on site the first day of Torch Party.
- (10) Upon arrival at NTC (Tuesday or Wednesday), Bldg 602 5th Street, Mess Chief and Maintenance Chief meeting with NTC DPW Environmental Personnel.
- (11) Upon arrival at NTC (Wednesday), Bldg 602 5th street the ECT Team leader shall attend a Desert Tortoise Incident First Responder Training.
- (12) Please coordinate 40 days out with environmental, so that we can ensure that the unit has a “successful” rotation here at Fort Irwin.

I. Public Affairs Office (PAO) (Big Horn team) responsible for: releasing Command Information to the public about Fort Irwin personnel and operations.

a. PAO responds daily to queries from local, regional and national media as well as the American public.

(1) Produces the Fort Irwin and National Training Center newspaper called the "[High Desert Warrior](#)."

(2) Broadcasts Command Information, news, and music radio on "[The Heat](#)" 88.3 FM, with live talent Monday - Friday, from 7:30 AM - 9:00 AM

(3) Coordinates [Community Relations](#) events.

(4) Please refer all media queries to the Public Affairs Office (PAO) (760) 380-3076.

Points of Contact:

a. PAO located in Bldg. 983, Inner Loop Road, Fort Irwin Office hours are Mon – Fri, 8:00 AM - 4:30 PM

b. Media Relations / Newspaper: (760) 380-2452

c. Command Information / KNTC 88.3 FM: (760) 380-3450 or 3073

d. Community Relations: (760) 380- 3078 or 3450

c. PAO Responsibilities are listed below:

(1) PAO provides external SOPs on support of unit's Tng at NTC to HQs for review & recommendations to G3.

(2) PAO will provide in brief to both RTU media visitors and NTC media 1.

(3) PAO will have visiting media sign liability waivers and keep on file.

(4) PAO will support RTU by providing transportation into Box and out of the Box for RTU media visitors.

(5) PAO will organize NTC Tours and Friends of Fort Irwin Tours with support from FMWR and Protocol.

(6) PAO will support requests from the RTU PAO when appropriate.

d. Provide "Media on the Battlefield" Training and Public Affairs Support to the Senior Mission Commander IAW NTC & FORSCOM Regulation 350-50-1.

(1) Provide PAO and Media on the Battlefield; currently Training Rotations, 10 each (possibility in near future; extended 18 training day rotations). 9 each rotations- 7 day RSOI/18 Training Days/12 Regeneration and one 14 day Annual Training (AT) rotation.

(2) Produce 150 (8 to 14 page) newspapers during "Force-on-Force" rotational training to simulate "real world" news conditions and to provide feedback to rotational unit commanders unit on how player units are perceived by Afghan or Iraqi citizens, local leaders, government officials and world leaders.

(3) Produce 14 Television newscasts during "Force-on-Force" rotational training. Newscasts are produced nightly to simulate "real world" news conditions and to provide feedback to the rotational commanders on how player units are perceived by Afghan or Iraqi citizens, local leaders, government officials and world leaders. Newscasts average six minutes per nightly shows and equate to 2,100 minutes of information and material.

Newscasts DVDs are produced in mass and provided to the rotational unit commanders, staff and Soldiers.

(4) Attend (190) daily rotational leader updates to provide the commanders updates on public affairs data which includes command summaries on data gathered from rotational unit role-play media, real-world media, community relations and outreach tours, command information and other public affairs requirements. Advise rotational unit Public Affairs Officers and personnel and evaluate media products as required by doctrine and replicated public affairs guidance (PAG).

(5) Provide role-play media to replicate real-world news media and public affairs conditions to rotational training units and replicate the functions of divisional public affairs organizations.

(6) Provide After-Action-Reviews (AARs) to rotational units to ensure public affairs lessons learned are reinforced to Soldiers and unit commanders/leaders. Public affairs data is gathered throughout rotational training to help Soldiers and unit commanders/leaders improve. Vignette material is provided to the Brigade Combat Team (BCT) command & control and the Team Non-Lethal (PAO, IO, PSYOP and CA Observer Coach/Trainers (OC/Ts). AAR preparation work is completed the evening prior to AARs. The AAR is the most significant learning experience for rotations units.

(7) Provide Media and Public Information, Community Relations and Command Information support to the Senior Mission Commander and Major Subordinate Commands (MSCs) and Rapid Deployment units assigned to the National Training Center & Fort Irwin. Public Affairs Requirements as directed by OCPA, FORSCOM Public Affairs and the Senior Mission Commander. IAW FM 46-1 Public Affairs Operations

m. Directorate of Human Resources (DHR): 760-380-7532

(1) Mailing Address: PO Box 105099, Fort Irwin CA. 92310-5099

n. Directorate of Family and Morale, Welfare and Recreation (DFMWR) - Located in building 563, which is located at the corner of Avenue G and 3rd Street.

Special Events Group- Located in Building 976 on Inner Loop, it's your new "one stop shop" for everything special events. Come here to rent equipment like chairs and bleachers, book catering services from birthdays to banquets, and reserve a location to host your event. Family and MWR offers pavilions, gyms, ballrooms, Strike Zone Bowling Center, Shock Wave, Samuel Adams Grille, and more!

Please note that the Special Events Group is the new centralized location for booking both private and official functions (i.e. Town Halls, changes of command). All event reservations, catering bookings, and equipment rentals will now be done from Bldg 976 rather than the individual facilities. For all event support (booking locations, equipment rentals, etc.), please call our Special Events Coordinator at 380-3509. To book catering services through Five Star Catering, please call their new number, 380-9349. (**Note:** Building 976 is the same building that houses Arts & Crafts and Leisure Travel Services.)

o. DEERS: located Building 106 on Langford Lake road in the Reception Campus.

p. DFMWR Financial Management Branch (FMB): located building 563. Anyone with a personal business operating on post must come to DFMWR to obtain a permit. DFMWR also handles unit funds, private organizations and FRG fundraising, as well as permission to advertise/hang posters. If you have any questions please contact DFMWR at (760) 380-5111 or 7447.

q. Other DFMWR Offices located in building 563:

1. Office of the Director, Family and Morale, Welfare and recreation (DFMWR)
2. Office of the Chief, Business Operations Division (BOD) and Community Recreation Division (CRD)
3. Office of the Chief, NAF Support Division (NAF SPT) and NAF Contracting
4. DFMWR Marketing Branch, Financial Management Branch and Information Management Branch

r. To see all events, programs and activities Fort Irwin FMWR has to offer; go to <http://fortirwinfmwr.com/home-2/fort-irwin-mwr-events/>

2-18. Foreign Unit Training Activities:

a. The NTC will not be used routinely to train units or personnel from other nations. However, under the provisions of Appendix B, AR 350-50, Combat Training Center Program, The NTC can be used to disseminate U.S. Army training philosophy and methodology through visits, exchange officers, OC/Ts, LTPs, and limited unit access.

b. These units as OPFOR or BLUFOR must come with a parent U.S. Forces unit who is responsible for unit actions. The foreign unit must be provided enough time to train with the U.S. Force unit at home station and be integrated into the unit prior to the rotation in which they will participate. The NTC has no capability to support single foreign units.

c. NTC POC for guidance; G2 (760) 380-6501 and Protocol (760) 380-4223

d. Any foreign unit training at the NTC requires HQDA, G-3/5/7 approval.

e. Foreign visit requests must be submitted 120 days prior to the desired visit date.

Foreign visit requests should begin with the foreign embassy concerned and the request should be submitted to the following: Army Foreign Liaison, Deputy Chief of Staff, Intelligence (ODCSINT)

Headquarters, Department of the Army
ATTN: DAIM-IR
Washington, DC 20310

The ODCSINT will staff the visit request with FORSCOM, AFIN-SD, through the OSD Foreign Visit System.

A courtesy copy may be sent to FORSCOM at: Commander, Forces Command
4700 Knox Street
ATTN: AFIN-SD (Info: AFOP-OCT)
Fort Bragg, NC 28310

Memos may be faxed to FORSCOM at the following numbers:

DSN: 367-6328
COM: 404-464-6328

Visit requests should include the following:

Name and Grade

Country/Organization

Current Position/Title

Dates of Intended Visit and Total in Party

Purpose for the Visit

First Time to Visit the NTC

Dates of Previous Visit

Type of Training Activity to be Visited

Specific Persons to be Contacted- POC for Additional Information

2-19. NTC Office of the Staff Judge Advocate (SJA) responsibilities below:

a. Staff Judge Advocate / Installation Legal Office.

(1) Provide Subject Matter Experts (SMEs) to NTC tenant units to train the subject matter areas of Law of War, Rules of Engagement, Code of Conduct, Detainee Operations, Ethics, and other subjects as requested. Tenant units should contact the NTC OSJA Chief Paralegal NCOIC at (760) 380-3001 to coordinate training.

(2) Track and train those individuals on Fort Irwin who are required to have annual ethics training.

(3) Coordinate w/ Fort Irwin Civilian Personnel Advisory Center (CPAC) to provide required ethics training to incoming DA Civilian employees.

b. References: Source of Taskings: The Office of the Staff Judge Advocate provides the full range of legal services as required by Federal Law and Army Regulation. Primary sources directing SJA services are:

- 1) Army Regulation 15-6 (Procedures for Investigating Officers and Boards of Officers)
- 2) Army Regulation 27-1 (Judge Advocate Legal Services)
- 3) Army Regulation 27-3 (Legal Assistance)
- 4) Army Regulation 27-10 (Military Justice)
- 5) Army Regulation 27-20 (Claims)
- 6) Army Regulation 600-8-24 (Officer Transfers And Discharges)
- 7) Army Regulation 600-20 (Army Command Policy)
- 8) Army Regulation 635-200 (Enlisted Separations)
- 9) Joint Ethics Regulation
- 10) Federal Travel Regulations
- 11) Federal Acquisition Regulations
- 12) Privacy Act, Freedom of Information Act
- 13) Manual for Courts-Martial, United States, 2012

2-20. Inspector General Responsibilities are below:

a. General. AR 20-1, Inspector General (IG) Activities and Procedures, para. 1-4b, states Inspector's General will:

(1) Determine the state of the command's discipline, efficiency, economy, morale, training, and readiness as directed by the commander, director with an assigned IG, or State AG.

(2) Execute the Army IG system and its functions of inspection, assistance, investigation, and teaching and training on behalf of the commander; the command; and the Soldiers, Family members, DA civilian employees, contract employees, and retirees within the command, and inform the commander of the effectiveness of these functions.

(3) Conduct inspections as directed by the SA; CSA; Vice Chief of Staff, Army (VCSA); the commander; or TIG as prescribed by law or regulation.

(4) Provide assistance on an area basis (or as directed by TIG) to commanders, Soldiers, Family members, civilian employees, retirees, and others who seek help on matters of Army interest and enter those assistance cases into the Inspector General Action Request System (IGARS) electronic database to support local and Army wide trends analysis.

(5) Conduct investigations to resolve allegations of impropriety brought to an IG by conducting investigations and investigative inquiries as directed by the commander, TIG, or command IG—or as prescribed by law or regulation—and then providing a report of such investigations and investigative inquiries to the directing authority.

(6) Teach and train by teaching policy, procedures, systems, and processes to help organizations and activities improve operations and efficiency and accomplish command objectives.

(7) Manage IG information and IG records.

b. Mission. At the direction of the Senior Commander (SC), and under the supervision of the Command IG, inquire into and report upon the readiness, discipline, efficiency, economy, morale, and training throughout the areas of the SC responsibility; investigate fraud, waste and abuse; provide assistance with matters that do not get resolved through normal command or regulatory channels; train Soldiers to published standards and policies.

(1) Provide support to the Commanding General by serving as an extension of his eyes, ears, voice and conscience.

(2) Serve as an impartial fact-finder and problem solver – be the honest broker.

(3) Conduct inspections, provide assistance, conduct investigations or inquiries, and teach and train.

(4) Enhance mission readiness and improve the effectiveness, efficiency, discipline and morale of the Command.

(5) Conduct Commander and First Sergeant Briefings.

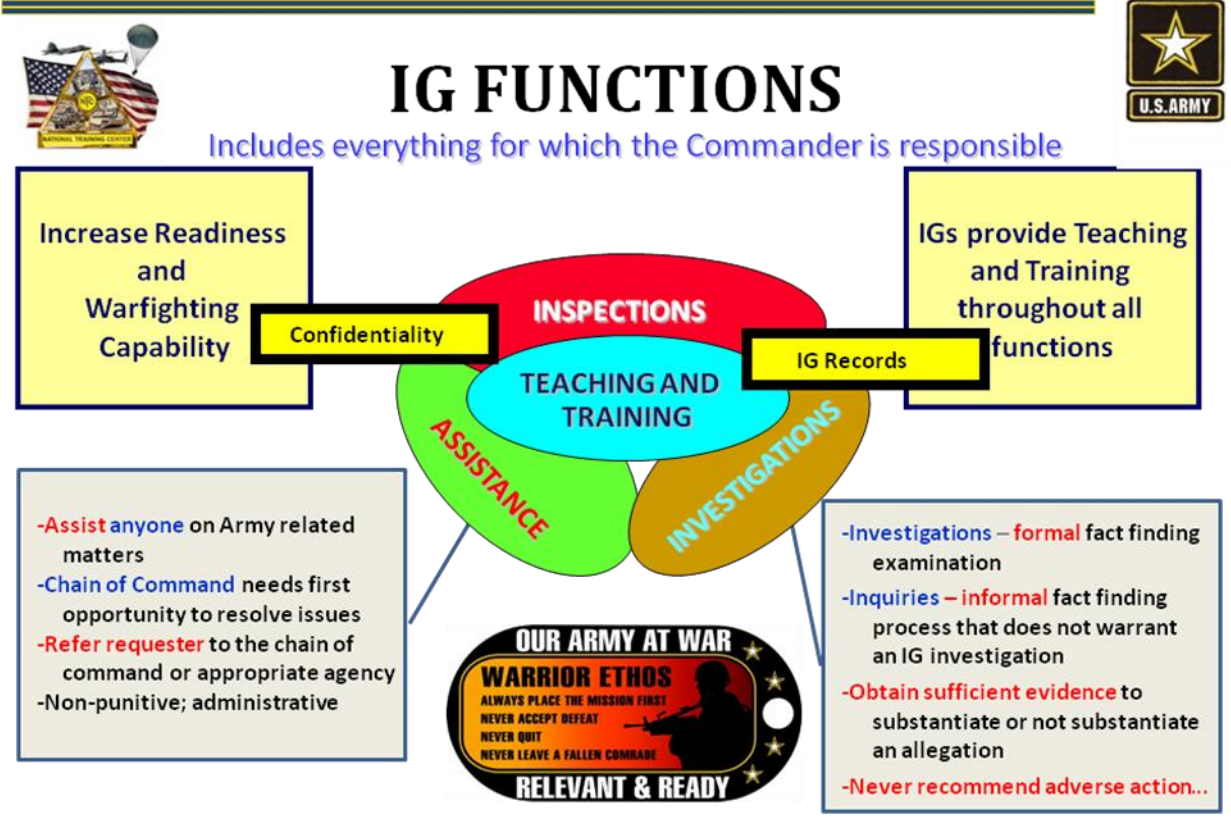
(6) Establishing an OIP working group and meet quarterly to synchronize external and internal inspections.

(7) Update NTC Regulation 1-201 annually.

(8) Conduct semi-annual OIP training for Battalion/Squadron Executive Officers.

4. Functions.

NATIONAL TRAINING CENTER and FORT IRWIN - INSPECTOR GENERAL



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Table 2-2 IG Inspections Functions

d. Inspections: Conduct inspections to determine where, why, and how a system has failed to function as expected. When directed by the SC, assess unit compliance with regulations, SOPs and commander’s guidance. Determine root causes for non-compliance or non-functioning and recommend corrective action. Conduct follow-on inspections to assess adequacy of corrective actions implemented. Inspections will be accomplished IAW AR 1-201, Army Inspection Policy, and the DAIG Inspections Guide.

4. Functions.

NATIONAL TRAINING CENTER and FORT IRWIN - INSPECTOR GENERAL



Inspections



Initial Command Inspection (ICI)

- Required within 90 days of assuming command (Company)
- **Inspecting HQ's commander** must participate
- Provide inspected commander with strengths and weaknesses
- Results are for **your use**
- Good time for **Unit Climate Survey**



Subsequent Command Inspections (SCI)

- Required within 1 year of the ICI
- Directed by Commander
- **May use results** in OERs/NCOERs
- May be tailored to specific areas

Staff Assistance Visit (SAV)

- Commander requested or Command directed
- Focused on staff assistance and teaching and training



IG Inspections

- Installation level; tailored to meet CG's priorities or systemic issues (Sexual Harassment or Overweight)
- Focus on problems or issues - not units
- Teach systems, processes and procedures



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Table 2-3 Inspections

1. Organization Inspection Program:

- Conducted semi- annual
- Reference POI and Slide Deck
- IG coordinates and provides G3 date, time groups to be placed on Long Range calendar

e. Investigations: IAW AR 20-1, and the DAIG Assistance and Investigations Guide, conduct investigative inquiries or investigations into allegations, issues, or adverse conditions to provide the SC, directing authority, a sound basis for decisions and actions.

Reference: AR 608-99

4. Functions.

NATIONAL TRAINING CENTER and FORT IRWIN - INSPECTOR GENERAL



Trends Analysis Assistance and Investigations

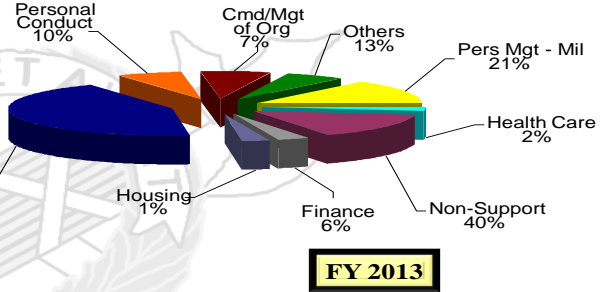
Non-Support (AR 608-99)
Our #1 Complaint past 5 years!

Admin / Personnel Actions

- Promotions / Flagging / NCOER
- Finance
- Caring for Family Members
- Medical Care Costs/Claims Processing
- Civilian Personnel Management
- ID Cards

SAFETY – everyone’s business

- Operating Cell Phones while driving
- Speeding/Illegal Passing



FY 2013

Misuse / Abuse of Authority

- Maltreatment of Soldiers
- Commander’s Decisions
- NCOs making corrections/standards

FY 12 Case Load: 397



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Table 2-4 Trends Analysis

f. Assistance: IAW AR 20-1, and the DAIG Assistance and Investigations Guide, assist all Soldiers and civilians by receiving their requests for help or information. Conduct fact finding, evaluate facts and evidence received, and resolve issues through appropriate command, technical, statutory or regulatory channels.

g. Teach and Train: Enhance unit readiness and warfighting capability by providing information about Army systems, processes, procedures and commander’s policies while assisting, inspecting, and investigating. Through example, assist commanders in setting high standards of behavior and appearance; pass on lessons learned to enable others to benefit from past experience.

4. Functions.

Reference: AR 600-20 Violations

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Things that will get you in Trouble



- Ethics violations
- AR 600-20 violations (any regulation)
- Equal Opportunity and Sexual Harassment violation
- Not maintaining personal standards (lead by example)
- Reprisals – Whistleblower violation
- Turning your back when standards are breached
- Improper Mental Health Referrals
- Failing to take care of Army (YOUR) property
- Not taking action when told something is wrong. . .
- Violations of profiles (directing)
- Using Army intelligence systems, personnel, or capabilities inappropriately against US persons.”



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Table 2-5 Things That Will Get You In Trouble

h. Specified tasks: Assist the Command IG in the following areas:

- (1) Complete annual voting assistance assessment.
- (2) Conduct Intelligence Oversight Inspections as required.
- (3) Plan/conduct the Commander’s Annual IG Inspection Program.

5. IG Minimum Support Requirements.

a. The IG must be capable of supporting the following:

- (1) Non-deployed BCTs when the MTOE IGs deploy.
- (2) Multi-functional support brigades.
- (3) Functional support brigades.
- (4) DRU/TRA units under the responsibility of the SC.
- (5) Garrison commander and IMCOM.
- (6) All other units who do not have their own IG.
- (7) Mobilized Soldiers passing through the mob station.
- (8) DA civilians.
- (9) Retirees.

b. The IG must also provide technical channel support to other units on the installation that might have their own IG but have issues that cross command lines such as with MEDCOM and the Warrior Transition Unit.

4. Functions.

6. CDR/ISG Course: Briefing coordinated through G3

NATIONAL TRAINING CENTER and FORT IRWIN - INSPECTOR GENERAL



IG Tips for Leaders



- Take immediate action on Non-support and discipline issues (think before you act)
- Don't deny right of Soldiers to see IG, write Congress; Don't Reprise if they do!
- Hazing: Don't condone and stop immediately
- Informal Funds & Solicitation
- Maltreatment of Soldiers
- Corrective Training: Ensure it is focused on correcting deficiency
- Seek IG and SJA guidance when in doubt (we are your resource)
- Don't direct Soldiers to break profiles
- Listen to your FRG representatives
- Documentation....Counselings and legal issues



DADT Tier III training

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7

Table 2-6 IG Tips for Leaders

2-21. Protocol Office responsibilities are below:

a. Provide protocol support as directed for official visits to an installation by foreign and domestic dignitaries to include arrangement of itineraries, billeting, transportation, social functions, receptions, and change of command ceremonies. Publish and distribute invitations, guest lists, and social checklists with menus, seating charts, and welcome letters for general officer functions.

- (1) Plan and administer functions hosted by the Senior Commander (SC).
- (2) Assist and advise other organizations on an installation in regard to protocol requirements and issues.

b. Functions of the Protocol Office include:

- (1) Management and Oversight
- (2) Administration of .0012 Funds (AR 37-47)
- (3) Distinguished Visitors Program (DA Pam 600-60)
- (4) Events/Socials (AR 600-25)
- (5) Distinguished Visitor (DV) Quarters (AR 600-25)

c. Command relationships: The chain of command for the Protocol Office is through the DIR MSE to the SC.

d. Mission Execution.

(1) General. Although Protocol is considered a commander's asset, the MSE Protocol Office normally executes its mission under the guidance, direction, and oversight of the DIR MSE. Advice and support provided is in accordance with Army regulation and policy. The SC establishes the level of support to be provided to, and received from, garrison and his operational staff.

(2) Lines of Communication and Working Relationships. To execute its mission, the MSE Protocol Office maintains lines of communication and working relationships with the following: the Senior Mission Commander, the MSE, the Command and General Staffs of FORSCOM units, garrison, DV support staff, conference, meeting, ceremony, and special event support staff, contractors, and other event personnel. All routine and administrative communication between HQDA and the MSE Protocol Office will follow appropriate chains of command.

e. Organization. The MSE Protocol Office is considered part of the MSE Command Group. It consists of the Chief of Protocol, Protocol Specialist(s), Protocol Assistant(s), and Protocol Administrative Assistant(s).

f. The Chief of Protocol. The Chief of Protocol works directly for the MSE Director within the parameters established by the SC. The Chief's responsibilities are to:

- (1) With guidance from the SC, establish standard operating procedures with regards to protocol for the organization.
- (2) Plan, coordinate, program, and supervise all key events and official visits as directed to include visits by U.S. and foreign dignitaries, conferences, ceremonies, and all social events hosted by the SC.
- (3) Provide accurate protocol advice and guidance regarding customs of the Army and other services, as well as courtesies of other countries.
- (4) Responsible for the administrative functioning of the Protocol Office to include budget, credit card purchases, equipment, and vehicles.
- (5) Assure proper use of expenditures and adequate record keeping of the Representation Funds of the Secretary of the Army (.0012 Official Representation Funds (ORF)).
- (6) Manage and directly supervise the protocol staff and establish work priorities.
- (7) Supervise the operation of the Distinguished Visitor Quarters.

g. Protocol Specialists: report directly to the Chief of Protocol. Unless otherwise designated, one Protocol Specialist may be assigned responsibilities of a deputy to the Chief of Protocol.

Therefore, duties of a Protocol Specialist may include:

- (1) Supervising the Protocol Staff in the absence of the Chief.
- (2) Advising the Chief on all personnel matters and is responsible for the daily administrative operation of the protocol office to include updating rosters, recording notification of visits, tasking personnel for visit and ceremony support, etc.
- (3) Serving as the primary Action Officer for all high-level military, civilian and foreign dignitaries to include planning, coordinating and executing itineraries, arranging transportation, escort officers and billeting
- (4) Serving as the primary Action Officer on all command level ceremonies, social events, and conferences. Based on guidance from the Chief of Protocol ensuring all functions are executed to standard.

h. Protocol Assistants: are defined by the Chief of Protocol, and range from providing general support to protocol events; supporting protocol transportation requirements; managing or providing staff support to Distinguished Visitor Quarters; food preparation; to performing escort duty.

i. Protocol Administrative Assistants: provide day-to-day administrative support to the Protocol Office. Actual duties are defined by the Chief of Protocol.

2-22. Chaplain, Religious Support Office (RSO) responsibilities below:

a. Mission.

(1) The mission of the Religious Support office (RSO) is to provide comprehensive Religious Support and Spiritual Training to include worship opportunities, religious education and pastoral counseling for Soldiers, Families and Civilians.

(2) To have spiritually resilient Soldiers, Families, and Civilians who are mission ready in an era of persistent conflict.

(3) The installation Chaplain's Office is operationally *Off Limits* for direct ecclesiastical support to RTU, except as outlined for "real word" situations. UMTs should deploy with the adequate resources to provide religious support to their units. RTU Soldiers may attend worship services at the Installation.

(4) **Real World Emergencies.** UMTs can use the most expedient and mission safe routes to bring ministry to "real world" emergencies, as long as it does not interfere with the overall training mission. The Fort Irwin Chaplain's Office has responsibility for the care and ministry to "real world" emergencies and will carry out this mission. Further guidance located in Operations Group EXOP Chapter 8, para 8-10.

b. Functions. The RSO's primary function is to implement the Commander's Master Religious Support Program (CMRP) in order to support the free exercise of religion for assigned Soldiers/Family Members. This is accomplished through:

- (1) Worship Services
- (2) Religious Education programs
- (3) Youth Programs
- (4) Reintegration / Deployment Training
- (5) Marriage / Single Soldier Retreats
- (6) Pastoral Counseling
- (7) Advising the CDR on matters of Religion, Morals, Morale

c. Command Relationships.

(1) The Senior Chaplain (SrCH) provides executive-level, installation-wide religious support oversight and advice for Senior Commander (SC).

(2) Is the Chief of Chaplain's (CCH) representative at the installation.

(3) Oversees a collaborative effort among the garrison and mission unit UMTs to achieve religious support synergy in support of CCH policy and SC intent.

(4) Presents the Installation CMRP for the SCs approval, including CMRPs from the garrison command and all mission units (tenant units) on the installation.

(5) The Garrison Chaplain is the command Chaplain for the Garrison Commander (GC).

(6) Responsible to the GC for garrison-based religious support advisement, planning, and execution.

(7) Prepares the Garrison CMRP for the GCs approval.

(8) Supports OPS Training / Rotational Units

d. On-Call Chaplain.

(1) The RSO provides a 24/7 Emergency On-Call Duty Chaplain (EODC) roster to the IOC. Chaplains from all units support the EOCD.

(2) The EODC is contacted through the IOC.

(3) The EODC also supports the Casualty Assistance Office in Casualty Notifications.

(4) The EODC also provides Chaplain coverage for funerals and memorial ceremonies within Fort Irwin's area of coverage.

e. Operation Helping Hand (OHH).

(1) The RSO operates a Food Closet for Soldiers and Family Members.

(2) OHH provides Commissary Vouchers and holiday baskets during holidays for Soldiers and Family Members.

f. Strong Bonds Program. Strong Bonds is a Chaplain-led program for commanders which builds relationship resiliency. The Strong Bonds mission is to increase Soldier and Family readiness through relationship education and skills training. Four Strong Bonds programs applied to the Army Force Generation cycle help Single-Soldiers, Couples and Families to thrive in the turbulence of the military environment. Attendees voluntarily participate in a Strong Bonds offsite retreat format designed to maximize relationship training impact. The retreat or "get away" provides an emotionally safe and secure training environment in which to address the effect of military lifestyle stressors.

(1) The Strong Bonds Program is administered through the Office of the Chief of Chaplains (OCCH).

(2) OCCH provides primary funding for Strong Bonds training.

(3) The RSO appoints a program manager to serve as the POC for Strong Bonds events at Fort Irwin.

g. Family Life Chaplain.

(1) Provide Pastoral Skills Training (PST) to initial term Chaplains.

(2) Serve as a resource & consultant to other Chaplains.

(3) Provide individual, couple and Family counseling.

(4) Represent Garrison Chaplain on Community Committees and Boards Case Review Committee (CRC)

(a) Sexual Assault Review Board (SARB)

(b) Family Advocacy Committee (FAC)

(c) Program Review Board (PRB)

(d) Community Health Promotion Council (CHPC) weekly updates meetings

h. Conduct training and seminars for Soldiers and Family Members such as: Marriage 101, and Strong Bonds retreats.

i. Director of Religious Education (DRE). The DRE is part of the primary staff of the RSO and serves as the resource person in the area of religious education and spiritual formation. The DRE's function is to:

(1) Analyze, develop, manage, present and evaluate religious education programs and spiritual formation processes

(2) Facilitate the religious and spiritual development of Soldiers and Family members.

(3) Provide guidance and direction for religious program design, curriculum and resource selection, teacher training, management of volunteers, and administration of the religious education program for all religious groups

(4) Assist Chaplains and other individuals who request advice or support in securing educational resources for specific religious faith groups

j. 11ACR and Operations Group Chaplains. In addition to their NTC mission of providing Religious Support during all phases of rotational training, chaplains and chaplain assistants also support the garrison mission by supporting chapel worship services.

k. Chapels. There are two chapels on Fort Irwin.

(1) Center Chapel. The main post chapel is Center Chapel, bldg 315.

(2) Blackhorse Chapel. Blackhorse Chapel is located in bldg 211. The Chapel Annex serves as the administration offices for the 11ACR Unit Ministry Teams (UMT).

l. Contact Information.

(1) The RSO is located in Center Chapel, bldg 315. The mailing address is: PO Box 105053, Fort Irwin, CA 92310

(2) Phone Numbers:

RSO Office: 760-380-3562

11ACR Chaplain: 760-380-5458

OPS Group Chaplain: 760-380-5547

Chapter 3

Training, Administration and Training Management (TM)

3-1 GENERAL.

CGs Guidance_Counseling: is the key to developing our junior leaders. The example we set by counseling subordinates will guide their future actions. Every leader must be counseled by their Senior Rater and Rater – no exceptions. I expect Brigade and Battalion Command Teams to assess their unit's performance in this area and implement necessary changes to ensure effective counseling is being conducted at echelon.

Every Soldier and DA Civilian will be counseled, in writing, by his/her immediate supervisor at least once every 30 days. This counseling must be performance-oriented and candid. At a minimum, supervisors will explain to their subordinates what they are doing well, what they can improve, and what they expect of them during the next performance period. This direct, consistent communication is fundamental to the development of subordinates.

CGs guidance on Safety Training: Commanders are responsible for their Soldiers' safety on and off duty. Throughout the training year the Installation Safety Office (ISO) will provide safety recommendations and support to commanders at every level while supporting Army Safety initiatives and hosting funded safety training courses. This training will promote safety and accident prevention awareness and foster leader engagement. We will leverage our "white week" period to schedule safety training in accordance with monthly safety themes. The ISO team will coordinate and facilitate safety training in support of operations to mitigate operational risk and reduce preventable accidents, while strengthening the safety climate and culture at NTC. Commanders at entry level must ensure that Soldiers who operate motorcycles and ATVs are in full compliance of Policy Letter 06, Command Safety Policy. The POC for Safety is Mr. Dave Key, G3 Safety.

- a. Most units can plan and resource training reasonably well; however, when it comes to conducting the training, units need to place more emphasis on execution. This translates into not wasting Soldier's time and valuable training resources.
- b. Brigades' and Battalions' focus primarily on planning training, but they must also follow through and support subordinate units during training execution. The chain of command must ensure that subordinate units conducting training have the resources to support their training, are given the time to adequately prepare, and then protect them from training distracters. Commanders must also avoid the common practice of trying to do too much. It is better to train a few tasks to standard than to try to train a multitude of tasks in a substandard fashion.
- c. Lane Training. Lane training remains the most beneficial method of conducting high resolution, realistic training for Squads, Platoons, and Companies. Lane training is resource intensive, but well worth the price due to high payoff. Units should be selective in the collective tasks they train on, and ensure tasks are trained to standard to standard. Retraining time will be incorporated into the lane schedule. Lane training is planned and resourced at Battalion or Brigade level, and executed at Co and below. Battalion and Brigade Commanders, together with their subordinate Commanders and senior NCOs, develop the scenarios, select the tasks (collective, leader, and individual), provide the resources, oversee the composite risk management (CRM) process, and validate the lanes. Additionally, commanders ensure that leaders, Observer Coach/Trainer (OC/Ts) are trained prior to execution and that quality AARs are conducted after each lane execution. The Army's doctrinal reference for proper lane training is TC 25-10: *"A Leader's Guide to Lane Training"*.

3-2. UNIFORM FOR EXECUTION - THE NTC & FORT IRWIN STANDARD UNIFORM.

- a. All military personnel will wear the NTC & Fort Irwin standard field uniform (for cantonment area), as defined in the latest edition of the NTC & Fort Irwin Desert Standards Handbook located on the NTC & Fort Irwin homepage: http://www.irwin.army.mil/Documents/Desert_Strong/Desert_Standards_Handbook.pdf. When outside the cantonment area and/or when participating in tactical training refer to NTC EXOP located this regulation as Appendix H EXOP, maintained by Operations Group.

b. Each Soldier will know where to locate the Desert Standards handbook> Located at [http://www.irwin.army.mil/Documents/Desert Strong/Desert Standards Handbook.pdf](http://www.irwin.army.mil/Documents/Desert%20Strong/Desert%20Standards%20Handbook.pdf)

c. The cantonment area is defined on the Fort Irwin Military Installation Map. Commanders may direct the further wear of the NTC & Fort Irwin standard uniform for safety or training purposes inside the cantonment area. The cantonment area is shown in Figure 3-1.

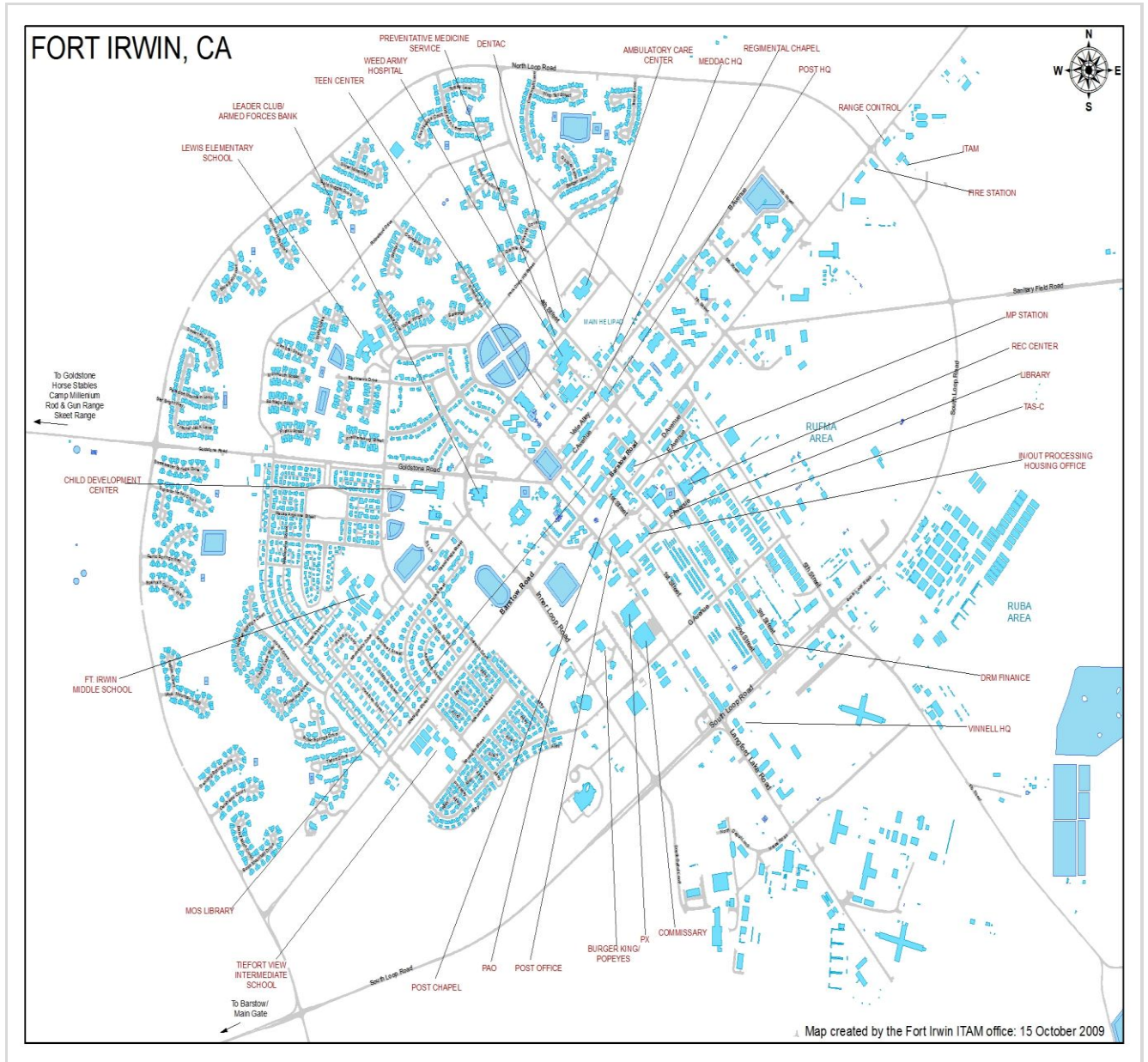


Figure 3-1. Cantonment Area Defined

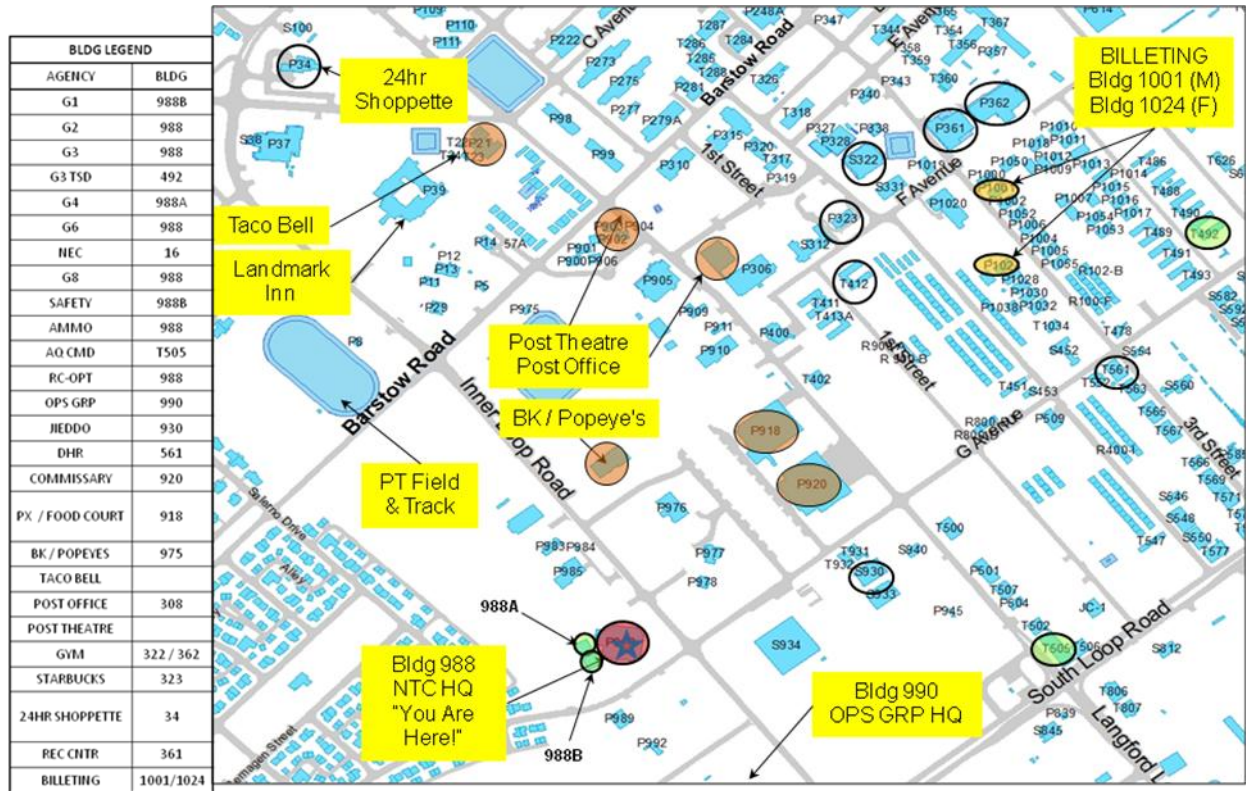


FIGURE 3-1. CANTONMENT AREA DEFINED (KEY LOCATIONS)

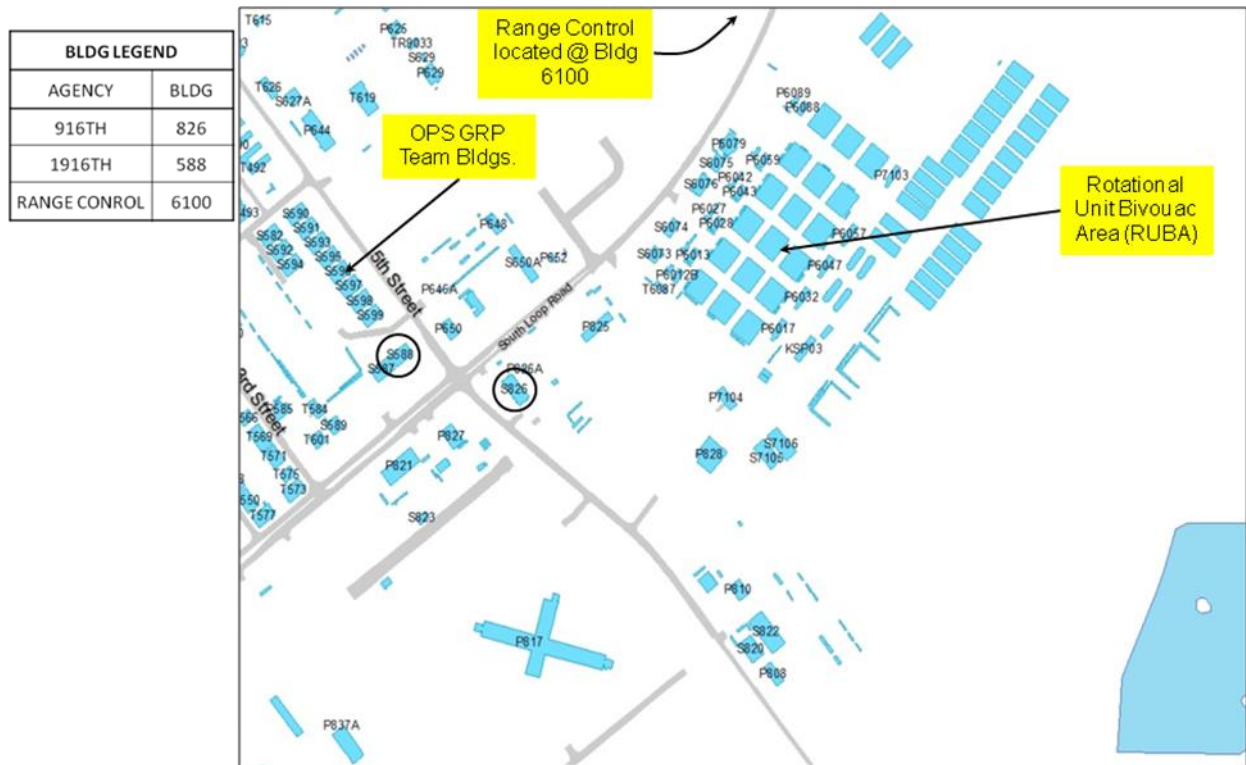


FIGURE 3-1. CANTONMENT AREA DEFINED (KEY LOCATIONS)

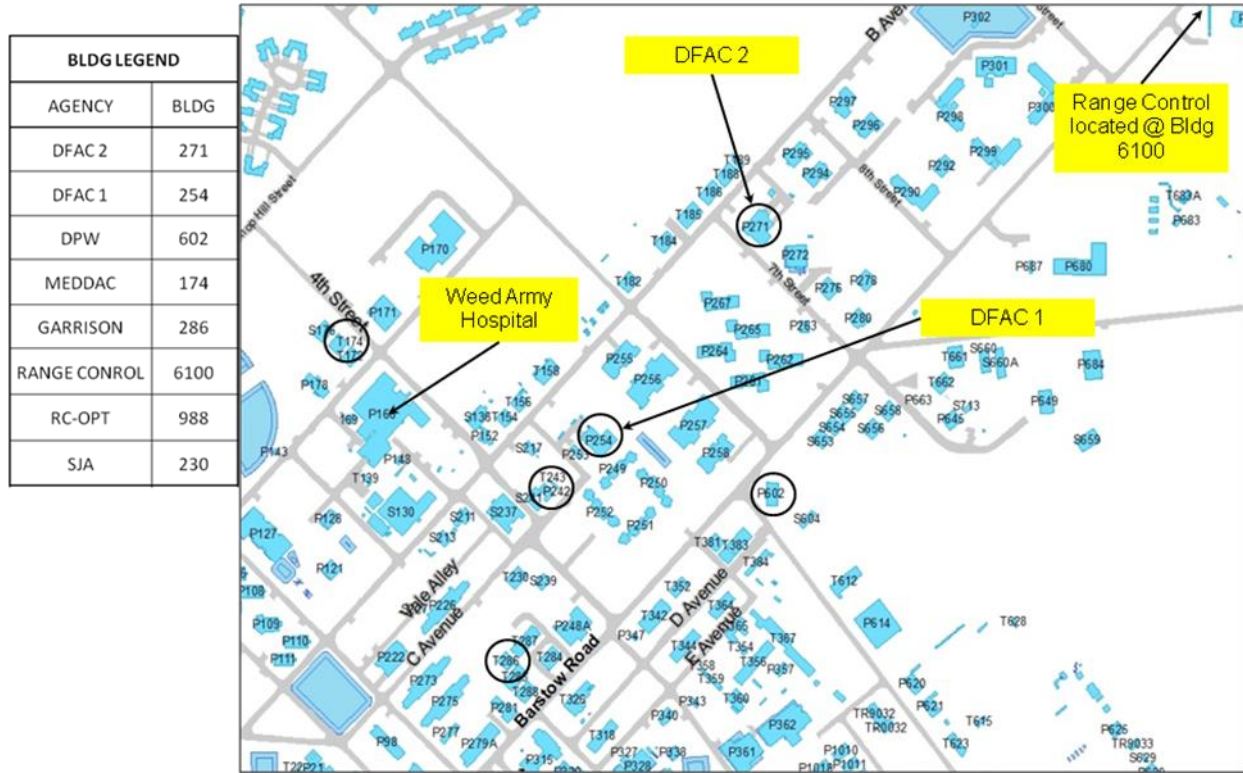


FIGURE 3-1. CANTONMENT AREA DEFINED (KEY LOCATIONS)

KEY POINTS OF CONTACT

G3 Phone Roster		G3 Phone Roster	
SECTION	WK#	SECTION	WK#
G-3	(760) 380-3322	EOC	(760) 380-3750
Deputy G3	(760) 380-5958	Aviation Safety	(760) 380-4072
G3 SGM	(760) 380-5587	Aviation	(760) 380-5852
Admin	(760) 380-5555	Airfield Safety	(760) 380-3902
Chief of OPS/Plans	(760) 380-4058	ATC Chief	(760) 380-4791
Plans NCOIC	(760) 380-3326	Force Integration	(760) 380-6065
Rotation Coordinator	(760) 380-3328	Strategic Analyst	(760) 380-3859
Box Coordinator/Plans	(760) 380-6172	Force Mod	(760) 380-3030
Ammo Manager	(760) 380-3883	Sr Analyst	(760) 380-3767
NCOIC/OPS	(760) 380-4888	Trng Support Div (TSD)	(760) 380-3881
OPS Deputy	(760) 380-2984	MOUT	(760) 380-3884
NEC	(760) 380-5771	Trng Support Dv	(760) 380-3882
Security	(760) 380-3353	Supply/Property	(760) 380-4360
Program Management	(760) 380-3972	Range Ctrl 6100	(760) 380-4624
Chief RCOPT	(760) 380-2289	ITAM	(760) 380-3169
Operations and Plans	(760) 380-3686	Budget Analyst	(760) 380-3336
RCOPT SGM	(760) 380-2432	Post Safety	(760) 380-5564
HR/Training	(760) 380-6220	A & E Radiation Safety	(760) 380-6982
SOF	(760) 380-8983	Ammunition Safety	(760) 380-3945
INTEL & Sec Div	(760) 380-6501	G3 Tactical Safety	(760) 380-6982

3-3. PRE-COMBAT INSPECTIONS (PCIs) AND POST-OPERATIONS CHECKLISTS.

- a. Comprehensive PCI and Post-Ops checklists are critical in ensuring we are always prepared to transition to war. Leaders at every level must understand this and teach their Soldiers the same. While Co Commanders and below make this happen, the guidance they receive to perform these tasks must be synchronized at the MSC and Battalion level.
- b. Each unit will develop PCI and Post-Ops checklists. PCI checklists will be part of unit deployment plans and Post-Ops checklists will be part of unit maintenance standing operating procedures (SOPs). Use NTC & Fort Irwin Reg 350-1, as well as respective unit Mission Training Plans (MTPs) to develop the checklists.
- c. The back brief process will be used to ensure that subordinates understand mission requirements. The format for the backbrief will be determined by unit Commanders.

3-4. GENERAL. IN PROGRESS REVIEWS (IPRs)

- a. The purpose of IPRs are to update Commanders and sync resources. IPRs are used at the NTC & Fort Irwin level for every major training activity and other special events. These include (but are not limited to) Senior Commander Semi-Annual Training Brief, NTC & Fort Irwin Change of Command Ceremony, Visits of Important Personnel, CTC/RTU rotations, NTC & Fort Irwin exercises, and any operational deployment. The NTC & Fort Irwin level IPRs are conducted at varying times depending upon the Rotational Calendar. Most IPRs would be planned at **D-84, D-70, D-56, and D-42, D-28 and D-14 days prior to the execution**. This schedule and format is adjusted to best suit the needs of NTC & Fort Irwin and will follow the guidance of the current CofS.
- b. Units and the installation staff are required to send knowledgeable representatives to these IPRs and may at various times be required to brief their unit's status.
- c. Within subordinate units, Brigade, Battalion and Company Commanders are encouraged to use IPRs for major events. These IPRs do not replace training or resource meetings but can augment them to facilitate a more successful training event.

3-5. AFTER ACTION REVIEWS (AARs).

The AAR is a critical component of the training management process and vital part of every training event. The AAR is not a critique in the traditional sense. It is not focused on judging success or failure. It is a professional discussion of the training event that just occurred and involves all participants.

a. NTC & Fort Irwin Support to the Army Lessons Learned Program (AR 11-33)

1. The main supporting and coordinating element for NTC & Fort Irwin for the implementation of the Army Lessons Learned Program (AR 11-33) and Lessons learned Integration (L2I) is the G3 Lesson Learned Integration Analyst (G3L2I). L2I is intended to provide a underlying capability across the Army to facilitate lessons learned integration by capturing emerging, relevant observations, insights, lessons (OIL), Tactics, Techniques, and Procedures (TTP), and "best practices" from the operating force worldwide, deployed and home station, and redistributing that information after analysis through the Center for Army Lessons Learned (CALL) and the L2I NET forces wide. G3 Training, Lesson Learned Integration Analyst / LNO (L2I) will have visibility on the key training and operational events in the division and MSCs, including affiliated USAR/USARNG units. G3L2I will have ready access to key unit training events, pre-deployment / deployment / re-deployment planning and execution, transformation activity, command briefings, assessments and after action reviews and any other unit materials appropriate for review, analysis and sharing Army wide.

2. The G3L2I is required to vet/clear all products, issues and/or information that he or she intends to share within the L2I network with a designated representative in the division and MSC command and CALL before anything is released for public discussion or made accessible within the L2I network.

3. Assigned units, brigade-sized or larger (except in the case of specialty units which operate/deploy separately at the platoon, company, or battalion levels), are directed to submit unit level AARs and other lesson learned material to the G3L2I for review, analysis, and possible further distribution to the Center For Army Lessons Learned (CALL) for review, analysis, dissemination, and archiving in accordance with the following guidelines:

a. After action reviews will be submitted to G3 Training / G3L2I no later than 90 days after returning to home station after participating in an Army, Joint, or combined military operation to ensure compliance with **AR 11-33** requirements for the information to pass to CALL no later than 90 days after returning to home station.

b. Units and organizations will follow the submission format posted on the CALL NIPRNET and SIPRNET sites to submit AARs either electronically or in hard copy digital format (that is, electronically stored/burnt on a compact disk-read only memory (CD-ROM)) to the G3L2I. Reviewed and approved for release hard copy products can be mailed to the G3L2I at Fort Irwin. E-mail is the preferred method; however, another method of digital transmission may be required if submitting extremely large files (10 megabytes or larger). As the Army implements new data storage and transmission methods in the future, CALL will update its instructions on the Web site in order to provide a more net-centric environment for the submission and dissemination of information.

c. Commanders at all levels are cautioned against excessively editing AARs before they are submitted to CALL. Historically, excessive editing has resulted in documents becoming void of usable OIL and centered on the desire for more resources. As a result, the Army has lost precious opportunities to learn.

4. The G3L2I will forward to the CALL with the commanders approval, copies of all final products produced by their military history detachments which are not assigned to the U.S. Army Center of Military History during actual operations. History offices will coordinate ongoing military history detachments collection operations with CALL to ensure that OIL and historical collection efforts are synchronized to ensure minimum impact on operational units and commanders. Follow the submission guidelines in paragraph a, above.

5. NTC & Fort Irwin will provide administrative and logistical support to Collection and Analysis Teams (CAAT) deployed into Area of Responsibility (AOR). This includes providing access to units and leaders conducting operations within the AOR.

6. NTC & Fort Irwin will provide available Army command, Army Service Component Command (ASCC), and Direct Reporting Unit (DRU) personnel possessing unique skill sets, when required, to participate as members of select CAAT missions.

7. The G3L2I will review OIL having Doctrine Organization Training Materiel Leadership and education Personnel Facilities (DOTMLPF) implications within each agency's purview, determine and direct the appropriate actions to be taken, and monitor their disposition and implementation.

8. The G3L2I will integrate relevant OIL into unit training and operational deployment preparation.

3-6. WARRIOR TIME TRAINING (WTT).

a. WTT is dedicated exclusively for the NCO leadership to train their Soldiers (crews, squads, sections, teams) on METL related tasks. During WTT, all tasks trained should be METL related. The training focus will be on those individual and small unit collective wartime tasks linked to METL/battle tasks. The planning, preparation and execution of the training will involve NCOs at the lowest level. First line leaders determine tasks to be trained IAW the proficiency of his/her Soldiers. Warrior's Time is the prime opportunity to train sergeants (SGTs) to be SGTs. This is accomplished by allowing junior NCOs to train Soldiers in a controlled environment under the supervision of senior NCOs. Just as in all other Army training, however, the Company/Battery/Troop and Battalion/Squadron Commanders retain overall responsibility for the training of their respective units and will be involved in planning and resourcing Warrior's Time Training (WTT).

b. Requirements.

(1) Planning.

(a) WTT is driven by the unit's METL analysis and the collective to individual task crosswalk described in FM 7-22.7. Army Noncommissioned Officers Guide Emphasize Individual Tasks identified as needing additional attention during collective training events such as gunnery, NTC, and other major deployments/ exercises.

(b) Include WTT as an agenda item during Company training meetings.

(c) Submit WTT Forms to Co ISGs for approval by Commanders NLT six (6) weeks prior to execution of training (RCS EXEMPT: AR 335-15, paragraph (para) 5-2h(1)).

(2) Execution.

(a) WARRIOR TIME TRAINING (WTT). Training occurs each Thursday for a minimum of five hours. Training will begin at 0700 hours. Units may break for lunch or bring it to a field site and working thru lunch. Incorporating Physical training (PT), such as road marches, Combatives, log drills, etc. is highly encourage, but not required. Battalion Commanders may authorize exceptions to conducting WTT during rotations, gunnery, and other directed Field Training Exercises (FTXs). In addition, Commanders may request permission not to conduct WTT on a Thursday if the situation prevents the unit from conducting the WTT to standard. This is not a blanket authorization not to conduct WTT is during white weeks, BRD, and box reset, however, it requires approval from Commanding General (Lead 6).

(b) Accountability. Goal is that 100% of available Soldiers attend WTT. Leaders are responsible for accountability of their Soldiers. Post facilities will be operational, but only to the capacity necessary to support non-divisional Soldiers, emergency services, and Soldiers in processing or out processing. No routine appointments will be scheduled during Warrior's Tasks Training Time. Whenever feasible, Soldiers detailed to special duty or borrowed military manpower positions will return to their unit for WTT.

(c) After Action Review (AAR). The trainer will conduct an AAR with Soldiers upon conclusion of training. Additionally, supervisors will conduct AARs with trainers to provide feedback on performance.

(d) The overall intent of WTT is for all units to conduct WTT at the same time. This is critical when considering the Installation and NTC & Fort Irwin /MSC staffs and organizations that provide support to the Installation (Finance, Medical, etc.). Staff sections that normally support Soldiers, will conduct WTT at the standard time (Thursdays 0700-1200PST). If these sections receive permission to conduct WTT at an alternate time, or extend the hours, they must ensure that their schedule of operations is well known to the installation. Additionally, they must develop plans to provide this support in sufficient quantity at an alternate time.

(e) Annual Weapons Training. AWT tasks that are METL related can be trained during Warrior's Time; schedule non-METL AWT training and AWT testing elsewhere in the week.

(f) Conduct-of-Fire-Trainer (COFT). Normal COFT training should not occur during WTT. SGTs may use the COFT to conduct remedial and/or cross-training of crew members. Generally, COFT training should not be conducted for periods longer than two (2) hours. Commanders may authorize COFT training during WTT under exceptional circumstances such as limited time for COFT training prior to near term gunnery.

(g) Maintenance. Routine maintenance should not occur during WTT. Battalion Commanders may authorize the conduct of services and/or work on deadlined vehicles. Maintenance supervisors should turn any required maintenance into training events.

(h) Soldiers on Special Duty (SD), Temporary Duty (TDY) etc., will report back to their parent unit for WTT. Low density and special MOS Soldiers may work on the technical proficiency skills that their normal support schedule doesn't support.

3-7. WARRIOR & FAMILY TIME.

Warrior and Family Time. Warrior Time is a Post Level early release program intended to provide Soldiers and Families a routine and predictable schedule to promote family activities and resiliency. Warrior Time will be observed on designated dates and at 1530 hours on Wednesdays prior to Comp Weekends, typically occurring on BRD5. Changes to Warrior Time are not authorized without my explicit permission. (Refer to NTC Policy Letter 18, Warrior and family Time)

3-8. OPPORTUNITY LEAVE.

a. CGs Guidance on Opportunity Leave: Opportunity Leave. NTC is scheduled for two periods of opportunity leave annually. Opportunity leave periods are successful when every Soldier and leader is afforded the opportunity to take leave. High opportunity leave participation affords a maximum number of individuals and agencies to stand down and enjoy the leave period. All Soldiers and leaders will be encouraged to take leave. Units will assume a minimum manning posture with appropriate leadership presence available to handle emergencies. Opportunity Leave for FY is scheduled on the Rotational Calendar. **These dates are subject to change based on rotational support requirements.** To maintain a healthy command environment, minimize training absences, and meet the Commander's guidance concerning Max Opportunity Leave, all O-6 Commanders, will implement a Max Opportunity Leave Program consisting of a period or periods designated in the CTG each Fiscal Year (FY) based on the Rotational Training Calendar. This initiative provides an opportunity for everyone in a unit to plan for and take leave and will maximize attendance during prime training periods.

b. Battalions will schedule Max Opportunity leave periods during times that do not preclude the entire Battalion from being on leave. Those units that can't support a Battalion Max Opportunity Leave Program because of mission requirements (Separate Battalions) will establish a similar program at Company/Battery/Troop level. Units may also develop "max leave" periods when Max Opportunity leave is not possible due to operational requirements.

c. The approval authority for Battalion Max Opportunity Leave is the first O-5 Commander. Commanders should forward Max Opportunity leave requests to the Senior Commander through their Brigade Commander and G3 Training in memorandum format.

d. Units will plan Max Opportunity leaves during their annual training plan development process. The G3 Training will ensure that Max Opportunity leave requests do not interfere with other Installation requirements and when approved, add the Max Opportunity leave period to the Installation Calendar.

e. In support of redeployment and reintegration Organizations will conduct Max Opportunity leave at the completion of all reintegration tasks; each unit will have 30 days of Max Opportunity leave identified for redeploying Soldiers. All Soldiers and leaders will be encouraged to take leave during this period of time.

Commanders should exercise care in granting leave during Max Opportunity leave periods to staff sections which prove basic unit functions and personnel needs. Insuring that there is no gap in service which would require the recall of key member back from leave or delay in caring for a service member.

3-9. TRAINING HOLIDAYS, COMPENSATORY TIME, WEEKEND TRAINING & SAFETY TRAINING.

a. Compensatory (COMP) Weekends. COMP weekends are designed for individuals who work during rotational weekends. All other Garrison and non-rotational activities will be open during designated COMP weekends. Any additional closure of on-post facilities during a COMP weekend requires CG approval. Comp weekends are depicted on the rotational training calendar.

b. All national holidays will be observed as training holidays (if not needed/required in the Rotational Schedule). To recognize lost weekends spent deployed or training, COMP training holidays will be scheduled to coincide with national holidays to provide four (4)-day weekends.

c. The NTC Headquarters will announce the winter holiday half-day schedule after receipt of information from Department of the Army (DA) higher HQ. This schedule will be observed based on the announced DA half-day

schedule and guidance issued by the Commanding General. Then the subordinate commanders can announce to their commands.

d. Training holidays may be scheduled for outstanding performance or must be scheduled as compensatory time (COMP) following extended field exercises. Approval authority for training holidays rests with the next higher HQ. Requests from the Separate Battalions and Brigades will be forwarded through the ACofS, G3 Training and unit Commanders to the Command Group.

e. Weekend Training; The NTC CG is the approving authority for all weekend training that is not in direct support of a rotational unit training exercise. Planned training will end NLT 1800 on Fridays and not begin until 0630 on Mondays. Units will identify weekend training events and brief them during the MTB. For those weekend training events planned after the MTB, units will submit the request through the G3 to the CG for approval. The memorandum must address the specific training to be conducted, a detailed timeline, the reason the training must be conducted over the weekend, and the plan to compensate Soldiers and inform Families.

(1) Training exercises conducted over a weekend or national holiday that was approved by the Commanding General during the UTB: one (1) day for each weekend day or holiday worked.

(2) Night exercises ending after midnight but not lasting all night - the morning following the exercise may be scheduled as compensatory time.

(3) Night exercises ending with troops back in their barracks prior to midnight - none required.

(4) Exercises involving continuous operations exceeding three (3) days (72 hours) - Commanders may schedule one day of compensatory time.

(5) Weekend or holiday details - one day.

(6) Compensatory time will not be added to passes or accumulated over a period of time.

3-10. PAY DAY ACTIVITIES.

a. Pay Day Activities may be conducted (as the training schedule allows) the first Friday after pay day unless pay day falls on a Friday. The intent is for leaders to use this day to inspect, teach, inform, recognize, welcome and farewell their Soldiers. In addition, it provides time for the many routine activities important to the running of Co's and Battalions. There is no requirement to provide Soldiers time to conduct personal business during Pay Day Activities.

b. The morning period may be used to conduct one or more of the following activities or follow-up actions as deemed appropriate by the Commander:

(1) Commander review of leave and earning statements with individual Soldiers.

(2) Inspection in ranks.

(3) Command inspections of billets, TA-50, equipment, etc.

(4) Professional development seminars.

(5) Command information briefings.

(6) Counseling sessions.

(7) Awards ceremonies.

Safety Training. Commanders are responsible for their Soldiers' safety on and off duty. The Installation Safety Office (ISO) will provide safety recommendations and support to commanders at every level while supporting Army Safety initiatives and hosting funded safety training courses. This training will promote safety and accident prevention awareness and foster leader engagement. We will leverage our "white week" period to schedule safety training in accordance with monthly safety themes. The ISO team will coordinate and facilitate safety training in support of operations to mitigate operational risk and reduce preventable accidents, while strengthening the safety climate and culture at NTC. Commanders at entry level must ensure that Soldiers who operate motorcycles and

ATVs are in full compliance of Policy Letter 06, Command Safety Policy. The POC for Safety is Mr. Dave Key, G3 Safety.

c. In the event that end of month pay day occurs during a major FTX or other significant training event, Commanders are authorized to schedule pay day activities for their unit on another more convenient day.

d. Pay day activities are not authorized for mid-month pay day.

3-11. POST SUPPORT.

CGs Guidance: Borrowed Military Manpower / Soldier Skill Set Utilization Program (BMM/S3UP). The NTC CG retains authority to grant additions to the NTC BMM roster. The G3 SGM reviews the roster monthly and provides recommended changes through the NTC G3 and CoS to the CG. Units will make every effort to minimize BMM requirements.

a. The Chief Tasking Officer (CTO) of the ACoS, G3 Operation's section manages Post Support, with oversight provided by G3 SGM.

b. Taskings. Due to the nature of the training calendar and the redeployment and deployment of Fort Irwin units and the Rotational Schedule, the Installation will not designate a red-green-amber cycle. As taskings are generated within the NTC & Fort Irwin, CTO will initially look at the tasking and give it to Chief of Operations (CHOPS). CHOPS will keep a tasking tracker and recommend the best Organization to support the tasking given training, resources, and equity. Taskings within one week must be approved by the CG, taskings between 2-3 weeks out from execution must be approved by the CofS, and taskings between 4-6 weeks from execution must be approved by the G3. Once tasked, units must proceed as if they are going to execute the tasking even if they have submitted a reclama. The Senior Commander's tasking reclama standard is as follows.

1. Units that determine that they are unable to support various taskings during Post Support should submit a formal reclamation to CTO IAW their published example format.

2. Normal Tasking (T-4 or later) – MSC have 48 hours to submit a reclama from receipt of FRAGO. G-3 CTO will have 5 working days to process the reclama and give the MSCs a reply. It is important the MSCs still prepare to execute the tasking until positive notification is given to them that they are released from executing this task.

3. Short Notice Tasking (T Week to T-3) – MSCs have 24 hours to submit a reclama from receipt of FRAGO. G-3 CTO will have 48 hours to process the reclama and give the MSCs a reply. Once again, it is important the MSCs still prepare to execute the tasking until positive notification is given to them that they are released from executing this task.

3-12. INSTALLATION MAINTENANCE / POST CLEAN-UP.

a. Installation. Post Clean-up will be conducted semi-annually: Fall (October) and Spring (April). We will also use Post Clean-up as an opportunity to eliminate excess in all unit areas, motor pools, and storage areas. The G3 SGM is the proponent for all post clean-up requirements.

b. Family and Morale, Welfare and Recreation (FMWR). The NTC FMWR calendar is located at <http://fortirwinfmwr.com/home-2/fort-irwin-mwr-events/>.

3-13. KEY CEREMONIES.

a. The following ceremonies are scheduled through the ACoS, G3 Operations and the Post CSMs office. The frequency for these events is depicted in Table 3-4 below:

CEREMONY	FREQUENCY	REMARKS
Soldier / NCO of the Quarter/Year	Quarterly/Annually	Luncheon
Retirement	Last Thursday monthly	One Hour
Battle Staff Graduation	At the end of a course, normally twice a month	One Hour
SAMC	Quarterly	Luncheon
Flag Day	Annually	One Hour
Army Birthday Ceremony	Annually	One Hour

Table 3-3. Key Ceremonies

b. Changes of Command. The G3 is the proponent for scheduling Changes of Command ceremonies. Dates are normally determined by the date of assumption of command.

c. Holiday Ball. Proponent is designated by CofS. The Holiday Ball is usually scheduled in the first week of December during the annual training plan development.

3-14. COMMANDER’S TRAINING TIME.

CGs Guidance Unit Training Briefs: Unit Training Briefs are the primary venue for MSC Commanders to communicate directly with the CG, National Training Center, concerning their training strategy and goals/objectives. The 11ACR, OPS GRP, and 916th Sustainment BDE will conduct semi-annual Commanders’ Dialogues and Unit Training Briefs to the Commanding General on dates TBP. UTBs are discussions, not presentations; slides will facilitate a discussion of training. Physical Training, Military Schools and Civilian Education status will be briefed at every UTB. Outcome of UTB is a contract between the CG and the MSC CDRs.

a. Battalion and MSC Commanders are required to provide each company commander with one week of un-evaluated training time per quarter. This week may be embedded within another larger event.

b. NTC Unit & G-Staff Campaign Plan Updates to Lead 6: The 11ACR, OPS GRP, 916th Sustainment BDE, USAG and NTC General Staff will conduct quarterly updates to Lead 6 on their progress to complete critical tasks listed in the NTC Campaign Plan.

3-15. UNIT STAFF RIDES.

The CG is the approving authority for all BRIGADE and BATTALION level Staff Rides. To conduct a Staff Ride, units will submit a formal request in writing, or gain verbal permission during their UTB.

3-16. UNIT TRAINING MANAGEMENT (UTM)

CGs guidance on Digital Training Management System: All commanders will be familiar with the Army Training Management System (ATMS) and utilize its capabilities to increase unit readiness and execute unit training management. Commanders are required to utilize the Digital Training Management System (DTMS), the Army Training Network (ATN), and the Combined Arms Training Strategy (CATS) as they plan, resource and manage unit training. All individual training tasks and qualifications will be uploaded into DTMS and kept up to date. *DTMS training statistics will be used in monthly Unit Status Reporting (USR).*

a. **INTRODUCTION.** Unit Training Management (UTM) on ATN provides the doctrine-based, how-to details of the US Army’s training management processes. It is the process commanders, leaders and staffs use to plan-prepare-execute-assess unit training and identify the resources needed to accomplish that training. Army Training Network (ATN) Located; <https://atn.army.mil/>). UTM is the practical application of the training doctrine found primarily in chapter 3 of ADP 7-0.

b. Unit Training Management (UTM) enablers available ATN:

1. Combined Arms training Strategies (CATS)
2. Digital Training Management System (DTMS)
3. Department of the Army Standardized METL Viewer

c. Both ADP 7-0 and ADRP 7-0 and UTM are posted within the Army Training Network (ATN)

<https://atn.army.mil/index.aspx>. These manuals are linked together, and are designed to be used in concert with one another as a digital resource. ADP 7-0 provides the intellectual framework of what Army training is, while UTM provides the practical how-to of planning, preparing, executing, and assessing training in detail. The Army Training Management System (ATMS) will combine ATN, DTMS and CATS into an integrated online training management resource. Additionally, ATN provides a wealth of other training resources to include the latest training news, information, products and links to other Army training resources.

d. The [training management process](#) is an expansion on the Eight Step training model; it is a series of steps or actions that unit leaders take to develop and execute fully synchronized training plans. TM is a continuous process that guides Army leaders from Full Spectrum Operations Mission Essential Task List (FSO METL) development through planning, preparing, executing, and assessing training (PLAN-PREPARE-EXECUTE-ASSESS). TM builds on a task, condition, and standards-based training methodology that is the essence of all Army training, while teaching leaders to leverage training enablers such as [Digital Training Management System \(DTMS\)](#) and [Combined Arms Training Strategies \(CATS\)](#). Refer to Appendix V, NTC DTMS SOP with Annexes A, B, C, and D.

e. The TM process is consistent and does not vary between units; the collective tasks to train, and guidance and conditions will vary. Units apply TM to develop a training plan prior to transitioning from AVAILABLE to the RESET force pool. Training plans are developed in accordance with higher guidance, allowing units to achieve the desired FSO METL proficiency prior to transitioning back to AVAILABLE pool. Commanders and leaders must continually receive feedback and conduct assessments of their unit's status throughout the ARFORGEN pools, adjusting or reprioritize training accordingly. In the event of changing Army guidance or receipt of a new assigned mission, unit commanders adjust collective tasks and training as required. When changes occur, the commander analyzes the assigned mission guidance, assesses the units training status, and then adjusts the collective tasks and the training plan accordingly.

f. Digital Training Management System. DTMS is the digital tool of the Army's Unit Training Management System (UTMS). DTMS is a web-based training management tool that allows commanders to track Mission Essential Task List (METL) development, collective training tasks that support the METL, and tracks individual and team training within a unit following current doctrine, tactics, techniques, and procedures; now outlined in Army Training Network (ATN). It is also designed to assist in resourcing, tracking, and scheduling training as well as the development of training calendars. Because DTMS is web-based, it is accessible from any internet-connected computer. This program will be continually updated to provide the most current capabilities to units to manage Soldier and unit training. DTMS embeds data from the Integrated Total Army Program (ITAP) and Medical Protection System (MEDPROS) databases, will be able to provide data from the Army Training Resource and Reservation System (ATRRS) and Training Ammunition Management Information System (TAMIS) databases in the future, and provides links for the Range Facilities Management Support System (RFMSS) and Center for Army Lessons Learned (CALL) websites.

g. DTMS use and support.

a. Standards and guidance for use of DTMS for all units on Fort Irwin are monitored by the Installation Manager/Master Trainer, NTC G3, for assistance 760-380-3487.

b. DTMS Training Website. Any user may access the DTMS Training Website. The website is maintained and provided for users to practice/troubleshoot DTMS functions. This website is overwritten each week with current data from the actual live website. Users and Master Trainers are highly encouraged to use the training site for training purposes. The web address is <https://dtms.army.mil/training>

- c. web address for DTMS is <https://dtms.army.mil/DTMS>
- d. DTMS Access Plan Web address: Army Training Network (ATN) <https://atn.army.mil/>
- e. AR 350-1, DTMS use is mandatory by all Army organizations

h. DTMS References.

- a. Rapid Action Revision (RAR), 4AUG11, to Army Regulation (AR) 350-1, Army Training and Leader Development, 18DEC09.
 - b. AR 380-5, Department of the Army Information Security Program, 29SEP 2000.
 - c. AR 25-1, Army Knowledge Management & Info Tech Management, 25 Jun 13.
 - d. Memorandum, HQDA, DAMO-TRC, 11 January 2006, subject: Implementation of the DTMS.
 - e. AR 25-400-2, Army Records Information Management System (ARMIS), 2 October 2007.
 - f. Unit Training Management (UTM), September 2011. [Army Training Network (ATN) Web Based]
 - g. Change 10, 29JUN12, to Field Manual (FM) 7-15, The Army Universal Task List, 27FEB09.
 - h. Leader's Guide to After Action Reviews (AAR), August 2012. [ATN Web Based]
 - i. A Leader's Guide to Company Training Meetings, November 2012. [ATN Web Based]
 - j. Army Doctrine Publication (ADP) 7-0, Training Units & Developing Leaders, 23 August 2012.
 - k. Army Doctrine Reference Publication (ADRP) 7-0, Training Units & Developing Leaders, 23AUG12.
 - l. FORSCOM CG's Current and Approved FY Forces Command Training and Leadership Development Guidance (FCTLDG).
- i. The following information will be inputted into DTMS by all units on Fort Irwin.
- a. Mission. All units will maintain an approved current Tactical Mission statement.
 - b. METL. All units will maintain approved current Unit Training METLs and critical task assessments.
 - c. Training Guidance. All units will upload their BDE, BN and own current Annual and Quarterly Training Guidance. Units will maintain the past three (3) quarters Training Guidance in DTMS for inspection and post signed copy on unit bulletin boards in unit area.
 - d. Individual Soldier Training Information. All units will maintain and update Soldier Individual Training (ITR).
 - e. Calendars. All Unit Commander's will maintain a minimum of 6-weeks of training calendars in DTMS. When placing an event on the unit training calendar, the following standards will be adhered to:
 - (1) Event Name. Use appropriate descriptive professional titles for events that adequately and accurately describe the event. DO NOT use acronyms or terms unknown outside your command, branch, or that are not common Army terminology. Keep it simple.
 - (2) Color. The colors identified in Table 8-1 are to be used with the specified event types. These colors may only be used for these types of events. Other colors may be used for events that are not covered below. Do not use dark colors that make the event title difficult or impossible to read. Do not use similar colors.
 - (3) Event Start and End Date/Time. Accurate dates and times are mandatory, and will be included. Marking

an event as an All Day Event will only be done if the event will conduct for the majority of a day and continue past 2400 hours and into the next day.

(4) Major Event. This box at a minimum will be checked for any event that can be defined as a major training event. Major training events include, but are not limited to, Live Fire Exercises, CPXs, FTXs, MTBs and briefings to Post HQ. Major Events will be used to build the CGs and DCGs daily calendar.

(5) Training Highlight. Each unit that produces a training schedule will select one (1) event from the training schedule to be a training highlight. This will serve as an invitation to the higher HQ to visit this training. This will also provide the command with the ability to track and access the training without interrupting events.

(6) Event Type. The event will be appropriately set to the correct event type.

(7) Risk Level. The risk level must be the same as that entered on DA Form 7566 in DTMS while scheduling an event (if necessary).

(8) Point of Contact. This text box will be filled in with the appropriate point of contact, to include a phone number, for EVERY event on the Unit Training Calendar.

(9) Location. All locations and correct dates/times **must** be added to an event.

(a) The "Notes" text box will be used to enter any necessary grid locations.

(b) Units are encouraged to add their own unit specific locations into DTMS (classroom, motor pool, etc.). Locations not associated to a unit will be deleted when found (i.e.: add your unit name to the location to identify who it belongs to).

(c) Units will not add locations to DTMS that are not directly associated with their unit; nor will they replicate a location in DTMS that already exists. Units will **not** add any Garrison or post locations.

(10) Minimum events that need to be entered into the DTMS training schedule are:

(a) Physical Training.

(b) Social events (i.e.: Hail and Farewells, Leader's Call, Military Ball, organization days, etc.).

(c) Briefings/meetings (i.e.: training meetings, command briefings, AARs, safety briefing, etc.).

(d) Admin events (i.e.: Company level boards, Steering Committee Meetings, etc.)

(e) Holidays will be entered by BDE DTMS Master Trainer to populate down to units, including Training Holidays.

(f) Professional Development (i.e.: NCOPD, Suicide Prevention Training, etc.)

(g) Change of Command/Responsibility, deployment ceremonies, etc.

(h) Unit level training events (i.e.: ranges, FTXs, EXEVAL, live fires, etc.).

(i) Platoon level training events broken down by platoon.

(j) Maintenance broken down by type: command/ services by level 10/20/30, etc.

(k) BN end-of-day formations, accountability formations, etc.

(l) Warrior Time Training, Funeral Detail, other special events.

(m) Personal time, all non-duty hours.

(n) This list is not all inclusive; add unit specific events as appropriate utilizing the proper DTMS Training Calendar Standards.

Table 3-4 DTMS Event (Color)

<u>Event</u>	<u>Color</u>
Field Training Exercise (FTX)/ Situational Training Exercise (STX)/ Communication Exercise (COMEX)/ Expert Infantryman Badge (EIB), etc. Simulation Training (Engagement Skills Trainer, Virtual Combat Convoy Trainer, etc.)	OLIVE
Live Fire Exercise, Combined Arms Live Fire, Static Range Firing	RED
Non-Rotational Training	TEAL
Rotational RSOI Days	YELLOW
Rotational Training Days/ Subordinate Unit Training Events	LIME
Rotational REGEN Days	WHITE
Training Holiday/ Opportunity Leave/ COMP Time	SILVER
Physical Fitness Training	BLUE
Briefings/ Meetings/ Conferences	AMBER
VTC/ ADOBE Connect Event	AQUA
Professional Development: LPD/OPD/NCOPD/ Safety Day Training/ Mandatory Training, etc.	GREEN
Inspections: OIP/CIP/SAV/ICI, etc.	FUCHSIA
Inventories/ New Equipment Fielding/ NASA Support/ VIP Visits	GRAY
Garrison/ Community Operation/ Support Event/ Community Events	PURPLE
Social: Hail and Farewell/ Leader's Call, etc.	MAROON
Admin: SAMC/ SoM/SoY/SoQ Boards/ Lunches/ FRG and Steering Committee Meetings	NAVY

3-17. GENERAL: PLANNING PROCESS.

A training plan translates the commander's training and leader development guidance and training strategy into a series of interconnected requirements and events to achieve the commander's training objectives. Planning documents include the frequency and duration of each training event and the resources required. Required resources and events drive planning considerations. The 3 types of training plans are long-range, short-range, and near-term.

3-18. LONG-RANGE PLANNING.

a. The long-range training plan starts the process of implementing the commander's training strategy. Long-range plans identify the major training events for the unit along with the resources required to execute the training events. A long-range plan normally covers 12 months. A long-range training plan consists of training and leader development guidance and the long range planning calendar. Senior commanders publish training and leader development guidance early enough to give their units enough time to plan, both during operations and in peacetime. Guidance from senior command echelons is critical to developing and integrating subordinate long-range training plans. Therefore, long lead times, consistent with the ARFORGEN cycles, are normal. Each headquarters follows an established timeline so subordinates have time to prepare their plans. Higher headquarters should give subordinate units more planning time than they keep for themselves.

b. Major training events are identified and scheduled during the long-range planning process. NTC & Fort Irwin will schedule in advance major training events down to Brigade and Battalion level 24 months out on the NTC & Fort Irwin Master Training Calendar. Major training events will include:

1. Major Exercises and Contingency / Combat / Operational deployments.
2. Command Post Exercises (CPXs) (NTC & Fort Irwin Internal) and War Fighter's Exercise (WFX) Related.
3. Combat Training Centers (CTC) rotations (NTC, Joint Readiness Training Center (JRTC), Leader Training Program (LTP), and NTC OPFOR Augmentation).
4. Joint Training Exercises (JTXs).
5. BRIGADE & BATTALION / CPX / MRX.
6. Unit Focus
7. Gunnery and VCE Taskings.
8. RC Annual Training (AT) periods.
9. Major Post Support.
10. Major New Equipment Fielding's (Force Modernization).
11. Key Events (NTC & Fort Irwin Deployment Exercise (DEPEX), Equal Opportunity (EO) Conference (Semi), Commander Conference (Semi), Post Clean-up, Training Holidays, White Week).

c. The annual Command Training Guidance (CTG) and long-range calendar will be published three (3) months prior to the start of the next fiscal year (FY). The annual CTG will provide the training focus and direction for the upcoming training year. Brigades will use the annual CTG and long-range calendar to develop their own CTG and long-range training plan, and publish them one (1) month prior to the start of the FY.

3-19. SHORT-RANGE PLANNING/ SHORT RANGE CALENDAR (SRC).

CGs Guidance: NTC Calendars and Battle Rhythms. The NTC G3 maintains the NTC Short Range Calendar (SRC), Long Range Calendar (LRC) and the NTC Rotational Schedule and Battle Rhythm. G3 Operations conducts

a weekly calendar scrub with MSCs and staff to ensure all calendars remain current and accurate to synchronize the efforts of the community.

(1) The NTC Short Range Calendar (SRC) is the primary calendar that the NTC HQs uses to synchronize meetings, events and activities across the HQ and MSCs. The calendar is located at;
https://west.esps.disa.mil/army/sites/NTC_HQ/G3/G3Ops/default.aspx

(2) The NTC Rotational Schedule and Battle Rhythm are the documents the NTC HQs uses to synchronize rotational training. NLT BRD 5, MSCs will provide the G3 Operations updated MSC Battle Rhythms for updates to the master NTC Battle Rhythm which is published NLT RSOI 1.

(3) The NTC Long Range Calendar (LRC) is the primary calendar the NTC HQ uses to synchronize major events up to a year out across the HQ and MSCs. G3 Operations manages and updates the LRC. MSCs will provide the following, at a minimum, for input into the LRC: Squadron/Battalion and above level training, Leader Development Program events, NCO/Soldier Boards, Safety Council meetings, Socials, Family Readiness Group events, Steering Committee meetings, Training Briefs, Force Modernization Training, After Action Reviews, Soldier Readiness Processing, Organizational Inspections, Rodeos, Foundry Training, Unmanned Aerial System Operations, Airborne Operations, Electronic Warfare training, APFTs, Safety Stand Down days, Newcomers Briefs, Hail and Farewells, Leader Calls, Community Relations/Outreach events, Equal Opportunity events, and Changes of Command /Responsibility.

3-20. NEAR-TERM PLANNING.

a. Near-term planning defines specific actions required to execute the short-range plan. It is primarily conducted at Battalion and Company level and results in detailed training schedules. Near-term planning normally covers the six to eight weeks prior to execution and includes:

1. Weekly training meetings to review last week's training and to finalize near-term planning.
2. Providing specific guidance to trainers.
3. Leader preparation and rehearsals.
4. Final coordination for resources.
5. Development and approval of Company training schedules six (6) weeks out from execution.

3-21. TRAINING MEETINGS

The single most important company meeting is the training meeting. (Army replaced TC25-20: Leader's Guide to Company Training Meetings and TC25-30: Leader's Guide to After-Action Reviews (AAR),) updated and made available online via the Army Training Network (ATN) as downloadable Leader's Guides (not TCs). Training meetings create the bottom-up flow of information regarding the specific training needs of the small-unit, staff, and individual Soldier.

Normally platoons, companies, and battalions hold weekly training meetings. At company and platoon level, meetings directly concern the specifics of training preparation, execution, and pre-execution checks. At battalion level, training meetings primarily cover training management issues.

Training meetings address only training. Appropriate representatives of subordinate and supporting units attend. Bottom-up feed of information and requirements are essential to the success of the meeting.

3-22. TRAINING SCHEDULES

a. Near-term planning results in a detailed training schedule. Senior Commanders establish policies to minimize changes to training schedules. At a minimum, training schedules:

- 1) Specify when training starts and where it takes place.
- 2) Allocate adequate time/ train all tasks to standard, including time to repeat training when standards are not met.
- 3) Specify individual, leader, and collective tasks on which to train.
- 4) Provide multiechelon and concurrent training topics to make maximum use of available training time.

- 5) Specify who prepares, executes, and evaluates the training.
 - 6) Provide administrative information concerning uniform, weapons, equipment, references, and safety precautions.
- b. Command training schedule responsibilities consist of the following:
- 1) Company Commanders approve and sign their company’s draft training schedule.
 - 2) Battalion Commanders approve and sign the schedule and provide necessary administrative and logistic support. Training is considered locked in when the Battalion Commander signs the training schedule.
 - 3) The Brigade Commander reviews each training schedule published in the brigade.
 - 4) Brigade’s higher headquarters reviews selected training schedules and the list of unit wide training highlights.
- c. Senior Commanders provide feedback to subordinates on training schedule quality. Those commanders visit training to ensure that training objectives are met and tasks are trained to standard.
- d. The T-Week training management concept is a variation of the near-term planning process explained in ADP 7-0. The T-Week concept is explained in Table 3-5 below. This table shows when and what actions are taken by the leadership relative to T-Week. Note that for every week of the year, the unit is in a T-6, T-5, T-4, T-3, T-2, T-1, T-Week, and T+1 week simultaneously.

Table 3-5. T-Week Management Concept



National Training Center & Ft Irwin Training Management
Establishing Predictability and Setting Leaders up for Success



SUN	MON	TUES	WED	THU	FRI	SAT
(T-6)	CO CDR PREPARES/ BRIEFS TRAINING CONCEPT & GENERAL INTENT FOR T-WEEK					
(T-5)	BN CDR PROVIDES GUIDANCE TO SHAPE THE INITIAL CONCEPT					
(T-4)	CO CDR PREPARES/ BRIEFS DETAILED TRAINING SCHEDULE FOR T-WEEK					
(T-3)	BN CDR PROVIDES GUIDANCE TO SHAPE THE INITIAL CONCEPT					
(T-2)	BN CDR SIGNS CO TRNG SCHEDULES FOR T-WEEK					
(T-1)	BDECDR REVIEWS TRNG SCHEDULE FOR T-WEEK					
(T-WEEK)	APPROVED T-WEEK TRAINING SCHEDULE POSTED IN UNIT AREAS					
					BCTs SUBMIT T-WEEK TRNG HIGHLIGHTS TO G3 TRAINING	
	UNITS CONDUCT WELL-PLANNED/RESOURCED TRAINING					
	LEADERS MINIMIZE DISTRACTORS AND SUPERVISE EXECUTION					

Table 3-6. T-Week Shell

e. Table 3-7 is an example of a shaped training week. Training schedules will reflect prime time training periods Monday through Friday, daily physical training (PT) from 0630-0730PST (with extended periods at the commander’s discretion), work hours from 0900-1700PST daily, Warrior’s Time (0700-1200PST) and Warrior Time (1500) on Thursdays. Non-training events such as meetings and inspections should be scheduled on Mondays and Fridays. Each day should reflect a single Training Focus for the unit; not a multitude of unrelated training events. The standard duty day outlines the specifics of the current standard duty day.

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Standard Duty Day Begins: 0630PST	Standard Duty Day Begins: 0630	Standard Duty Day Begins: 0630	Standard Duty Day Begins: 0630	Standard Duty Day Begins: 0630
PT 0630-0730PST	PT 0630-0730	PT 0630-0730	PT 0630-0730 STT 1300-1500; or 0900-1500 at a field site	PT 0630-0730

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Command Maintenance	METL-related Training	METL-related Training		
Standard Duty Day Ends: 1700PST	Standard Duty Day Ends: 1700	Standard Duty Day Ends: 1700	Standard Duty Day Ends: 1500	Standard Duty Day Ends: 1700

Table 3-7. Non-Rotational Standard Training Week

f. MSCs and Sep Battalions may submit consolidated training schedules for Post Clean-up Week, and major deployments (CTC, Contingency Deployments) for the units involved. For other situations, MSC and Sep Battalion S3s should contact the ACoFS, G3 Training.

g. All Companies within NTC & Fort Irwin will complete a training schedule that is IAW Army Doctrine discussed on the Training Management site of the Army Training Network (<https://atn.army.mil>) and DMTS standards.

h. In addition to the Standard Training Week, Commanders should refer to the NTC & Fort Irwin Policy Letter, Standard Duty Day for additional guidance. Note that the first Lieutenant Colonel (LTC) in the chain of command must approve any training that is to be conducted prior to -- or after the Standard Duty Day (0630-1700).

i. The Commanding General will approve all weekend training requests. Units requesting weekend training must submit a formal memo thirty days prior to the training event.

3-23. TRAINING HIGHLIGHTS.

a. MSCs will submit training highlights and training schedules for the T-3 week to the ACoFS, G3 Training by 1600PST every Wednesday. The ACoFS, G3 Training briefs highlights to the Command Group the following Monday. Units must submit their highlights and schedules on time and select highlights that the Command Group may wish to observe.

b. Each Battalion will identify at least one training highlight for each day that training is scheduled. Units will report all Company and Battalion training meetings and all WTT in their training highlights. All highlights must include a location, defined as a building number or a six (6)-digit grid and include the name of the instructor.

c. ACoFS, G3 Training is the proponent for training highlight submission and may change format or turn in procedures based on Command Group needs.

3-24. TRAINING RECORDS AND REFERENCES.

a. The training records and references listed in Table 3-8 will be maintained at the level designated. Records maintained at Battalion/Company level are inspectable during the Organization Inspection Program (OIP) outlined in **Appendix CC** NTC REG 350-1.

RECORD/FILE	BATTALION LEVEL	CO LEVEL
Ammunition forecast/authorization	2 Years	1 Year (Sep Co)
Unit Status Report	1 Year	
Army Physical Fitness Test (APFT) Results	Current	Current
Individual Weapons Qualification	Current	Current
M240/M2 MG Qualification	Current	Current
Mortar Gunner's Exam (GE)	Current	Current
Javelin GE	Current	Current
Gunnery Qualification Results	Current	Current

RECORD/FILE	BATTALION LEVEL	CO LEVEL
Crew Gunnery Qualification Results	Current	Current
NTC AAR/Take Home Packet*	Previous Rotation	Previous Rotation
MAP/CIP Results	Current	Current
Directed Training (CTT, Fort Irwin & NTC Reg 350-1, Drown proofing, etc.)	Current	Current
Schools (On-Post and Off-Post)	Current	Current

Table 3-8. Training Records

b. Commanders will maintain these records in the Digital Training Management System (DTMS) IAW established procedures.

c. Publications. The following is a list of the publications required at each level (see Table 3-9 below).

PUBLICATIONS	LEVEL
NTC & Fort Irwin & Reg 350-1 series	Co/Battalion/Brigade
NTC & Fort Irwin & Reg 385-14	Co/Battalion/Brigade
NTC & Fort Irwin & Reg 385-18	Co/Battalion/Brigade
NTC & Fort Irwin & Reg 525-1	Co/Battalion/Brigade
ADP 7-0	Co/Battalion/Brigade
Master Training Calendar	Co/Battalion/Brigade
NTC & Fort Irwin Current Annual Training Guidance	Co/Battalion/Brigade
NTC & Fort Irwin Current Quarterly Training Guidance	Co/Battalion/Brigade
Soldier’s Manuals for each MOS	Co/Battalion/Brigade
FMs for all unit weapons/weapon systems	Co/Battalion/Brigade
NTC Aviation Procedure Guide (APG)	Co/Battalion/Brigade

Table 3-9. Training Publications required Digital Training Management System (DTMS)

d. Commanders will determine which publications will be maintained as a paper copy and which can remain electronic. Commanders will assess computer and electronic version (and printer) availability, as well as the deployment status of their units (paper copies of vehicle owner manuals) as minimum criteria in making this determination.

3-25. NTC & FORT IRWIN LEADER BOOKS AND DESERT STANDARDS HANDBOOK.

a. Leaders are responsible for identifying and training essential Soldier tasks. These support the unit's mission essential collective tasks. Because of limited training resources and time, Soldiers normally cannot train on and reasonably sustain every task. Leaders must use the battle focus process to identify mission-related Soldier tasks essential to the Soldier's duty position and responsibilities. A tool to aid in this process is the NTC & Fort Irwin Leader Book (NTCLB). The leader book enables leaders to:

1. Track and evaluate the Soldier's training status and proficiency on essential Soldier tasks.
2. Provide administrative input to the chain of command on unit proficiency.
3. Conduct Soldier performance counseling.

b. Every Squad Leader/Track Commander, Observer Coach/Trainer (OC/T), Platoon Leader, and Company Commander should produce and maintain a leader book. The information can be in any format the leader chooses. A small, pocket-sized memo book, such as a blackberry, or any other Smart Phone or full-sized multi-page notebook such as Notebooks can be used. Any method such as the use of spreadsheets in *any digital format is acceptable*. The bottom line is that leaders should have a way of recording information. Information addressing the following should be recorded.

1. Mission. Include own mission statement and mission statements two echelons higher.

2. METL. Company Commander Leader books will include the Company, Battalion, and Brigade METLs. Platoon leader books will include the Co and Battalion METLs. Squad leaders/TCs will include the Company METL only. Additionally, Company leader books will include platoon collective tasks.

3. Battle tasks. Company Commander Leader books will include the Battalion battle tasks, which are derived from the Company METL. Platoon leader books will include the Company battle tasks, which are derived from platoon collective tasks. Squad leaders/TCs will include collective tasks and a list of individual tasks that support the collective tasks.

4. Individual/Collective tasks. The leaders in platoons will:

a. Prepare a list of supporting collective tasks for each Company mission essential task (Platoon leaders with assistance from Platoon Sergeants (PSGs)).

b. Prepare a list of essential common tasks and military occupational specialty (MOS)-specific tasks for each Soldier's duty position (Squad leaders with assistance from the platoon leader and PSG).

5. Administrative data. This includes general information about each Soldier in the unit. This information should also include all deployment related (Soldier readiness checks (SRC) Status, Army Family Team Building Training status if married, etc.) information about the Soldier.

6. Check Ride components: A copy of the unit's program to assess and integrate new personnel.

7. Gunnery/Systems Qualification.

a. Crew Stabilization Roster. Includes names of crewmen on each vehicle, time stabilized, anticipated loss dates, Tank Crew Evaluator (TCE)/Bradley Crew Evaluator (BCE) qualified, etc.

b. Gunnery/Systems Results. Records the date and results of a crew's last gunnery/systems qualification.

c. Simulation Status. Records current UCOFT status or appropriate rating on similar simulator, I/O qualifications, certification, etc.

d. Marksmanship. Records the date and results of an individual's last small arms weapons qualification.

8 Skill Qualification Assessment. The leaders' assessment of where each Soldier stands relative to mission essential individual tasks.

9. References.

a. CTG two echelons up.

b. Unit training schedules (2) or (3) weeks out.

c. Leaders need to refer to their leader book when talking about the proficiency of their Soldiers and units. The entire chain of command must teach and mentor subordinate leaders on the importance and use of the leader book. This should be done as part of officer professional development (OPD), noncommissioned officer professional development (NCO PD), and Check Ride Programs.

d. The intent of the leader book is not to impose an administrative burden on any of the Company level leadership. Items above and additional items added to the NTCLB should be distributed from the higher HQ as they are consolidated and filed.

3-26. Desert Standards Handbook

1. The purpose of this document is to inform all Soldiers assigned or attached to Fort Irwin and the National Training Center of the basic standards of appearance and behavior established by Army Regulations and NTC policies. This publication only highlights and clarifies portions of those regulations and policies and in no way supersedes them or relieves any individual from complying with current regulations and policies. This document is posted on the NTC & Fort Irwin homepage located at:

http://www.irwin.army.mil/Documents/Desert_Strong/Desert_Standards_Handbook.pdf

2. Desert Standards: (Monitored by Post CSM and the G3 SGM).

- 1) Standards, and compliance of standards, are what make our Army the best in training, readiness, and safety. Enforcement of standards helps us achieve Excellence, Competence, Confidence, Discipline, and Esprit-de-Corps.
- 2) The Desert Standard Handbook is required knowledge for all Soldiers and leaders. Our standards and history are the foundation for the Esprit-de-Corps of the unit and the panache of the leaders.
- 3) Leaders will maintain this knowledge and train new Soldiers in its content. Non-Commissioned Officers are an integral part to enforcing these and all standards, and do so with my full support.
- 4) The Noncommissioned Officers are the keeper of the standards and this handbook will assist us in accomplishing that mission. As a Soldier, each of us has a personal responsibility to know what the standards are and ensure we adhere by and enforce them. When Soldiers fail to comply with fundamental standards, the enforcement of standards in other areas begins to slip. This will affect training, maintenance, and everything else a unit does.
- 5) All Officers, Warrant Officers, Noncommissioned Officers and Enlisted Members of the National Training Center and Fort Irwin will know where to obtain a copy of the Desert Standards Handbook. No NCO will ever pass by a deficiency without correcting it.

Chapter 4 Resourcing Training

SECTION I - RESOURCED TRAINING

4-1. Resourced Training General: Integrating the resourcing of training with the planning of training is important to the entire management process, but becomes increasingly visible as near-term planning approaches training execution. Funds, ammunition, facilities and land are the most critical resources to consider during long-range planning. During Long Range Planning, the development of the Annual Training Guidance or the Annual Training Plan; the G8 Comptroller, the G3 and the MSCs and Separate Battalions need to ensure that all known training is funded IAW correct Operational Tempo (OPTEMPO) calculations. Resources such as personnel, equipment availability, Training Aids, Devices, and Simulations (TADSS), fuel, repair parts, schools (on-post and off-post) and publications must be integrated into planning as short-range planning transitions to near-term planning.

4-2. RESOURCE MANAGEMENT.

CGs guidance to Resource Management: Commanders will execute training in accordance with the budget provided. However, a failure to plan for budget resources should never be a constraint to good training. Additional budget guidance is provided in ANNEX F (G8) to CGs Annual Training Guidance.

a. Resource management assists planners in the allocation of resources (monetary and non-monetary) and provides focus for training plans. Resources are aligned with major training events to ensure resources are available to support the training needs of the unit. The Command Training Guidance (CTG) will determine the initial allocation and prioritization of resources based on training events.

(1) The ACofS, G3 section's Managers (Mgrs) coordinate the following resources. Some of these areas are directly controlled by the G3 Mgr, while others are controlled by various units, agencies and installation activities. For this latter group, the G3 Mgr coordinates directly for the divisional and installation units to ensure proper scheduling, prioritization and allocation:

- (a) Training Ammunition.
- (b) Training Land (Normally on-post, but has some visibility of off-post availability).
- (c) Ranges (Small Arms Ranges, training facilities).
- (d) Pools.
- (e) AVN Support.
- (f) Classrooms.
- (g) Schools (On and Off-Post).
- (h) Simulations.
- (i) TSC/Training Aids (MILES, Graphic Training Aids (GTAs), etc.).
- (j) Reserve Component Assistance.
- (k) Key Personnel (BCE/TCE, C/Ts OPFOR, etc.).

(2) Other critical resources that need to be considered as units develop and finalize training plans are all the classes of supply or key personnel that execute or provide critical pieces of the training. For example, for Class IV, Material Handling Equipment (MHE) or other logistics related support, unit S4s work through their Support Operations Officers at the Forward Support Battalions (FSBs) and follow their procedures and timelines to get the needed resources. Information on some "personnel resources" can be found below in para 3-4.

b. There are many processes in place within the NTC & Fort Irwin to assist units in ensuring that their training plans are properly resourced, these are addressed in detail in the next section.

- (1) Command Budget Estimate Development.
- (2) Program and Budget Advisory Committee (PBAC).
- (3) UTBs.
- (4) Installation Quarterly Calendar Synchronization Meetings (IQCSM).
- (5) Installation Monthly Resource Conference.
- (6) Installation Quarterly Range and Training Land Resource Conference

Table 4-1 lists the training resources that will be scheduled during the conference. A representative from the agency that manages each resource will attend the conference to assist the G3 in scheduling.

RESOURCE	PROPONENT	PHONE #
Maneuver Area	G3 Range Operations	380-4321
Ranges	G3 Range Operations	380-4321
Drop Zones (DZ)	G3 Range Operations	380-4321
CFFT 1:12	G3 TSC TASC	380- 3866
EST / HEAT / VBS2	G3 TSC	380- 7058
UCOFT	G3 TSC	380- 3882
TADSS	G3 TSC TASC	380- 5924
Training Ammunition	G3 AMMO	380- 3883

Table 4-1. Resource Conference Scheduling POCs (760)-380-3881

- a. Units will ensure that Battalion/MSG S3s or representatives attend

SECTION II - KEY INSTALLATION RESOURCES

4-3. TRAINING LAND.

- a. All training land on Fort Irwin CA (FICA) is controlled by Range Operations. Requests for training areas are scheduled six (6) months out, with priority going to deploying units (those in ramp up windows for NTC or operational deployments.) Priority is established by the G3. The initial scheduling of these resources is accomplished at quarterly range operations conferences. Range operations personnel will ensure that Division/BCT level training (e.g., Unit Focus, EIB, EFMB, etc.) land requirements are scheduled at range operations.
- b. Units will request all training areas through Range Operations via Range Facilities Management Support System (RFMSS) in accordance with procedures outlined in NTC & Fort Irwin Range Regulation 350-3.
- c. If land is not available, Range operations will assist units in gaining co-use agreements or finding alternate training locations.
- d. Units will comply with the Range Regulation (NTC Reg 350-3) information and guidance on the use of training land at FICA. This is especially critical if units anticipate live-fire training in the training areas. Units are required to have certified Range Officer in Charge (OIC) and Range Safety Officer (RSO) personnel for all live-fire training on FORSCOM static ranges or in NTC maneuver areas.
- f. Table 4-2 below gives POCs for training land and ranges:

RESOURCE	PROPONENT	PHONE #
Maneuver Area	G3 Range Operations	380-4321
Ranges	G3 Range Operations	380-4321
DZs	G3 Range Operations	380-4321

Table 4-2. Training Land and Range POCs

4-4. SWIMMING POOL.

a. There is one (1) swimming pool on FICA for training (see Table 4-3 below). Pool usage for units typically increases from March through June as units attempt to ensure that all personnel have met the annual drown proofing requirement. This one pool may not offer times for drown proofing that accommodate unit schedules. Units may contact the G3 Chief of Plans in those cases.

POOL	FICA PHONE
Oasis	380-3046

Table 4-3. Fort Irwin CA (FICA) Pool

b. Units may contact the pool directly to schedule their training. Only in the event of scarce pool availability or a heavy summer training cycle (high demand for pools all at one time) will the G3 start prioritizing assets

c. Water safety is a critical annual training requirement. If units cannot find on-post pool to support their training, or enough time to conduct this training (due to pool hours), units will contact the G3 Plans Resource Section for assistance. Other options may include requesting that the pool extend hours to the units -- or using off-post facilities.

d. Units must schedule this critical resource early enough to ensure that Soldiers are trained prior to the swimming season. Commanders should have a program to cover newcomers and personnel going on leave.

4-5. AVIATION SUPPORT.

a. The G3 Air is the Installation's primary POC for all AVN support. Units will use the request procedures below for requesting rotary wing support, Operational Support Airlift (OSA), Close Air Support (CAS), Joint Airborne/Air Transportability Training (JA/ATT), UAS airspace and other AVN assets as required.

4-5-1. AVIATION SUPPORT: ROTARY.

a. Requesting units must complete an Army Aviation Mission Request Form (AMR) or Attack Aviation Mission Request (ATMR) to receive support. These forms contain all required information needed to execute air movement, air assault or attack aviation operations. For Air Assault and Attack Operations, the AMR/ATMR serves as a Warning Order to the Aviation Brigade, enabling parallel planning prior to conducting the Air Mission Coordination Meeting. Forms may be obtained from the NTC G3 Air.

b. Units will submit rotary wing requests via email to the point of contact listed at the bottom of the request form NLT 7 days prior to mission execution. Submissions will occur between the hours of 0900PST and 1700PST during the work week and routed through the unit's Brigade Aviation Element (BAE). All late requests require G3Air approval.

c. CONOPS are required for all attack missions and designated lift missions (Air Assaults, Aerial Recons, Leaflet Drops, Missions that include non-standard LZs, and Sling Loads.)

(1) A lift CONOP is a graphical depiction of non-standard landing zones used during the requested mission to include frequencies, call signs, and operational graphics with 8 digit grid of proposed landing area, security, and enemy situation, if applicable.

(2) An attack CONOP is a graphical depiction of the objective area to include Task and Purpose of all units involved, frequencies, call signs, operational graphics with 8 digit grids of the objective, friendly unit locations/markings, and enemy situation.

d. Units requesting to land at the Main Post Helipad (MPH) (Location: NV 286025) must follow procedures outlined in NTC APG 3-13. Rotational units must coordinate use through 52nd ID and receive approval in writing from the NTC G3. A copy of the approved landing request must be submitted with the AVN Mission Request. All use of Bike Lake Army Airfield after RSOI 5 will be coordinated with 52nd ID and NTC G3.

e. Units requesting landing areas not specifically approved in NTC APG, excluding training areas, will coordinate approval from NTC CofS thru the G3 Avn. Non standard requests will include the following information: a landing area analysis (size, suitability, known obstacles, proposed landing direction, and LZ sketch), and request justification.

4-5-2. AVIATION SUPPORT: CAS; JA/ATT; SAAM ; OSA.

a. Units will submit a written memorandum requesting CAS, JA/ATT, and OSA aircraft thru their BAE to the G3 AVN NLT 30 days from execution. The request will include the requestors' contact information, concept of the operation, time-line, applicable itinerary and justification.

b. Units will submit Special Assignment Airlift Mission (SAAM) or Joint Chiefs of Staff (JCS) exercise requests to the G4/District Transportation Officer (DTO) with a courtesy copy to the G3 Avn NLT 30 days from execution.

4-5-3. AVIATION SUPPORT: Unmanned Aerial Systems (UAS) OPERATIONS.

a. UAS operations will be conducted IAW AR 95-23, other applicable Army and FAA regulations, and NTC, Fort Irwin ATC/Range Operations SOPs and NTC APG.

b. Units will use the Range Facility Management Support System (RFMSS) no less than 14 days prior to UAS training flights to schedule R-2502 airspace.

c. Desert Radio will be operational for all UAS operations conducted within FICA R-2502. Organizations requiring weekend or holiday operations will coordinate with Bike Lake Operations, Aviation Management Specialist at Comm. (760) 380-5852 or DSN 470-5852 between hours of 0800-1630. All other hours call Desert Radio to submit requests at (760) 380-4320 or DSN 470-4320.

d. All UAS Air Vehicle Operator (AVO/UAS) pilots and Mission Commanders (MC) will receive an ATC briefing prior to performing flight operations at Fort Irwin. ATC briefings are available at (760) 380-4326 or DSN 470-4326.

e. Miami Tactical/Auxiliary Airstrip is the primary airfield for Shadow UAS operations. Other airfields, airstrips, and Tactical/Auxiliary Airstrips within the Fort Irwin reservations may be utilized through scheduling with NTC G3, Range Operations and a NOTAM issued at least 24 hours prior to operations.

f. UAS activity outside of R-2502 requires a Certificate of Authorization by the FAA. Periods of flight within Fort Irwin Army Airfield are authorized 24 hours a day, when in contact with Desert Radio.

g. Within R-2502 N, E and A, Shadow aircraft will operate above 6,000 FT (MSL). Shadow will not descend below 3000 FT (MSL) at anytime within R-2502, except for landings. Requests for lower altitudes may be authorized; however, the following controls will be in effect if approved:

(1) Shadow WILL NOT overfly the artillery impact area or the center of small arms gunnery ranges. Aircraft can recon roads on the fringe of the small arms gunnery area as necessary.

(2) Shadow will only fly below 6,000 FT (MSL) if authorized by Desert Radio and AC2. Shadow may request real time altitudes lower than 6000 FT (MSL) as long as the airspace is active and does not conflict with any other systems training. Shadow will not descend below 3000 FT (MSL) at any time while in the Restricted Area.

h. Raven ROZs will be defined by existing Fort Irwin Training Area designations (e.g., F-8, E-17 etc.). Units may request more than one training area if required. If 24 hour prior coordination is achieved through a display map or graphics of intended flight with grid coordinates depicting the outline of the ROZ location and a briefing to ATC then Raven may utilize several training areas or portions of several training areas as their ROZ. The ROZ will be surface to 1000' Above Ground Level (AGL). Raven ROZs will not conflict with existing rotary wing routes unless authorized by Desert Radio, AC2 and Range Operations.

4-6. CLASSROOMS / BRIEFING ROOMS / THEATRES.

- a. Not all units on FICA have organic classrooms in which to conduct training, classes or conduct various briefings.
 - b. Units will contact other units with classrooms in order to reserve that location.
 - c. The G3 Schools NCO also can provide classrooms through the Education Center.
- G3 will assist units in obtaining these resources. Contact the G3 Schools Section at (760) 380-3880 / 3459.

4-7. SIMULATIONS.

CG’s guidance: Live, Virtual, Constructive and Gaming (LVC/G). Within the resources available at Fort Irwin, commanders will determine the proper balance of LVC/G training to maximize training effectiveness and efficiency. G3 Training Support Center (TSC) provides Training Aids, Devices, Simulators, and Simulations (TADSS) support with the Engagement Skills Trainer (EST) 2000, Unit Conduct of Fire Trainer (UCOFT) for M1 and M2, and egress training for the High Mobility Multipurpose Wheeled Vehicle (HMMWV) and Mine Resistant Ambush Protected (MRAP) vehicles.

- a. The G3 TSC maintains and manages all the Simulations and Simulators.
- b. The G3 TSD (760) 380-3881 is the primary contact for requesting simulations and simulators. Units may coordinate directly with each simulation or simulator facility. POC information (Table 4-4) is below

RESOURCE	PROPONENT	PHONE #
TSC	G3 Training Support Officer	(760) 380-3882
CFFT II	G3 TSC TASC	(760) 380-3688
UCOFT	G3 TSC	(760) 380-3882
EST / HEAT / VBS2	G3 TSC	(760) 380-7058

Table 4-4 Simulations Points of Contact.

- c. Simulation /simulator facilities are limited resources that need to be properly managed. To assist in this management both usage data and programmed schedule will be provided to Bn / BDE Commanders monthly.
- d. Chapter 10, this regulation, provides an overview of these systems capabilities. See **Appendix Y** this regulation

4-8. TRAINING AIDS, DEVICES, SIMULATORS AND SIMULATIONS (TADSS)

a. Training Aids Devices, Simulations and Simulators (TADSS) are maintained and managed by the FICA G3 TSC, Bldg 492. They are responsible for providing support to the installation and RC units training on the installation and units that are within Area of Responsibilities IAW **AR 5-9**. They establish property accountability, distribute devices, maintain equipment, manage the simulation facilities, and provide training to units who use TADSS.

b. The G3 TSC is the primary contact for requesting TADSS; however, units may coordinate directly with G3 TSC. Units must identify their requirements early so that TADSS can be made available. If TADSS is not available locally, the G3 TSC Training Support Officer (TSO) can request them from other installations. The G3 TSC, TSO can be reached at (760) 380-3882.

c. The G3 TSC TSO will review the existing TADSS inventory and request replacements or new devices during the Army Training Support Command (ATSC) Data Call each year during the months of April – June. Units can request authorized TADSS during this data call using DA PAM 350-9 and TRADDOC PAM 350-9 as a reference.

d. Units are required to have personnel trained on TADSS that they will sign out and use. Requirements vary for this, depending on the type of equipment used. In general, units must include time on the training schedule (during the development of unit training plans) for train-up requirements. This can be in the weeks that precede usage dates, or at other times that meet unit requirements. G3 TSC will not sign out equipment to units lacking properly trained or certified personnel.

e. Units are required to maintain accountability and clean and service the equipment before turning it back in. As with train-up on the TADSS, units should also have time allocated for the cleaning and turn-in of the equipment.

f. Units that lose or damage devices beyond economical repair must complete a Statement of Charges or FLIPL to reconcile the loss IAW AR 785-35.

4-9. RESERVE COMPONENT ASSISTANCE.

a. Although not a common source of resources, units at FICA are sometimes able to request assistance from the Reserve Component (RC) units that maintain a presence on FICA. This assistance has many forms, of which classrooms and personnel may be a part. RC units are under no obligation to support NTC & Fort Irwin; however, both organizations are often in a situation to assist each other. If your unit may need this assistance, contact the G3 RC-OPT for further information, (760) 380-2314. The Reserve Component Operations, Plans & Training (RCOPT) SOP is located in **Appendix II**, NTC REG 350-1.

b. **CLASSROOMS/TRAINING AIDS-** Classrooms and training aides are available at Fort Irwin on a limited basis. Requests must be submitted to G3 Training Support Division, Bldg 486, 760-380-3881 / 8600.

4-10. KEY PERSONNEL (VCE, OCs, OPFOR, etc.).

a. Vehicular Crew Evaluator (VCE) taskings are managed by the G3 Master Gunner and approved by the G3. Taskings are published six (6) months out in annual training guidance, and can also be found on the Installations Gunline on the public folders and the Intranet. Units with difficulties supporting VCE taskings must submit formal reclamations to the G3; however, NTC normally only provides these resources for Regiment level events.

b. The G3 tasks outside units for Observer Coach/Trainer (OC/Ts) and OPFOR for Rotational Focus. Specific information on this procedure can be found in Chapter 6, this regulation. Units with additional needs or requests should contact the G3 Plans (760) 380-9089.

c. The NTC & Fort Irwin also provides assistance in the way of personnel for various other major training events. For example:

- 1) EFMB: G3 SGM will coordinate with MEDDAC SGM
- 2) Interdiction and Counterfire Exercise (ICE): G3 tasks units for convoys
- 3) NTC Rotations: G3 Plans tasks outside the for NTC OC/T Augmentees

SECTION III - TRAINING AMMUNITION

4-11. RESOURCING TRAINING AMMUNITION.

a. CGs Guidance: Range Scheduling/Ammunition Forecasting: Range Operations, under the NTC G3, coordinates, schedules, reserves, and deconflicts NTC training areas and ranges in accordance with mission requirements. Units schedule ranges through RFMSS 90 days prior to planned training dates.

b. The training ammunition function resides with the G3 and G3 Ammo is the authorization authority. Information regarding ammunition contained in NTC REG 700-4 Ammunition Management.

c. Non-Division units and RC units will process ammunition documents and submits reports to G3 AMMO (760-3883/3882). IAW timelines and suspense's prescribed by NTC Reg 700-4 and DA Pam 710-2-1.

Chapter 5
Individual & Civilian Training

SECTION I - OVERVIEW

5-1. GENERAL.

- a. CGs Guidance on Individual Training: Leaders must ensure that individual training is focused on preparing our Soldiers for the physically and mentally demanding requirements for operating in Fort Irwin's harsh desert environment, for possible future deployments and for their eventual return to the operating force. Soldiers must be fit – physically, emotionally, spiritually, and mentally – and there are numerous training opportunities, facilities, and programs available at Fort Irwin to meet Leader and Soldier individual training needs. Individual training should focus on tasks associated with your unit's core competencies, specifically those individual MOS tasks and Army Warrior Tasks (AWT) that are the core components of our Soldiers ability to perform their mission on the battlefield. These tasks not only address components of a unit's METL, but they also pertain to requisite skills specific to the Contemporary Operating Environment.
- b. Individual training will be managed and conducted by the NCOs in the unit. Commanders will give NCOs responsibility for individual training. Commanders hold them accountable for individual training and provide NCOs with the authority, guidance and resources to plan and conduct individual training. NCOs must understand the relationship between individual and collective training, and must take part in the METL development process of selecting critical individual tasks. They must participate in short-range planning and weekly training meetings, and are responsible for executing individual training to Soldier's Manual standards. These individual skills are to be taught to Soldiers as members of their organic squads, crews, or equivalent small unit, by their first line leader.
- c. With the exception of Warrior's Time, most individual training should be scheduled and executed as multi-echelon training activities. Build unit cohesion, the warrior spirit and functional proficiency while you train individual tasks. In this way, you are developing those skills in small unit operations that will accomplish the mission and win the close fight.

SECTION II - ARMY INDIVIDUAL TRAINING AND EVALUATION PROGRAM (ITEP)

5-2. GENERAL.

The Army's ITEP formalizes the evaluation of individual training on common tasks and MOS specific tasks. The two methods of evaluation are the Warrior Training Tasks (WTT) and the Commander's evaluation. The WTT is a hands-on test used to evaluate proficiency on common tasks. The Commander's evaluation is an assessment of the Soldier's proficiency on those MOS or common tasks that are determined to be critical to the unit's mission.

5-3. ARMY WARRIOR TASK (AWT) TESTING (WTT).

- a. The WTT is a component of the ITEP. WTT consists of tasks common to all Soldiers and evaluates fundamental survival and combat skills. A WTT notice is published annually that identifies the tasks that will be evaluated for that year. All Soldiers will be tested annually on these tasks.
- b. To sustain proficiency, units will train and test to standards IAW the Warrior Task List published at the Army Training Network <https://atn.army.mil/index.aspx> and CALL websights (<http://www.call.army.mil>)
- c. Training and Test Administration.
- (1) Training and testing will be conducted quarterly to better achieve the annual requirement of testing all Soldiers.
 - (2) Tasks tested during WTT will be evaluated using the hands-on mode. The testing can be conducted during collective field training events or using individual stations that test specified tasks in round robin fashion.

- (3) The WTT may be integrated with other training. To increase notification and improve performance on warrior tasks, parts of the WTT may be evaluated together with other training and competitive events such as the following:
- (a) Stations in a military stakes competition.
 - (b) Drill or training exercise evaluations.
 - (c) External evaluations or other collective training activities.
- (4) Commander's may use other training to accomplish the WTT tasks (e.g., a unit undergoing EIB or EFMB may count any WTT tasks trained on as part of the WTT training for that year).

5-4. COMMANDER'S EVALUATION.

The Commander's Evaluation of the ITEP provides Commanders and supervisors a way to evaluate hands-on training on selected tasks determined to be critical to the accomplishment of the unit's mission. While the evaluation is the Commanders', it is the NCO that is responsible for the training of the Soldier and the one who must provide input for this evaluation. In addition to the five tasks directed below, Commanders will select tasks that are critical to their mission.

- (1) All Soldiers will complete a four (4) mile run annually, in athletic shoes, within 36 minutes.
- (2) All Soldiers will complete a 20 kilometer road march annually. It will be conducted as an individual task, IAW Army Training and Evaluation Program (ARTEP) 7-10-MTP. All Soldiers will complete the road march within four (4) hours with ACH, LBV/OTV/IBA (as directed from unit Commander), mask, individual weapon, and a rucksack weighing between 15 and 75 pounds.
- (3) All Soldiers assigned to NTC & Fort Irwin will qualify with their small arms weapon in accordance with the **Army's Marksmanship Program**.
- (4) All Soldiers will have their individual CBRN gear inspected by their first line leader for deficiencies and ensure serviceability. **NOTE: OPS GRP does not have an NBC Room**
- (5) All weapon system Commanders and gunners will know how to properly boresight their weapon system. **NOTE: OPS GRP Teams will coordinate through A Co for annual marksmanship training and qualification.**

SECTION III - DIRECTED TRAINING

CGs Guidance on Military Schools / Civilian Education:

a. It is extremely important that we continue to educate the force. Understanding the operational tempo of the National Training Center is the key to maximizing the opportunities provided for Functional, Special Skill, and Professional Military Education (PME) training. Fort Irwin will train our war fighters through various means to include video tele-training (VTT), resident instructor-led training, and bringing mobile training teams (MTT) to the installation. Commanders will maximize the recurring schools offered by the installation. Full utilization of the Army Training Requirements and Resources System (ATRRS) at the Battalion/Brigade level is paramount to success. With ATRRS access, your Schools NCOs can view all off-post schools Army wide. G3 Schools controls all on-post schools allocations and facilitates all ATRRS request, deferments, cancellations, and deletions. We must also continue to encourage Leader Development Programs focused at the Junior NCO level. Commanders must be diligent and establish OMLs that mitigate NCOES backlog which is defined as Soldiers that have been promoted without completing the NCOES course required for their respective grade level. Commanders must ensure the opportunities for Soldiers to continue military and civilian education are supported at all levels to prevent failures and missed allocations. Leaders will be required to work around the mission in order to get Soldiers into schools, both military and civilian. Leaders must ensure the Soldiers understand educational benefits and opportunities - visit the education center! The backlog of NCOES must be eliminated and Leaders at all levels must be engaged. Pursuing civilian educational goals while balancing mission requirements is a challenging but achievable endeavor. To assist Soldier in achieving higher education, various learning institutions on Fort Irwin or online offer degrees of which our Soldiers may take advantage. In particular, Desert University (DU) was opened on 01 July 2011 and is

highly encouraged to use as a venue to obtain desired goals. NTC Policy Letter 09, Army Continuing Education System, “Desert University”, offers specific guidance for Soldiers and NTC Commanders at all levels. Encourage excellence and exceeding course standards - this will pay dividends down the road. Military Schools and Civilian Education status will be briefed at every UTB.

b. Desert University (or “DU”) is an education initiative designed to allow Soldiers to attend college courses available through the Fort Irwin Education Center during duty hours to pursue their education goals. The intent is to free up a block of time to focus on coursework that will not conflict with work or family obligations. The current allotted “DU” times are from 1500-1800, two days a week, between Monday and Thursday. Refer to Policy Letter 09 if there are questions about how serious an initiative this is. The POC for Desert University is Installation Education Director at 760.380.6170.

5-5. **MANDATORY MILITARY TRAINING.** Link for Army Training Network (ATN) for DTMS and mandatory training for both Military and Civilians located at: <https://atn.army.mil/index.aspx>
Go to web site, click on the enablers Tab at the top of the screen, and select mandatory training from the drop down box. Then it will give you the option to select which area you fall under for the type of training you require. (Unit, Institution, DA Civilian, Army Warrior Tasks, Mission Command Training.)

a. Table G-1 of AR 350-1 identifies selected DA training requirements essential to individual / unit readiness.
Table 5-1. Mandatory Training Requirements in units Table G-1 of AR 350-1

5-5. MANDATORY MILITARY TRAINING FOR DEPARTMENT ARMY CIVILIANS.

CGs Guidance on Civilians: Continuity at the NTC rests with our professional civilian work force. Keep them informed, provide for their training and career development, and recognize their service and achievements. Commanders should make a concerted effort to provide ample opportunity to professionally develop DA Civilians and grow the workforce at NTC for years to come. The Civilian Education Program will be tracked through G3 OPS. Units are expected to make progress on training their civilians.

b. Table G-3 of AR 350-1 identifies selected DA mandatory training requirements for Department Army Civilians (DACs).

MANDATORY TRAINING IAW AR 350-1 TABLE G-1			
Task	Civilians Trained	Frequency	Reference
Antiterrorism Level I	ALL	I / A	AR 525-13
Alcohol and Drug Prevention Program	ALL	I / A	AR 600-85
Army Suicide Prevention Program	ALL	A / P / R	AR 600-63
Combating Trafficking in Persons (CTIP) Program	ALL	A / P	http://www.combat-trafficking.army.mil/
Composite Risk Management	ALL	O	AR 385-10
Constitution Day Training	ALL	I / A	Public Law 108-447, Division J, Sec. 111; http://constitutionday.cpms.osd.mil/
Equal Employment Opportunity Program	ALL	I / S	AR 600-20
Hazard Communication	ALL	I	DODI 6050.05, 29 CFR 1910.1200
Information Assurance	ALL	A	Computer Security Act of 1987
No Fear	ALL	B	5 CF 724.203(d)
Operations Security (OPSEC)	ALL	I / A / P / R	AR 530-1
Sexual Harassment / Assault Response and Prevention (SHARP)	ALL	I / S	AR 600-20
Threat Awareness and Reporting Program (TARP)	ALL	A	AR 381-12
Legend for Table G-3: The following codes establish the frequency at which training is to be conducted: A: Annual. Trained annually. B: Biannually. Trained every two years. I: Initial Entry. Required upon initial entry into the Army civilian workforce, initial hires, when required by PDs. O: Ongoing. Continuous training, not a single event. P: Pre-Deployment. Address before being deployed on an operational mission. R: Redeployment. Address upon redeployment from an operational mission. S: Semi-annual. Trained twice per year			

Table 5-2. Mandatory Training Requirements for Army civilians Table G-3 of AR 350-1

5-6. REQUIRED TRAINING (SCHOOLS / COURSES).

- a. G3 Schools SOP: **Located on CLOUD;**
https://west.esps.disa.mil/army/sites/NTC_HQ/G3/G3_Schools/SitePages/Home.aspx or **Appendix Z** this regulation
- b. School/Course Managers have the following responsibilities:
 - (1) Is the overall proponent for the school/course.
 - (2) Coordinates with the G3 Schools IAW established timelines for developing long range training plans for scheduling of all schools,courses and offered training.
 - (3) Assigns allocations for seats based on priority given by the G3 Schools. Priority for deployment related training opportunities are given to the deploying units, subject to approval of G3.
 - (4) Collects names for all schools and courses from all units attending. Notifies G3 if names are not received in time to meet requirements for filling the class.
 - (5) Disseminates info on the class and ensures students meet pre-requisites.
 - (6) Ensures that the requirements for frequency of training and number of personnel trained meet higher regulations. Informs G3 when this regulation or appropriate regulations needs updating.
 - (7) Ensures that FICA and NTC have the same opportunites for training requirements. Coordinates with G3 when FICA requests slots that can not be filled.

5-7. WARRIOR LEADERS COURSE REQUIREMENTS. (CSM Policy)

1. **PURPOSE:** This policy governs the Fort Irwin requirements for Warrior Leader Course.
2. **APPLICABILITY:** This policy applies to all military members on Fort Irwin.
3. **REFERENCE:**
 - a. AR 350-1, Army Training and Leader Development, 19 August 9, 2014.
 - b. AR 600-8-19, Enlisted Promotions and Reductions, 27 December 2012.
4. **POLICY:**
 - a. NCO Professional Military Education and Promotion Linkage
 - (1) The selection of Soldiers for Leader training and education courses is linked to promotions, future assignments, and career management. Selection for NCOES Leader development courses represents a considerable resource investment by the Army. Selection is an excellent career opportunity and advantage for selected individuals. Enlisted Soldiers who have been selected for promotion and are performing in, or pending assignment to, duty position for which the training is designed will be scheduled to attend WLC. Attendance will be on a priority basis as allocations become available.
 - (2) To create balance and predictability in assignment timeline for key developmental positions and better alignment of PME courses to ARFORGEN, unit commanders are encouraged to select Soldiers with demonstrated potential for early attendance at WLC. Selection and attendance of quality non-promotable Specialists (SPC) for WLC provide Soldiers valuable skills needed during deployment. Priority will still be for SGT (P), SGT, and SPC (P). The **Goal** of the program is to support the Army system of **Train-Select-Promote**.
 - b. WLC Requirements
 - (1) All Specialists (SPC) selected to attend the promotion board for Sergeant (SGT), who are not graduates

of the WLC, will be notified in writing of their projected date of attendance to the WLC. School packets for WLC must accompany Soldier to the promotion board. Specialist (SPC) must graduate the WLC within 90 days of their board date.

(2) All Specialists (SPC) selected to attend the promotion board for Sergeant (SGT) must be ready to attend the WLC. The only exception is selected individuals deployed or assigned to the Warrior Transition Unit (WTU) whose medical condition was incurred in direct support of GWOT operations and who are otherwise eligible for recommendation. If this exception is used, the Soldier must graduate the WLC within 270 days of their redeployment, or release to duty from the WTU.

(3) All Sergeants (SGT) must be a WLC graduate in order to be placed in a leadership position, i.e. Squad Leader, Team Leader, etc.

(4) All Sergeants (SGT) must be a WLC graduate prior to being selected to attend the promotion board for Staff Sergeant (SSG), no exceptions.

(5) Sergeants (SGT) conditionally promoted will have 6 months to graduate the WLC. If promotable Sergeants do not graduate the WLC in 6 months, they may have their promotable status removed.

5. The proponent for this policy is the Post Command Sergeant Major at (760) 380-3318 / 3319.

SECTION IV - WEAPONS TRAINING AND PROFICIENCY

5-8. WEAPONS TRAINING.

a. CGs Guidance on Weapons Training: Commanders will devote adequate time to basic and advanced marksmanship training programs to support their respective METLs. Units will conduct Basic Rifle Marksmanship IAW FM 3-22.9 and seek to incorporate Close-Quarters Marksmanship Training and stress shoots into their program. Soldiers must be experts with their weapons in all conditions to properly perform their mission.

Units should reference the Army's Marksmanship Program and NTC & Fort Irwin Gunnery SOP in **Appendix U**, NTC REG 350-1 for weapon qualifications standards and frequencies.

b. CGs Guidance on Gunnery: Gunnery is important in developing individual and crew level competency. It is imperative that crews have the confidence in themselves and their equipment, engage and kill the enemy on the battlefield and under all conditions. The 11th ACR will maintain a comprehensive gunnery program that addresses the three components of gunnery 1) Preliminary gunnery, 2) Level I gunnery and 3) Level II gunnery. Each component has its own requirements, yet they are intertwined. Each crew must pass the prescribed gates prior to advancing to live-fire gunnery. Gunnery bridges individual and small unit collective training. Non-Commissioned Officers train crews. Therefore, crew gunnery should be an NCO-run event focused on developing confidence and competence. Fundamental to successful live fire gunnery is pre-gunnery training, including crew training in the COFT, gunner skills tests, and preliminary gunnery tables (dry- and live-fire). Commanders must ensure such pre-gunnery training is properly resourced and that it receives the proper command emphasis to ensure effective crew qualifications.

c. NTC & Fort Irwin Gunnery SOP also Located on SharePoint: <https://irwin-portal/sites/G3/> or **Appendix U** this regulation

d. DA Pam 350-38 provides the frequency, standards, and ammunition requirements for every weapon and weapon systems.

e. Range Scheduling/Ammunition Forecasting: The G3, under the command auspices of the CG, through operational control of Range Operations, has autonomy over the NTC training area and schedules, reserves, and cancels ranges in accordance with mission requirements. Units will forecast ammunition requirements 180 days prior to planned training event and will request range scheduling through Range operations via RFMSS 90 days prior to anticipated training dates. Unit S3s will attend the bi-weekly G3/S3 Huddles during to ensure planned

training is properly resourced. All units will follow guidance for ammunition forecasting as found in AR 5-13, Chapter 3-7 Forecasts. Unit will forecast valid training, test and New Equipment Training (NET) munitions requirements. As TAMIS “locks out” changes in a 90-day window, units should ensure all training munitions are forecasted prior to the lockout time frame.

SECTION V - PHYSICAL FITNESS TRAINING

5-9. GENERAL.

CGs Guidance on Physical Readiness Training:

- a. Physical Readiness Training. The profession of arms requires Soldiers that are physically fit to meet the challenges of the modern battlefield, placing a premium on strength, stamina, agility, resiliency, and coordination. Units will conduct physical fitness training in accordance with FM 7-22, AR 350-1, and the NTC and Fort Irwin Desert Standards Handbook. The overall goal of the Army physical fitness training program is to develop Soldiers who are physically capable, ready to perform their duty assignments or combat roles and to promote good health, resiliency, and physical readiness through exercise.
 - (1) Execute planned, resourced, supervised, and demanding daily physical training for all Soldiers, regardless of profile status, that ensures individual improvement and unit esprit.
 - (2) PRT is scheduled from 0630-0745 every day. Only MSC Commanders may authorize a unit formation prior to 0630 on routine duty days. Units will not conduct PT in the housing areas to include the MWR Recreational Vehicle Park. The uniform from 0500-0730 in on-post gyms is the APFU for all Soldiers.
 - (3) The NTC unit collective APFT goal is 260 points with a minimum of 80 points in each category.
 - (4) Units will integrate Desert Strong training at the end of PT, 5-15 minute training sessions conducted by junior leaders utilizing classes from the Desert Strong website or other prepared material of the leader’s choice which meets the intent of the Desert Strong program.
 - (5) Commanders will develop special conditioning programs for Soldiers that fail to meet the minimum APFT standards or the body composition standards to improve their physical readiness and are encouraged to schedule additional time as required.
 - (6) The Pregnancy Postpartum Physical Training (PPPT) Program assists pregnant and postpartum Soldiers in maintaining fitness throughout their pregnancy, and assists them in returning to pre-pregnancy fitness levels after pregnancy termination. Commanders must enroll pregnant Soldiers in the Installation Pregnancy Fitness Program and Soldiers are required to participate in the PPPT for the duration of the pregnancy up to 180 days past pregnancy termination. Postpartum soldiers will be cleared by their Physicians or Physician’s Assistant prior to resuming physical fitness training or testing. The Installation will manage a consolidated Pregnancy Postpartum Physical Fitness Program for pregnant and postpartum Soldiers. This program will be executed under the supervision of the MEDDAC Commander, IAW AR 40-501.

5-10. UNIT PROGRAMS.

- a. During rotations some units will not be able to conduct organized PT five days a week. Units on a “rotational schedule” will follow COGs, RCO and 916th Sustainment Brigade Commanders policy.
- b. Units should incorporate the following fitness principles into their program: progression, overload, balance, variety, regularity, specificity, recovery and ability group runs. Units will ensure that a rigorous cardiorespiratory fitness and muscular endurance/strength program are developed.

5-11. PARTICIPATION.

- a. Attendance is mandatory for all physically able Soldiers. Units will establish accountability procedures to ensure all personnel present for duty attend Physical Training (PT). When feasible, Soldiers detailed to special duty or borrowed military manpower will return to their unit for PT. Soldiers clearing will conduct PT with their unit. Soldiers with medical profiles will conduct supervised PT with the unit within the specific limitations of their profile.
- b. For all Soldiers that reach the age of 40 on or after 1 Jan 2008 have no medical profile, and have successfully passed the (Army Physical Fitness Test (APFT) within the preceding 12 months, there is no need to require cardiovascular screening or a Health Risk Appraisal prior to continuing PT or prior to participation in the APFT. Soldiers reaching age 40 before 1 January 2008 must be cleared through the cardiovascular screening program before taking a record APFT. Prior to their Cardiovascular Screening Program (CVSP) Soldiers may take part in PT and diagnostic APFT. All over 40 Soldiers must undergo periodic physical examinations IAW AR 40-501.

5-12. PHYSICAL FITNESS TESTING.

- a. The record APFT will be administered semi-annually to all in the NTC & Fort Irwin.
 - (1) Commanders may administer the APFT as often as they wish (for record or for practice). The APFT is the Commander's tool for measuring minimum physical fitness. However, they must specify before hand when the results are for record purposes.
- b. The test will be conducted IAW FM 7-22 Army Physical Readiness Training. To ensure standardization, those administering or evaluating the events will be properly trained.
- c. The minimum passing standard for all Soldiers is 60 points in each event for record and diagnostic APFT. Commanders may establish higher goals to foster unit pride. Soldiers with medical permanent profiles will be tested on alternate APFT events consistent with their profiles and Soldiers with temporary profiles more than three (3) months may take an alternate test as determined by the Commander with input from health-care personnel.
- d. Commander's are encouraged to establish incentives and physical fitness objectives to build unit pride. Unit Commander's are authorized to award the physical fitness badge to Soldiers who achieve a score of 270 points or higher on a record APFT, with at least 90 points in each event, and who are in compliance with the weight control requirements in AR 600-9.

5-13. SPECIAL CONDITIONING PROGRAMS.

- a. Commander's will develop Special Conditioning Programs. Soldiers, who fail to meet the minimum APFT standards, are in the Army Weight Control Program, or Reconditioning will be enrolled into a Special Conditioning Program to be run and executed by the unit's Reconditioning Program Leader (RPL). The Special Conditioning Program is not punitive in nature; it is designed to improve the physical readiness of Soldiers. This program will focus on the individual's needs to overcome specific weaknesses in order to meet Army Standards. The program will be designed and run by a qualified RPL.
- b. APFT Special Conditioning Program may be scheduled during normal PT hours, after duty hours, and on weekends, but not national or NTC & Fort Irwin training holidays. Soldiers who meet Army standards, but not unit standards may be considered for supplemental PT for that reason this supplemental PT program must be conducted during normal duty hours.
- c. The Pregnancy Postpartum Physical Training (PPPT) Program assists pregnant and postpartum Soldiers in maintaining fitness throughout their pregnancy, and assists them in returning to pre-pregnancy fitness levels after pregnancy termination. Commanders must enroll pregnant Soldiers in the Installation Pregnancy Fitness Program and Soldiers are required to participate in the PPPT for the duration of the pregnancy up to 180 days past pregnancy termination. Postpartum soldiers will be cleared by their Physicians or Physician's Assistant prior to resuming

physical fitness training or testing. The Installation will manage a consolidated Pregnancy Postpartum Physical Fitness Program for pregnant and postpartum Soldiers. This program will be executed under the supervision of the MEDDAC Commander, IAW AR 40-501.

5-14. US ARMY PHYSICAL TRAINING UNIFORM.

The Improved Physical Fitness Uniform (IPFU) uniform will worn while conducting PT from 0600-0730PST hours on duty days. **Note:** if Exception is approved by Senior Commander, Units will then be authorized to wear organization approved T-Shirts. All T-Shirts will be tucked into shorts. Black or gray spandex, the length will not be longer than the knee below the shorts and without visible decals, are authorized undergarments. The Army sweatsuit will be worn during cold weather periods at the discretion of the unit commander. Black gloves and watch caps are optional based on unit policy. Plain white socks with no logos, calf-length or ankle-length socks will be worn.

5-15. PHYSICAL FITNESS TRAINING SAFETY.

Commanders will ensure their programs are conducted in a safe manner. Platoon size or larger runs will follow prescribed routes.

5-16. RUNNING. (PHYSICAL TRAINING RUNS)

1. This policy governs all physical training conducted on Fort Irwin. This applies to all personnel on Fort Irwin. References: NTC Regulation 190-5, NTC Safety Flash, AR 350-1, Army Training and Leader Development, 18 December 2009, AR 385-10, the Army Safety Program, 27 August 2007, AR 600-9. The Army Weight Control Program, 28 June 2013, FM 7-22 Army Physical Readiness Training, 26 October 2012.

2. Unit physical training runs in formation are an outstanding way to promote esprit de corps while maintaining physical fitness. A large amount of the civilian workforce arrives on Fort Irwin during this period. We must ensure that our units are aware of this danger. All units assigned and training on Fort Irwin and individual runners, to include family members and civilians, will adhere to the following rules to ensure running on the Installation is conducted safely.

- a. Units will conduct formation runs (Platoon size and larger) only in the authorized and control PT area which is blocked off. Authorization for units to conduct organized runs outside this area goes through the G3. This will ensure all agencies are notified for situational awareness.

(1) Units will not conduct formation runs at the following locations:

- (A) All residential streets (any street abutted by a residence driveway).
- (B) Langford Lake Road between Goldstone Road and South Loop Road.
- (C) Goldstone Road from North Loop Road to Langford Lake Road.
- (E) Barstow Road from Inner Loop Road to North Loop Road.
- (F) Fort Irwin and South Loop Road from 5th Street to the tanks.

(2) All assigned or attached Soldiers will wear the Improved Physical Fitness Uniform (IPFU) during the hours of PT (0600-0730).

(3) Road guards will wear reflective vests and carry flashlights if unit is running outside of blocked area during the hours of limited visibility.

(4) Running formations will not be wider than three columns.

- (5) Cadence calls will not contain lewd, obscene, profane, or discriminatory remarks.
 - (6) Formations will run on the right side of the road, allowing adequate room for passing.
 - (7) Squad size elements and individual runners must use sidewalks or running trails.
 - (8) If an element needs to “cross roads” road guards will be emplaced.
 - (9) Headphones are only authorized in the Gyms or Blue running track.
 - (10) All units will ensure that a “Straggler Control” plan is used.
3. Organization may submit requests for exception to this policy through the G3. Request must include a Risk Management worksheet.
 4. The point of contact for this memo is the G3 SGM at 380-5587
 5. Units will avoid the following areas:
 - 1) All of Barstow Road from inner Loop Road to South Loop Road.
 - 2) All of B Avenue from Lankford Lake Road to 9th Street.
 - 3) Lankford Lake Road, 1st, 3rd, 5th, 7th, 8th, 9th, from B Avenue to Barstow Road.
 6. Units planning to conduct special events, i.e., Brigade/Battalion size runs, marathons, relays, etc., along the authorized run routes will coordinate traffic control measures (if required) with the Fort Irwin Police Department (FIPD) Operations Lieutenant @ (760) 380-3466 NLT two (2) weeks in advance of the scheduled date for the event. Events to be conducted on non-authorized routes must be submitted to the ACofS, G3, NLT three (3) weeks in advance for coordination and approval by the Command Group. The request should specify, as a minimum, the following:
 - 1) Type of event and route.
 - 2) Date and time to be conducted.
 - 3) Police support desired.
 7. All privately owned vehicles (POVs) that need to pass Soldiers while in PT formation will be handled by unit road guards -- speed limit while passing troops in formation is 10 m.p.h.

SECTION VI - EXPERT INFANTRY BADGE (EIB)

5-17. OBJECTIVES AND REQUIREMENTS.

The EIB Training Program is designed to produce Infantry Soldiers who are more capable of executing their individual warfighting skills. EIB testing will be conducted annually.

1. Every 11 series MOS Soldier assigned to a Battalion or below will participate in the EIB Training Program, but must volunteer to test for the EIB. The following are the prerequisites for testing:

- a. Be a member of Career Management Field (CMF) 11, 18B, 18C, 18E, 18F, or 18Z; be a warrant officer as a 180A; or be a commissioned infantry or special operations officer.
- b. Volunteer for testing.
- c. Be recommended by the unit commander.
- d. Qualify expert with the M16A2/M4 rifle IAW FM 3-22.9
- e. Meet Army height and weight standards.

5-18. CONDUCT OF EIB TESTING.

- a. EIB training/testing will be conducted over a 30 day period. Units will conduct their own train-up, training both themselves and smaller units attached to them for the train-up period.
- b. The Regimental Sergeant Major will be the Lead for EIB Testing on NTC & Fort Irwin. An Order will be published. One or more MSCs will be assigned responsibility for conducting EIB testing. The MSC will be responsible for planning the entire EIB test to include: set up of the EIB site, train the trainer, test administration, logistical support, and conducting the awards ceremony.
- c. The MSC conducting the testing will also provide a testing book, leader terrain walk, and leader training to ensure tasks, conditions, and standards are disseminated to individual Soldiers training for the EIB test.
- d. The EIB test will be administered IAW US Army Infantry Center (USAIC) Pam 350-6. Located at; <http://www.benning.army.mil/infantry/eib/content/pdf/USAIS350-6.pdf>
- e. Training Areas. Will be coordinated by 11th ACR regimental S3 and provided to the responsible MSC for conducting EIB testing. Any other field training site required by the hosting MSC will be coordinated through Range Operations.

5-19. AWARDS CEREMONY.

The responsible MSC will conduct an Awards Ceremony to officially award Soldiers with the EIB. In addition, an infantry unit will be awarded the Expert Infantry Streamer if it has 65% or more of its EIB eligible Soldiers (assigned strength) authorized to wear the EIB or Combat Infantry Badge (CIB). The streamer will be displayed on the unit guidon for one (1) year from the date of receipt. After one (1) year, the unit must re-qualify.

SECTION VII - Expert Field Medical Badge (EFMB)

5-20. OBJECTIVES.

The Expert Field Medical Badge (EFMB) Training Program goal is to have professional and highly skilled medical Soldiers that save lives during combat. All eligible medical personnel will be involved in the EFMB training. Units will be responsible for training their own personnel.

5-21. ELIGIBILITY REQUIREMENTS.

All military medical personnel who have not earned the EFMB are highly encouraged to participate in the EFMB training. The following are the prerequisites for eligibility:

- a. Be a commissioned officer assigned to an Army Medical Department (AMEDD) Corps.
- b. Be a warrant officer who is in an AMEDD-managed MOS or assigned as a pilot in an air ambulance unit and holds a Special Skill Identifier (SSI) D.
- c. Be an enlisted Soldier whose primary MOS is AMEDD-controlled which includes all CMF 68-series.

5-22. CONDUCT OF EFMB TESTING.

- a. The MEDDAC CSM will provide units with EFMB dates and locations through the year to allow units to plan and train for EFMB that best meets the Commander's training and mission requirements.
- b. The EFMB testing will be planned and executed IAW AR 600-8-22, AMEDDC&S Pamphlet No. 350-10 located; http://www.medtrng.net/webtemplate/AMEDDCS_PAM_350-10.pdf and guidance from the EFMB Test Control Office. The planning and execution will include scheduling the test, requesting of all required resources, training cadre, administering the test, and conducting the awards ceremony. MEDDAC will publish the order regarding the Annual EFMB testing for NTC & Fort Irwin.

5-23. EXPERT FIELD MEDICAL BADGE (EFMB) AWARDS CEREMONY.

The Selected Unit/Installation hosting EFMB for NTC & Fort Irwin will conduct the awards ceremony to officially award Soldiers the EFMB.

SECTION VIII - COMBAT LIFESAVER PROGRAM

5-24. GENERAL.

The fast pace of operations and extended lines of communication that characterize the battlefield demand that immediate, forward medical care be available when needed. As a result, the purpose of the Combat Lifesaver Program is to supplement medical coverage by providing that immediate medical attention to a wounded Soldier until a medic arrives. This is achieved by training non-medical Soldiers to become Combat Lifesavers.

5-25. REQUIREMENTS.

- a. Each company-sized unit on NTC & Fort Irwin will have at least one combat lifesaver per squad, team, and crew. Additionally, there must be one Combat Lifesaver per four vehicles in a convoy.
- b. Units will refer to AR 350-1. Further guidance provided at: <http://www.medtrng.com/combatlifesaveprogram.htm>
- c. It is a unit responsibility to furnish serviceable Combat Lifesaver bags to all certified Combat Lifesavers in their unit.

5-26. TRAINING.

- a. The Combat Lifesaver Training (CLT) package is a self-contained, 40-hour, exportable course taught by qualified CMF 68 NCO within the unit. Those units without medics will coordinate to receive the training through the MEDDAC Hospital Education and Training (HET).
- b. Units will conduct training as needed to maintain proficient combat lifesavers and will coordinate for re-certification. Combat lifesavers must be re-certified every 12 months.
- c. Those personnel who successfully complete the CLT will receive a Battalion certificate of completion.

SECTION IX - DRIVER'S TRAINING PROGRAM

5-27. DRIVER TRAINING GUIDANCE.

- a. All drivers will be licensed on their assigned vehicle. Battalions will have an established Drivers Training Program to certify and license Soldiers on the vehicles they are assigned to drive. Driver's training programs will include PMCS certification for all drivers, assistant drivers, and crewmen. PMCS Certification of unit cadre will be done IAW the approved NTC & Fort Irwin PMCS Certification Program run by the Garrison Safety Office.
- b. Units are reminded of the Army Accident Avoidance Course (AAAC) and Motorcycle Safety Foundation Course (MSF) requirements. AAAC is a defensive driving course and MSF is a motorcycle defensive driving course. AAAC is required for any Soldier that operates a government wheeled vehicle and is required every four (4) years. All Soldiers arriving at Fort Irwin are required to attend the Local Area Traffic Safety Orientation and all Soldiers 25 years of age and under will attend the Intermediate Drivers course. Both will be done during In-processing. The MSF course is required for Soldiers who operate a motorcycle on or off the installation. The Basic Riders course is the Army standard to ride a motorcycle. There are other continuing education courses that are offered by the Installation Safety Office to include the Experienced Riders Course (ERC), Military Sports Bike rider's course (MSRC) and a basic rider's simulation course for novice riders. The regulations requiring this are NTC Reg 385-10, AR 385-10, DODI 6055.4 and AR 600-55.
- c. Army Accident Avoidance Course is offered online at <https://www.lms.army.mil/> accessed from any computer.
- d. Students for MSF course are required to make an appointment to attend the class by logging on to <http://www.docstoc.com/docs/8141913/The-Army-Traffic-Safety-Training-Program> or <https://airs.lmi.org/> and using the drop down menus choose West Region, then Fort Irwin and then the class they want to take. All class times, locations and equipment required are annotated on the registration page for each class. Motorcycle Refresher Training (MRT) for riders with any inactivity (90 days or longer), the acquisition of a new motorcycle or a major geographic relocation is required. This is a requirement for all Soldiers possessing a Basic Riders MSF card prior to riding their motorcycles. Soldiers will be signed up at the DAAG by the Garrison Safety office and the 2 hour class will be conducted during their reintegration training period.
- e. The Garrison Safety office provides remedial drivers training that is required for military or DA civilian personnel who, while operating a government motor vehicle, have been convicted of a moving traffic violation or have been determined to have been at fault in a traffic mishap. Remedial drivers training is also required for military personnel who, while operating a privately owned motor vehicle have been cited for texting while driving, not utilizing a hands-free cell phone while driving, riding without a seatbelt, received a citation for speeding (10 miles over the posted limit) or have been convicted of driving under the influence or reckless driving. Civilian drivers who, while operating a privately owned motor vehicle have been cited for texting while driving, not utilizing a hands-free cell phone while driving, riding without a seatbelt or received a citation for speeding (10 miles over the posted limit) or reckless driving will receive in conjunction with any citations and fines a warning for the first offense, a letter from the NTC Chief of Staff for the second offense and revocation of post driving privileges for up to one year for the third offense.

f. GARRISON SAFETY DIRECTOR- (Motorcycle and ATV information)

COM: (760) 380-1347; DSN: 470-1347 and FAX: (760) 380-3239

SECTION X - Modern Army Combatives Program (MACP)

5-28. GENERAL MACP.

a. The Modern Army Combatives Program (MACP) recognizes that Soldiers who possess discipline, confidence, and personal courage enhance units' readiness. Commanders should therefore implement combatives training as a regular part of the units training strategy. For Soldiers to achieve and sustain proficiency levels, units should incorporate combatives into an organized training program, including situational training and unit collective training.

b. Command emphasis is the key to a successful combatives training program. Commanders will ensure instructors are properly trained to conduct safe and professional combatives training and competitions. See FM 3-25.150, which serves as the instructional guide for combatives training. Located; <http://www.usarmycombatives.com/>

c. The NTC & Fort Irwin will begin certification and recertification of instructors of the Modern Army Combatives Program (MACP). The end state for the Combatives program on NTC & Fort Irwin is the ability to certify and train instructors at home station increasing the number of trainers and level of proficiency for Soldiers assigned to the National Training Center.

d. The units' certification goal should be to have one Basic Combatives (level 1) certified soldier for every platoon, with each Company having at least one Tactical Combatives (Level 2) certified soldier. Basic Combatives Instructor (Level 3) should be reserved for Battalion/Squadron level. Tactical Combatives Instructor (Level 4) should be reserved for Brigade/Regiment or Post Headquarters Level.

e. Basic and Tactical Combatives (Level (Lv) 1/2) Certification:

1. The certification of Level 1 requires one MACP Basic Combatives Instructor (Lv 3). The certification for Tactical Combatives (Lv 2) requires one Tactical Combatives Instructor (Lv 4). The training will occur in a dedicated MACP training area. Basic Combatives (Lv 1) certification requires forty cumulative hours of instruction, including eight hours of grappling practical exercises and five blocks of lectures. Tactical Combatives (Lv 2) certification requires 80 cumulative hours of instruction, including six hours of lectures and five hours of testing.

2. To accomplish certification, all Soldiers are trained on all ELOs to MACP POI standards. To receive certification, Soldiers must meet certain minimum requirements. Soldier may not miss more than a total of two course hours, must participate in all grappling sessions, and must successfully complete the Achieve the Clinch Drill as per SOP. Soldiers who satisfactorily accomplish all of these tasks, pass the written exam, and pass the techniques test, will receive certification.

f. **Certification timeline:**

1. Students undergoing certification for Basic Combatives (Lv 1) will receive the forty hours of Basic Combatives training in a five day period. The training period will consist of eight hour days with one hour breaks for meals and one hour video presentations.

2. Students undergoing certification for Tactical Combatives (Lv 2) will receive eighty hours of training in a ten day period not including weekends.

3. All training is conducted at building 828 Movement Control Company, off of 5th St. and Fort Irwin Rd. Training Timeline is from 0900- UTC.

SECTION XI - MISCELLANEOUS

5-29. ROAD MARCHES.

a. Road marches will, as a general rule, be conducted on FICA Tank Trails or approved PT routes. At no time will road marches take place on California State Highways.

b. Coordinate road marches on tank trails with Range Operations and any special requirements with the Provost Marshal Office NLT two (2) weeks in advance of the scheduled date for the event.

c. Commanders will ensure road marches are conducted in a safe manner. The appropriate number of road guards and escort vehicles will be used. At all times, road guards will wear reflective vests/belts and use flashlights (flashlights during periods of limited visibility).

5-30. NIGHT TRAINING.

a. References. **NTC REG 385-14.**

b. Commanders will pursue active measures to ensure all personnel assigned or attached to their units are proficient in limited visibility operations. The standards listed below are the minimum training and firing standards required for personnel to sustain proficiency and ensure the safe execution of all operations during periods of limited visibility. Units are encouraged to utilize all training events as an opportunity to improve their proficiency in conducting night operations. **All units must include basic, unassisted night fire training annually in their unit marksmanship programs.**

c. As a minimum, the following events must be conducted at night to ensure night certification:

(1) Individual weapons qualification IAW DA Pam 350-38 and applicable weapons FM 3-22.9 Rifle Marksmanship M16-/M4-Series.

(2) Individual equipment and training certification at Company level reported through Battalion to Brigade on the following:

(a) Night Vision Devices. (NVDs)

(b) DAGR (GPS).

(c) Night Driver Training and Licensing (Individual and Convoy) IAW AR 600-55, Chapter 8.

(d) Recognition Signals for petroleum, oils and lubricants (POL), Link-Up.

(e) Ground Guide Rules and Signals at Night.

(f) Sleeping Area Markings and Rules at Night.

5-31. FORCE MODERNIZATION (FMOD) (FIELDINGS AND NEW EQUIPMENT TRAINING).

a. Periodically, the NTC & Fort Irwin will undergo various FMOD periods and new equipment will be fielded. Some Fielding's require New Equipment Training (NET) for the Soldiers. This unique form of individual training requires leader involvement. It also requires careful planning and synchronization so the right Soldiers get the training.

b. Under the G3 Force Integration Directorate is the Force MOD (FM) Coordinator and is responsible for the NTC's new equipment Fielding's. The FM Coordinator will receive notification of impending fielding(s) and is responsible for mission analysis, planning, staffing and coordination for the fielding. The FM Coordinator ensures:

(1) The G3 is aware of all future new equipment fielding. The Force Modernization (FM) Coordinator will ensure that Fielding's scheduled for the next 18 months are on the NTC & Fort Irwin's Five (5)-year Calendar. Information will include dates for the fielding, Operator (OP) and Field Maintenance (FM) new equipment training (NETs) to the G3 Operations who will ensure this is reflected on the Five (5)-Year Calendar. The FM Coordinator is responsible to notify the G3 Operations of any changes to fielding schedules. Key points of consideration for successful Fielding's include:

- (a) Schedule New Material In-Briefs (NMIB) by the program mgr with the unit and appropriate staffs.
 - (b) New Equipment Training for operators (OP) and (FM) maintainers NET.
 - (c) Actual hand-off of the equipment (supply transaction).
 - (d) Turn-in of old equipment.
 - (e) Implementation exercise /validation period.
- (2) Coordinates with unit representatives on all planning and execution of Fielding's.
- (3) Coordinates with appropriate staff sections and when required due to specific skill sets recommends to the G3 and executing agent who takes the lead at a pre-determined decision point to oversee the actual training and fielding.
- (4) Conducts weekly and monthly Force Modernization information and coordination meetings.
- (5) Publishes MOIs, Order and FRAGOs as needed.
- (6) Allocate slots and specific times for units to execute the NET and fielding.
- c. The G3 Operations will:
- (1) Work with the FM Coordinator on all scheduling issues associated with the NET and fielding.
 - (2) Publish a list of all upcoming Force MOD fieldings in quarterly training guidance. This list will also indicate a unit or staff section that will have the executing responsibility for the new equipment fielding and the planned time for hand-off (a decision point that may be time or event driven).
 - (3) Address all upcoming Force MOD fieldings at the respective Quarterly Calendar Synch (normally 120 days out from the start of the quarter).
- d. When appropriate, the unit or staff section assigned executing responsibility will:
- (1) Conduct mission analysis with the G-Staff and installation staff to ensure all requirements can be met and any long range impacts are identified.
 - (2) Attend all meetings and NMIBs.
 - (3) Assign a lead project officer.
 - (4) Work closely with FMOD and G3 Operations on any changes or additional requirements.
 - (5) Schedule In Progresss Reviews (IPRs) on the fielding -- to include identifying which units need to send representatives and notifying those units of the time of the IPR.
 - (6) Publish specific guidance in addition to the FMOD Method of Instruction (MOI) that addresses times, dates, schedule, locations for all aspects of the training. Ensure that units affected by the fielding are informed of all dates and requirements.
 - (7) Collect names of units and/or individuals that must attend the training and fielding.
 - (8) Submit an AAR to the CofS through the G3 within 30 days after the fielding.
- e. Units executing the fielding will ensure they follow the published Orders and FRAGOs. At a minimum will:

- (1) Cooperate with the FM Coordinator, the G3 Operations and the Unit or Staff Section executing the fielding to ensure unit training plans and plans to execute the fielding are executed.
- (2) Place all related dates and times on the training calendars and unit training schedules.
- (3) Identify all Soldiers that need to attend New Equipment Training (NET).
- (4) Attend all NMIBs, meetings, and IPRs.
- (5) Ensure all personnel required to be at NET or fieldings arrive at the right place at the right time.

5-32. WATER SAFETY.

- a. Water Safety is an annual requirement on NTC & Fort Irwin.
- b. Commanders on NTC & Fort Irwin will ensure that all personnel have been identified as swimmers or non-swimmers. Commanders may conduct a validation for all swimmers each year, focusing on the new personnel and identifying the non-swimmers.
- c. To prevent water-related deaths and injuries, the Army has launched a new interactive, Web-based, multimedia water safety tool. The new water safety tool features safety-related content presented to the user through links, videos and entertaining and informative safety challenges. The new tool can be found on the Web page of the U. S. Army Combat Readiness/Safety Center at;
<https://safety.army.mil/OFFDUTY/SportsandRecreation/WaterSafety.aspx>

Chapter 6
Collective Training

SECTION I - OVERVIEW

6-1. GUIDANCE. The purpose of this chapter is to provide guidance for major collective training events: their purpose, frequency, and unit requirements.

CGs Guidance on Collective Training: The NTC maintains a high operational tempo in support of preparing Brigade Combat Teams and other units for combat. In addition to our rotational battle rhythm, tenant units support numerous contingencies which may require deployments away from Fort Irwin - including Overseas Contingency Operations (OCO), Defense Support to Civil Authorities (DSCA) and CONUS Crisis Response Forces (CCMRF). To ensure our own quality training and high level of readiness, as well as continue to facilitate world-class training for rotational units, commanders will focus training on their Mission Essential Task List (METL). The end result of all collective training at the NTC is to ensure our units are trained and ready to safely accomplish their missions, whether at Fort Irwin or deployed to a combat theater.

- a. The primary focus of collective training is to sustain functional proficiency on crew/squad, platoon and Company METL/battle tasks. Battalion and Brigade METL training will be accomplished through CPXs, Joint Air Attack Teams (JAATs), orders drills, and CTC Rotations.
- b. Collective training will be conducted to MTP, contingency plan and approved battle drill standards.
- c. Training will be conducted in a multi-echelon mode, and fully integrating the combined arms team (artillery, ADA, engr, Air Liaison Officer (ALO) and CSS units).
- d. Operating at night and under CBRN conditions will be a condition for all training events, to include: gunnery, maneuver training exercises, CPXs and other simulation supported exercises.
- e. Training devices and simulations will be included whenever possible. Soldiers and vehicles will be MILES equipped. (Limit OPTEMPO miles for all vehicles to only those miles needed for rotations and train-up to A1/T1 levels. Combine Live, Virtual, and Constructive training to maximize readiness.
- f. Upon return from major training exercises, units will conduct post-mission operations. These include cleaning, maintenance, inventories and inspections of all vehicles, weapons and personal equipment. Award ceremonies to recognize outstanding Soldiers' performance will be included during this period.
- g. Training managers at the Battalion and Brigade level must constantly seek opportunities for Task Force (TF) training - it is how we will go to war.

6-2. GATE STRATEGY.

- a. As you prepare your unit's gate strategy, remember these bullets:
 - (1) Establish specific gates for units, staffs, and leaders.
 - (2) Gates must validate functional proficiency and warfighting readiness.
 - (3) Gate strategy must be linked to:
 - a. FSO METL.
 - b. Certification of leaders.
- b. The NTC & Fort Irwin gate strategy is driven by the ARFORGEN and FORSCOM unit deployment schedules, linked with the units scheduled for the related CTC rotations. Additionally, the strategy is normally executed once in every two-year command tour for Battalion Commanders. One of the most important gates, the Battalion EXEVALs, normally executed during the Unit / BCT Focus Exercise, is Observer Coach/Trainer (OC/T'd) by the last Brigade Combat Team (BCT) coming out of its CTC. This OC/T package is robust and covers Combat Arms, CS and CSS units down to platoon level.

SECTION II - COMBAT TRAINING CENTER (CTC) ROTATIONS

6-3. COMBAT TRAINING CENTER (CTC).

- a. CTC rotations provide Brigade and Battalion Commanders the best opportunity to execute their FSO METL tasks in an environment that replicates near-combat conditions. It also affords the best opportunity for training heavy/light operations. Additionally, units that return from a CTC Rotation are highly trained and therefore best suited for a Contingency Operation / Combat rotation. The G3 works with FORSCOM and attempts to ensure that the BCT last at CTC is the unit to next assume Contingency / Combat Operations.
- b. Units will comply with all CTC regulatory requirements as outlined in FORSCOM Reg 350-50-1 {NTC}.
- c. Units will comply with the task organization and troop list outlined in FORSCOM Reg 350-50 series. MSCs will submit their troop list to ACoFS, G3 no later than 130 days prior to the rotation. The BCTs training objectives are also due to the Commanding General for approval at approximately 180 days out from the rotation. These can be updated as the unit's progress through the gates to the CTC; additionally, these training objectives will assist shaping the training to be conducted during the BCT rotation.

SECTION III - HOME STATION TRAINING

6-4. UNIT FOCUS.

Note: Rotational Training Units (RTUs) are not authorized NTC ranges being available for use during rotation. NTC focuses on collective training only. All individual and crew served weapons qualification must be done at home station (exceptions can be planned, such as weapon systems that a unit cannot qualify on at home station like Carl Gustav).

- a. Unit Focus exercises allows BCTs to concentrate training at the Troop/Battery/Company/Team level IAW the gate strategy to prepare for deploying to a CTC and combat. The BCT Commander is the senior trainer for Troop/Company EXEVALS during a Unit Focus. The BCT OC/Ts the TFs as they command and control (C2) their Co/Teams. Units have the latitude to select METL training tasks. Individual tasks may also be integrated to support collective training. Units will incorporate the tasks required for platoon external evaluations into Live Fire scenarios or Battalion Focus exercises.
- b. G3 schedules dates for the MSC Focus with input from BCT Commanders. These dates are published on the Installation's Five Year calendar and in the appropriate FYCTG. The length of this exercise may be adjusted based on resource availability; however the lock-in for a change to a Unit Focus is normally during development of the Senior Commander's Annual Training Guidance -- published four (4) months prior to the start of the next FY. Note that FICA land is often in use by RTU's or RCs, early lock-in of resources is critical to executing unit-training plans.
- c. The MSC is responsible for all aspects of the Unit Focus. The exercise will be internally supported and evaluated. BCTs must request augmentation NLT 60 days after publication of the Senior Commanders Quarterly Training Guidance.
- d. Daily reports required by the NTC Reg 350-19 (FSOP) will be sent to the Installation Emergency Operations Center (EOC). The EOC is responsible for maintaining communications with and tracking the current status of the deployed unit(s).
- e. The G3 Plans ICW MSC S3s will ensure that the required training areas are reserved for the Unit Focus Exercise conducted at FICA NLT 60 days after publication of the annual training guidance.
- f. All training is FSO METL based. CTC Rules of Engagement (ROE) governs force on force operations. Prior to a Unit Focus BCT Commanders must conduct preliminary training to include Company/Team external evaluations, MILES and ROE training.

6-5. EXTERNAL EVALUATIONS (EXEVALs).

a. Combat battalions and squadrons to include infantry, armor, cavalry, field artillery, and attack aviation units will receive an external evaluation during their Focus exercise, or at a minimum of every 12 months. All CS and CSS units will conduct an EXEVAL at a minimum of every 24 months. In addition to field operations, the EXEVAL will include a 48-hour, CPX-driven exercise that will evaluate the Battalion TAC CP, Main CP, and Rear CP. Normally, this EXEVAL requirement is met by the train-up to CTC. When a Battalion is not slated for CTC during a fiscal year, the Division will schedule that Battalion for an EXEVAL, supported by both Division and the MSC.

b. Platoon/Co/Trp/Btry EXEVALs will be conducted annually by the next higher HQ. All mortar and scout platoons will receive an EXEVAL normally ICW the Unit Focus.

c. The exercise directors for Battalion EXEVALs are the DCGs; the DCG-M for all Artillery, Infantry, Armor, and Sep Battalions; the DCG-S for all AVN and Support Battalions.

d. The senior Observer, Coach-Trainer (OC/T) is normally the MSC COMMANDER for other than CTC BCT preparation. He is the proponent for scheduling and structuring his Battalion EXEVALs. The senior OC/T determines whether the unit performs missions and tasks to standard, and is in overall control of the EXEVAL.

e. The senior OC/T orchestrates the activities of his OC/T team in observing, controlling, and recording the significant events of players and player units during the exercise. He prepares for and or directs the preparation for unit AARs. He oversees the preparation of the training units take home package (THP) by his OC/T teams. OC/Ts use the standards contained in the Training and Evaluation Outlines (T&EOs) from the appropriate level MTPs as checklists to key on and report during the exercise. They lead AARs for the training unit and provide input to the senior OC/T for the higher echelon AARs.

f. Standard Battalion/TF EXEVAL THP.

(1) General. The purpose of the THP is to provide a common means of collecting and reporting observations of the proficiency of units in executing their mission essential tasks. It also provides a means for advising unit Commanders on future training requirements and methods to attain them. Though a Maneuver Battalion is used to illustrate how this package is put together, CS and CSS units can readily tailor this package to meet their needs. The methodology used here in preparing a THP for a Battalion can be applied to training feedback for units at any level.

(2) Methodology. The essence of the THP is to collect observations by warfighting function for each mission a Battalion participates in during the EXEVAL. At the conclusion of the EXEVAL, all missions are analyzed to determine trends observed in each warfighting function. Recommendations are made on what additional training is needed by the unit and possible future training to increase proficiency. THPs are prepared using the ISSUE, DISCUSSION, RECOMMENDATION framework within each warfighting function.

(3) After Action Review (AAR) Memorandum. This document provides key leaders a synopsis or executive summary of the important points of the EXEVAL. It should be no more than two (2) or three (3) pages in length.

(4) Mission Summaries. Each warfighting function prepares a mission summary for each mission conducted by the EXEVAL unit. Therefore, each mission will have six mission summaries. The support unit responsible for observing a particular warfighting function collects the information and prepares a mission summary (i.e., the S2 OC/T observes the intelligence warfighting function and writes the intelligence mission summary). He concentrates his observations on the integration of his warfighting function in the planning, preparation, and execution of the training unit's mission. From these observations he determines the significant lessons learned from that mission.

(a) Mission Task Summary Sheet. This sheet lists all the collective tasks that were observed during a particular mission and lists recommended OC/T rating (T, P, or U) for that mission. Only the unit commander can make the final assessment.

(b) T&EO. Each collective task listed on the Mission Task Summary Sheet will have a T&EO. The tasks provided in T&EOs are a basic list of tasks necessary to perform critical operations. The T&EOs are used to record the

performance results of collective training. T&EOs are reproduced from the appropriate MTP of the unit being evaluated.

(c) Enemy Loss Summary. This information is received from BBS summary reports (if applicable) or the OPFOR Commander at the conclusion of a mission. It provides information necessary to assist evaluators and unit leaders in determining success or failure of a unit in accomplishing an EXEVAL mission relative to enemy losses.

(d) Friendly Loss Summary by Element. This information is received from BBS summary reports (if applicable) or OC/Ts at the conclusion of a mission. It provides information necessary to assist evaluators and unit leaders in determining success or failure of a unit in accomplishing an EXEVAL mission relative to friendly losses.

(e) Friendly Loss Summary by Enemy Killer. This information is received from BBS summary reports (if applicable) at the conclusion of a mission. It provides information necessary to assist evaluators and unit leaders in understanding or developing tactics, techniques and procedures that overcome effective enemy weapon systems.

(f) Enemy Artillery/Mortar Missions Summary. This information is received from BBS summary reports (if applicable) at the conclusion of a mission. It provides information necessary to assist evaluators and unit leaders in determining the effectiveness of enemy fire support means on accomplishment of the mission.

(5) Performance Trends/Training Recommendations.

(a) Performance trends. Performance trends are compiled by WFF and are based on observations of a unit after it has completed two or more missions. The purpose is to identify strengths and weaknesses that are systemic to the unit.

(b) Training recommendations. Based upon the trends observed by the evaluators, recommendations are made to the unit Commander on where he needs to concentrate his training efforts to sustain strengths and to train on weaknesses.

(6) Milestones. To ensure that proper oversight is exercised by the exercise director (appropriate ADC) in EXEVAL planning and the AAR process, the following milestones will be followed. The scheduling of meetings with the Exercise Director is the responsibility of the Senior OC/T.

(a) D-120 - EXEVAL concept brief to Exercise Director by the Senior OC/T.

(b) D-60 - EXEVAL Interim briefs to the Exercise Director by the Senior OC/T.

(c) D-14 - EXEVAL final brief to Exercise Director by the Senior OC/T.

(d) D-DAY - EXEVAL execution time period from start to finish. Exercise Director and the Senior OC/T attend AARs.

(e) D+10 - Senior OC/T delivers the EXEVAL AAR THP to the Exercise Director.

(f) Separate Battalions will conduct EXEVALs as part of the MSCs WFX. Separate Battalions will also be provided a live EXEVAL by a like unit from other installations when possible every 18 months. Evaluator requirements for Sep Battalion EXEVALs are shown in Table 6-5.

POSITION	WARFIGHTING FUNCTION OBSERVED	REQUIRED	GRADE	BRANCH/MOS
Battalion OC	ALL	1	LTC	See Note 1
S1/S4	Sustainment	1	CPT	See Note 1
Asst S1/S4	Sustainment	1	SFC	76Y
S2	Intelligence	1	CPT	35A
S3	C2	1	MAJ	See Note 1
FSO	Fire Support	1	CPT	13A
Engineer	Protection	1	CPT	21A
Chemical	Protection	1	2LT	52A/74D

Table 6-5. Sep Battalion Evaluator Requirements

NOTE: These evaluators will be of the appropriate MOS/Branch for the evaluated unit (i.e., MI - 35A).

6-6. DEPLOYMENT EXERCISE (DEPEX).

The purpose of the DEPEX is to train NTC & Fort Irwin leaders down to Co level on the task of "Conduct Tactical Deployment and Redeployment Activities." The concept of the DEPEX is to walk leaders through the deployment sequence. It includes: ammunition upload procedures at the ASP, rail load operations at the DOR railhead, convoy routes and vehicle staging areas (Yermo and Daggett), and port support activities (Port of Long Beach). The Garrison Command has overall responsibility for this exercise. BCT conducts DEPEXs at FICA. Only selected personnel attend DEPEXs at FICA. The DEPEX is a required event when a leader assumes a new position.

6-7. COMMAND POST EXERCISES (CPXs).

- a. Objectives of the CPX are to exercise our war plans and train to standard the MSC's METL tasks, improve the staff planning process, promote common understanding of the Commander's intent and warfighting philosophy, and refine the FSOP. The actual CPX will normally last from Monday to Friday, with the AAR on Friday.
- b. All MSCs and Seperate Battalions will participate.
- c. The schedule will include; CP rollout and set-up, Communications Exercise (COMMEX), and exercise play. An AAR will follow the exercise.
- d. Military Decision Making Process (MDMP) will occur during the week prior to the CPX, including the OPORD brief and subsequent Commander's backbrief will precede the CPX. MSCs and Battle staff will be involved in various pieces of the early MDMP two-three (2-3) weeks before the CPX.

6-8. EMERGENCY DEPLOYMENT READINESS EXERCISES (EDREs).

The ability to project force quickly is critical to the MSC's wartime success and every subordinate unit must be exercised frequently. NTC Reg 525-1 describes the individual and unit pre-deployment training requirements. Units will ensure that these requirements are incorporated into their training programs. All units will be expected to demonstrate their capability to deploy during their CTC rotation cycle in the context of an EDRE.

Chapter 7
Deployment Training

SECTION I – OVERVIEW

7-1. DEPLOYMENT TRAINING REQUIREMENTS.

- a. Table 7-1 outlines all deployment related training for units on NTC & Fort Irwin.
- b. The G3 schedules a "deployment Prep" window for all deploying units. The Senior Commander's goal is to offer all of the theater required training to the oncoming deploying unit during that window. The deploying unit receives priority for the training represented below. When these requirements can not be scheduled in the deployment prep window, deploying units are given priority during the time closest to the deployment prep window.

SUBJECT	FREQUENCY	REQUIREMENT	REF	PROPONENT
Deployment Exercise (DEPEX)	DEPEX conducted twice a year. DEPEX trng is required new leaders and when leaders transition into new positions.	Key Leaders	FORSCOM Predeployment Training Guidance in Support of Combatant Commands	Commanders of each Unit
Unit Movement Officer (UMO)	UMO Trng offered monthly or as needed. UMO trng is good for length of tour.	Unit Movement Officer (UMO) (E6 or above) and an alternate Unit Movement Officer (A-UMO) (E5 or above) assigned on orders and a copy of the UMO certification on file for both personnel. 2 per Co, Battalion, Brigade	FORSCOM Reg 55-1, para 2-11a & App K-2	Unit Commanders
Equipment Preparation Certification	Training is offered 4-6 times per year. Certification good for 2 years.	Pre-requisite for Airlift Load Planner & 1 per Co/2 per Battalion	FORSCOM Reg 55-1	DPTMS 916 th SB
Airlift Load Planner	Training is offered 4-6 times per year. Certification good for 2 years.	1 per Co/2 per Battalion	FORSCOM Reg 55-1	DPTMS 916 th SB
Hazardous Cargo Certification	Training is offered monthly. Certification good for 2 years.	2 per Co/2 per Battalion	FORSCOM Reg 55-1	DPTMS 916 th SB
Pallet Team Certification	As needed. trng is good for length of tour.	6 individuals on 1 team per Co*	FORSCOM Reg 55-1	Unit schedules through Readiness Management Assebley (RMA)
Air Load Team Certification	As needed. trng is good for length of tour.	6 individuals on 1 team per Co*	FORSCOM Reg 55-1	Unit schedules through G3 Avn (subject to availability of Air Force Aircraft)
Rail Load Team Certification	As needed. trng is good for length of tour.	6 individuals on 1 team per Co*	FORSCOM Reg 55-1	Unit schedules through RMA
Sea Load Team	As needed. trng is good for length of tour.	6 individuals on 1 team per Co*	FORSCOM Reg 55-1	Unit conducts; on Ships if/ when ships are available
EDRE	Semi-annual (BCT/BATTALION)	All BCTs/Battalions assuming Deployment Readiness Brigade (DRB2)	FORSCOM Reg 55-1	G3 Ops/Avn
* Commanders may use Soldiers for more than one of these teams; however, Commanders need to be able to perform all required missions. For example, units may be required to accomplish rail and sea load at the same time.				

Table 7-1. Deployment Related Training

Reference: FORSCOM Training Guidance

This FOUO document must be accessed on the Army training Network (ATN) website.

Go to <https://atn.army.mil/>

Click on Pre-Deployment Training.

Click on FORSCOM Pre-Deployment Training Guidance.

Click OK when the message opens “You are accessing a US Government (USG) Information System (IS)...”

You will need to login with your Common Access Card (CAC) and click OK.

Click on the link “Click here to continue to the CALL website.”

Click on the link “Click here to view the full FORSCOM Message.”

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SECTION II - DEPLOYMENT TRAINING

7-2. RAIL MOVEMENT TRAINING.

This section outlines training objectives and prescribes responsibilities and procedures for the conduct of rail movement training.

a. Training Objectives. The primary objectives of the rail movement training program are to:

- (1) Familiarize units with the procedures involved in unit movements by rail.
- (2) Develop unit proficiency in the loading of unit equipment on rail cars.

b. Conduct of Training.

- (1) Each divisional/non-divisional Company-size unit or detachment will undergo rail movement training at least annually. Rail load training will be conducted prior to any deployment that includes rail loading.
- (2) Training will be conducted in two phases-classroom instruction and a practical exercise phase involving the actual loading of unit equipment on rail cars.

c. Classroom instruction will consist of a minimum of two (2) hours and will emphasize the following areas:

- (1) Importance of rail training.
- (2) Explanation of terminology.
- (3) Types of rail cars.
- (4) General procedures for loading rail cars.
- (5) Information required for unit SOP.

- (6) Preparation of required forms/load planning.
- (7) Characteristics of rail cars being utilized.
- (8) Safety.

d. The practical exercise phase will consist of sufficient time required to load the unit's equipment (minimum of six (6) hours) and will emphasize the following areas:

- (1) Safety.
- (2) Loading and tie down techniques. To the maximum extent possible, each unit will load at least one of each type of equipment assigned to the unit. Units with an unusually large variety of equipment may find it necessary to schedule more than one practical exercise phase.

e. Unit Administration.

(1) Each Co-sized unit and separate detachment with 20 vehicles or more will designate a primary and alternate unit movement officer and a unit movement NCO. Additionally, a rail loading team will be designated for each 20 vehicles (prime movers and trailers) assigned to a unit. A cutoff point of 10 vehicles will be used in determining the need for additional teams (i.e., a unit with 30 vehicles would require only one team while a unit with 31 vehicles would require two teams).

(2) Unit will develop and publish a comprehensive SOP pertaining to rail movement and rail movement training. Particular emphasis will be placed on delineating procedures for the development of a unit rail loading plan IAW FM 55-65.

(3) The unit will develop and maintain contingency rail car load plans for 54-foot, 60-foot, and 89-foot and Department of Defense Rail Car (DODX) 140-ton rail cars as required by unit assigned equipment.

7-3. SEA MOVEMENT TRAINING. (DONE ON SHIPS IF/ WHEN SHIPS ARE AVAILABLE)

a. Units will conduct training on sea movement annually, as a minimum.

b. Training should be conducted in two phases, the classroom phase and the practical exercise (PE) phase, which are described below:

- (1) Safety (classroom).
- (2) Importance of sea movement training (classroom).
- (3) Explanation of terminology (classroom).
- (4) Preparation of Shipment Unit Packing Lists and Load Diagrams (DA Form 5748-R) (classroom).
- (5) Stuffing shipping containers (classroom).
- (6) Handling of hazardous materials (classroom).
- (7) Automated Unit Equipment List (AUEL) updates (PE).
- (8) Preparation of Shipment Unit Packing List and Diagrams (PE).
- (9) Loading of vehicles (PE).
- (10) Lashing, blocking and bracing of equipment and secondary loads (PE).

- (11) Movement to installation staging area (PE).
- (12) Inspection and processing of unit equipment by Port Support Activity (PSA) personnel (PE).

7-4. AIR MOVEMENT TRAINING.

NOTE: (LOAD-OUT PHASE SUBJECT TO AVAILABILITY AIR FORCE AIRCRAFT IF UNAVAIOLABLE MOCK-UPS WILL BE USED)

a. Conduct of Training.

(1) Each Co-sized unit and separate detachment assigned will undergo air movement training at least annually and prior to all exercises that include air deployment. Air load training is also accomplished IAW **DRB** Assumption. Training consolidated at Battalion level should be considered as a means of developing unit proficiency.

(2) Training should be conducted in three (3) phases as indicated below:

(a) Classroom phase should consist of the following: Importance of air movement training, explanation of terminology, types and characteristics of aircraft likely to be used, load planning, general procedures for marshalling, staging and loading, unit administrative procedures, (such as preparation of the manifest and other required forms), and handling of dangerous materials.

(b) Movement preparation phase: The training time devoted to this phase will depend on the level at which training is being conducted (i.e., Battalion or Company), and the number of personnel and vehicles involved. This phase should include:

- 1) Coordination with Arrival/Departure Airfield Control Group (A/DACG).
- 2) A trial manifest run.
- 3) Loading of equipment on vehicles and pallets.
- 4) Preparation and marshalling of unit vehicles and personnel.
- 5) Processing of unit vehicles and personnel through the Arrival/Departure Airfield Control Group (A/DACG).

(c) Load-out phase: The training time devoted to this phase depends on the level of command involved and the extent of participation. This phase will consist of static loading aboard Air Force aircraft. Although desirable, fly-away of aircraft is not necessary for the successful completion of this phase. If aircraft cannot be made available for static loading, load training will be conducted using aircraft mock-ups, or marked/staked areas representing aircraft cargo floors. If this latter technique is used, care must be taken to ensure that dimensions are exactly duplicated. During this phase, particular emphasis should be placed on the following areas:

- 1) Preparation of vehicles, vehicle loads, and pallet loads for air movement.
- 2) Marking and handling of dangerous cargo.
- 3) Loading of aircraft to ensure full utilization of allowable cargo load (ACL). Vehicles and pallets will be loaded with equipment IAW unit load plans.
- 4) Tie-down and shoring techniques.
- 5) Safety.

(3) Units with oversized equipment will ensure that arrangements are made for C5A loading (either static loading aboard aircraft or using the mock-up or diagram technique described above).

b. Unit Administration. Each Co-sized unit and separate detachment will have a primary and alternate Unit Movement Officer (UMO).

SECTION III - LAW OF WAR TRAINING

7-5. GENERAL LAW OF WAR TRAINING.

a. Annual law of war training is required Army Regulation 350-1. Law of war training is mandated by the Geneva Conventions of 1949, Department of Defense and Joint Chief of Staff Directives, as well as by Army Regulation 350-1.

b. The purpose of this section is to establish the responsibilities and requirements for law of war training.

c. Commanders will plan and execute law of war training that:

(1) Is tailored to their unit's mission and the duties and responsibilities of their Soldiers.

(2) Meets the minimum training requirements specified in paragraph 11-25(d).

(3) Is designed around current missions and contingency plans, including anticipated geographical areas of deployment and the Rules of Engagement (ROE).

(4) Is integrated into unit training activities and field exercises.

(5) Is coordinated with the NTC & Fort Irwin Staff Judge Advocate (SJA).

d. Requirements.

(1) Soldiers are considered proficient in the law of war if they can perform task 181-105-1001 in STP 21-1 SMCT.

(2) Commanders will determine the type and frequency of training necessary to maintain their Soldiers' proficiency in the law of war. At a minimum, commanders will ensure that their Soldiers receive law of war instruction annually and again prior to deployment when directed by a deployment order or appropriate authority. The requirements for annual law of war training are outlined in AR 350-1. The requirements for pre-deployment law of war training will be outlined in the deployment order or by an appropriate authority.

(3) Law of war instruction will be provided by a qualified trainer, defined as a Judge Advocate General Corps (JAGC) officer or a paralegal noncommissioned officer certified to conduct such training by the Staff Judge Advocate.

(4) Law of war training will be as realistic as available resources and good safety practices permit.

Chapter 8 Specialized Training

8-1. COUNTER IMPROVISED EXPLOSIVE DEVICE INTERGRATION CELL (CI2C)

OVERVIEW: The National Training Center (NTC) has established a baseline of capabilities within the mission set of Counter Improvised Explosive Device (CIED) enablers and training capabilities to sustain the vital skills required to effectively employ the growing suite of CIED capabilities. The National Training Center continues to leverage CI2C and CIED training to enhance BCT operational effectiveness in order to counter the effects of IED and similar threats on Army formations. **CI2C assets at the National Training Center are utilized both in RSOI training and during each rotation with an average operational tempo of 180 days (4 days RSOI/ 14 days during rotation).** NTC trains 10 Brigade Combat Teams (BCTs) annually with the ability to add rotations as directed by FORSCOM.

8-2. Training Approach. CI2C training occurs during RSOI week (RSOI 1-4). For each course, the instructors present information that covers general technical details about each system, feedback from theater regarding current TTPs, and current IED activity that can be defeated /degraded by leveraging the capability provided by the C-IED equipment. Hands-on training is then provided to achieve familiarization and demonstrate proper operation of equipment which includes acute focus on technical competency. Once proficient in basic operation skills, Soldiers transition to a location where they employ the equipment in a field environment to further increase their proficiency with the appropriate device/ system. When CI2C training is completed, the equipment will be distributed to the units based upon a predetermined allocation plan submitted to NTC CI2C.

8-3. Training Application. On average approximately 2,000 soldiers receive training each rotation during Reception Staging Onward Movement and Integration (RSOI) week on CI2C/ CIED and draw like equipment prior to the execution of a rotational cycle. NTC is capable of training up to 3,000 soldiers per RSIO Period. The National Training Center provides an environment similar to those in current theaters of operation with climatic extremes, vast desert, and mountainous terrain that add to the realism of training, with the appropriate rigors and stressors, soldiers and CIED systems are typically exposed to for fourteen consecutive days. Current doctrine and TTP's are routinely updated in scenario development to ensure the most complete and effective CIED training is leveraged in order to build on soldier, and unit proficiency in a rapidly changing and evolving threat environment.

8-4. Enabler Supported Training. NTC CI2C is an organization operating from vicinity LSA Warrior, that is tasked to provide Counter-IED (C-IED) and IED- Defense (IED-D) training and distribution of C-IED, IED-D equipment to rotational BCT's and enabling units. NTC CI2C training occurs during RSOI week and focuses on the following areas:

- Company Intelligence Support Team (CoIST) Training
- Route Clearance Training
- Counter RCIED Electronic Warfare (CREW) training
- Raven SUAS training and employment
- Tactical Site Exploitation (Search) training
- Rapid Equipping Force and Escalation of Force Training Biometrics training (BAT and HIIDE)
- Battlefield Forensics Training
- One System Remote Video Terminal (OSRVT) training
- THOR III (Duke III), CREW System
- Counter Bomber, Stationary Explosive Device Human Detection
- SUGV, Brigade Suite of 34

8-5. COUNTER IMPROVISED EXPLOSIVE DEVICE INTERGRATION CELL (CI2C) POC

- 4) POC for this action is NTC & Fort Irwin Counter - Improvised Explosive Device Integration Cell (AW/CI2C)
 - a. CI2C Manager: 760.380-3785
 - b. CI2C Training Lead: 760.380-5585

c. Counter Improvised Explosive Device Integration Cell (CI2C) procedures.

(1) RTU - Is responsible to provide a detailed distribution equipment requirement list to the National Training Center (NTC), G3 Training Support Center (TSD), Counter Improvised Explosive Device Integration Cell (CI2C). This request list will be provided by Rotational Unit/ Battalion No Later Than (NLT) D-30 to the CI2C so proper distribution / arrangements can be made prior to Reception, Staging, Onward Movement and Integration (RSOI). In addition, the RTU will provide a Liaison Officer (LNO) during RSOI & Regeneration Operations (REGEN) to be the single Point of Contact (POC) for all information concerning any situation that may occur during Issue or Turn-in of borrowed equipment.

(2) ISSUE / RSOI - Joint inspections and identification of all CI2C Equipment being issued to the RTU will be jointly inventoried and signed for using DD Form 2062. All organizations requesting CI2C equipment must have a current Government – issued /approved Training Support Center (TSC) Delegation of Authority (DA Form 1687) and Assumption of Command (AoC) account on file with TSC at Bldg 492 to draw any equipment, that equipment will not be issued until an account is established. The standard methodology for issuing items to units training is through the use of a temporary hand receipt not to exceed 60 days DA Form 2062. Exceptions to this 60 day policy will be approved and signed for using a DA Form 3161 and will be approved by the COR before issue occurs. Issue activities for the RTU and or other military units during rotation training shall typically begin at RSOI 1 and shall typically be completed NLT RSOI 4. All RTUs will coordinate their equipment issue/draw time and date through the CI2C contractor. Any changes or exceptions to these operation procedures will be done through the TSD or the COR.

(3) TURN-IN / REGEN-The RTU is responsible for clearing all equipment borrowed during the RTUs rotation. Any outstanding equipment not turned in, equipment deemed Beyond Economical Repair (BER), equipment lost during rotation, must be accounted for. The unit must get with the owning Property Book Office (PBO) to discuss the required paperwork necessary to clear your unit. A Financial Liability Investigation of Property Lost (FLIPL), Statement of Charges (SoC), Memorandum of Loss on outstanding equipment not returned to the CI2C during REGEN will be submitted for missing equipment. The PBO will determine the correct required clearing document for loosed or damaged equipment. The FLIPL, SoC, Memo must be processed through the PBO or NTC Finance Office to be properly cleared of Lost or Damaged equipment not turned in during REGEN.

(4) Additional guidance regarding CI2C (G3 TSD) Detailed Issue, Receipt, Turn-in process located in FORSCOM Regulation, Appendix H, para H-15.

SECTION II - INTELLIGENCE READINESS TRAINING

8-6. Scope.

The section outlines the responsibilities, policies and procedures for the implementation of the NTC and Fort Irwin Intelligence and S-2 training for deployed, regeneration, combat-focused and language training IAW the annual Command Training Guidance and the Intelligence War Fighting (IWF).

8-7. Responsibilities.

- a. Commanders will:
 - (1) Integrate these training requirements into their overall unit training program.
 - (2) Ensure effective integration of the S-2 Training Plan, and intelligence-related tasks into the unit's short and long-range training plans.
 - (3) Forward requests for intelligence training through their S-2 channels to G-2.
- b. The ACofS, G-2 will assist commanders with coordination of their intelligence training programs.
- c. Unit S-2s will serve as unit POC for intelligence training.
- d. G2 is the POC for NTC/FICA and all rotational BCTs training here when requesting, establishing training for, or operating a T-SCIF at NTC.

8-8. General.

- a. The components of the Intelligence Training Program are:
- (1) Deployed training- theater-required training and other opportunities or requirements during specific deployments
 - (2) Regeneration training- reset and refit training (equipment and personal) focused on individual, squad, and section training following redeployments
 - (3) Combat-Focused training- specific qualifications and certifications (IWF Gunnery table VIII), and specific dialect training as required
 - (4) Language training- required training, refresher, and testing
 - (5) Deployment Training Tracker- Units will follow guidelines established by FORSCOM, IRCOP, and NTC Senior Commander to meet training guidelines set forth in the NTC & Fort Irwin Deployment Training Tracker. These training requirements are mandatory for all Intelligence personnel to complete as it relates to their specific positions.

8-9. Unit Intelligence Training Tasks.

a. Soldiers and leaders require intelligence training throughout their military careers commensurate with their duties and responsibilities. The unit S-2 is the intelligence expert within his / her unit and establishes the unit intelligence training. The Unit S2 will use the Tactical Intelligence Readiness Training Program (Part of the Foundry program) in accordance with **AR350-3** to plan, program and sustain individual, unit, and collective intelligence training capabilities, systems and mission certification and operational training needs. Unit ARTEP and the Intelligence War Fighting Function (IWFF) Gunnery will be used to establish training and qualifications. The S-2 monitors training and directs questions concerning training support to the ACofS, G-2, and FORSCOM and TRADOC guidance.

The intelligence warfighting function (IWFF) is the related tasks and systems that facilitate understanding of the operational environment, enemy, terrain, and civil consideration. It includes tasks associated with intelligence, surveillance, and reconnaissance operations and is driven by the commander. Intelligence, and the training of, is more than just collection. It is a continuous process that involves analyzing information from all sources and conducting operations to develop the situation. Intelligence operations include planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. Intelligence operations gain and maintain contact with threat forces; collect signatures and observables to identify, locate, and provide intentions of threat forces and threat networks. Intelligence operations also facilitate understanding of the terrain and civil considerations within an area of operations. Additionally, the intelligence warfighting function is a complex system that operates worldwide, from below ground to space, in support of an operation, to include the ability to leverage theater and national capabilities. It requires cooperation and division of intelligence, surveillance, and reconnaissance and analysis efforts internally, higher, lower, adjacent, and across components and multinational forces. The unit Intelligence warfighting function training plan will incorporate the full spectrum of intelligence disciplines (HUMINT, SIGINT, IMINT, AND MASINT) to facilitate the training and professional development of 35 series Soldiers within the unit in order to best support the Commander Mission and support the specialized intelligence requirements of the unit.

b. The National Training Center (NTC), Fort Irwin, CA. facilitates the training of Brigade Combat Teams (BCT) in a live, simulated BCT/TF/CO OPs (formerly Situation Training Exercises (STX)) and Mission Readiness Exercise (MRE) to prepare units for deployment into Counter-Insurgency (COIN), Contingency Expeditionary Force (CEF), and Decisive Action (DA) warfare environments. Rotational Units (RTU) preparing for deployment to the NTC are required to exercise their IWFF training at their home stations prior to arrival in order to ensure unit preparedness for NTC BCT/TF/CO OPs and Mission Rehearsal Exercise (MRE). As delineated above the unit S-2 should schedule home-station training based on current Command Training Guidance, and should maximize the use of Live Environment Training (LET) opportunities, utilizing Foundry funds for intelligence courses off-site or Mobile Training Teams (MTTs). Scheduled training should focus on certification of each individual, crew/section, platoon, and unit in accordance with the IWFF Gunnery culminating in "FOCUS" exercises or Mission Rehearsal Exercises. In addition, S-2s are responsible for the maintaining the following training requirements within the unit:

- (1) Intelligence Oversight Program IAW AR 381-10
- (2) Threat Awareness and Reporting Program (TARP) training IAW AR 381-10
- (3) Security Manager's training (INFOSEC IAW AR 380-5 & Physical Security IAW ATTP 3-39.32)
- (4) Foreign Disclosure Representatives IAW Command Training Guidance.

c. The unit S-2 is responsible for meeting training requirements as per IRCOP guidance, outlined in the NTC Deployment Training Tracker. The unit S-2 is responsible for coordinating the training through unit operational channels, updating progress, and completion notification to the unit's respective G-2 office and Operations Group 52ID G2. The training status will be updated by the unit, through their respective BDE, to OPS GRP 52ID G2 on to the NTC Deployment Training Tracker, which will be posted on to the Fort Irwin portal SharePoint.

8-10. Individual Intelligence Training Tasks.

a. Commanders will ensure Intelligence Soldiers are qualified in their Individual Warrior Tasks in preparation for any deployed environment. Soldiers not meeting individual requirements affect the readiness of the unit and should retrain according to published guidance. Individual Soldiers will also meet the qualifications necessary for their MOS IAW the IWF Gunnery (Individual Training Tasks). While deployed, commanders must ensure intelligence Soldiers are proficient on their MOS tasks according to their skill level and must take every effort to exploit opportunities to enhance intelligence capabilities across the battlefield.

b. In addition, the following may also apply to individual Soldiers:

- (1) It is the individual Soldiers' responsibility to meet training requirements to include all prerequisites for Foundry Courses, advanced Intelligence training opportunities or any scheduled LET.
- (2) All Soldiers with a control language must test annually as per AR 11-6.
- (3) Unit Leaders will conduct Iraqi and Afghani dialect training IAW the current Command Training Guidance if preparing to deploy to the Iraq or Afghanistan Theater of Operations.
- (4) Soldiers assigned to Signal Intelligence (SIGINT) MOSs will ensure proper clearances are obtained for access to NSA databases. This includes but is not limited to annual USSID 18 certification, ANNEX P verification, and polygraphs as needed.

8-11. Intelligence/Counterintelligence Support.

a. Commanders and Staff must be familiar with intelligence capabilities and employment of the following sections or assets:

- (1) **All source analysis:**
 - (a) Distributed Common Ground System- Army (DCGS-A) NET
 - (b) Combined Information Data Network Exchange (CIDNE)
 - (c) Document and Media Exploitation (DOMEX)
 - (d) Company Intelligence Support Team (CoIST)
 - (e) Biometrics Training (BAT / HIIDE)
 - (f) Tactical Questioning
 - (g) ISR Top-Off
 - (h) Battlefield Forensics
 - (i) Personality Based Targeting (PBT/F3EAD)
- (2) Geospatial Intelligence assets (Common Ground Station, Division Tactical Exploitation System)
- (3) Unmanned Aerial Systems (UAS):
 - (a) One System Remote Video Terminal (OSRVT)
- (4) SIGINT Collection equipment, methods, reporting, and analysis:
 - (a) CELLEX Training
 - (b) SIGINT Terminal Guidance
- (5) Human Intelligence (includes collection and management teams, detention facilities, detainee operations, and Biometrics capabilities)
 - (a) Source operations Course

- (b) HUMINT Collection Team (HCT) / Operational Management Team (OMT)
- (c) Counterintelligence and Human Intelligence Automated Reporting and Collection System (CHARCS)
- (d) Battlefield Forensics
- (e) Personality Based Targeting (PBT/F3EAD)
- (6) Intelligence Electronic Warfare (IEW) support systems and network connectivity (TROJAN, DCGS-A)
- (7) Special Security Office
- (8) Geospatial Information Support Cell
- (9) Air Force Weather Detachment

For further guidance and procedures refer to the Green Flag-West Special Instructions (SPINS) SOP in **Appendix F** of this regulation. Additional reference Baseline and Weekly SPINS can be found on NIPR at the following address: <http://www.irwin.army.mil/CommandGroupUnits/Units/OPSGRP/USAFwx/Pages/default.aspx>

Bicycle Lake Army Airfield Weather
Fort. Irwin CA, National Training Center
Phone: DSN 470-9527 COMM: (760) 380-9527
Email: usarmy.irwin.12-cts.mbx.irwin-weather@mail.mil
Hours of Operation: Mon-Fri 0600-2200
Hours of Operation: During Rotation Open 24/7

- (10) Collection Management
 - (a) ISR Synchronization
 - (b) ISR Top-Off

b. ACofS, G-2 Office will be responsible for the planning and authorization of Intelligence Training requirements for Division Intelligence personnel IAW IWF Gunnery and the current Command Training Guidance at home station. All Units S-2's will request training support through NTC G-2, (760) 380-6501. For additional training requested at the NTC, units S-2's will request training support through their respective Brigade Operations Channels to NTC Operations Group 52ID G-2, (760) 380-5870. Training support includes but is not limited to:

- (1) Coordination for all Foundry Training
- (2) Command Language Facility Support (training and test coordination)
- (3) Use of the Intelligence Training Facility for LETs
- (4) IWF Gunnery support
- (5) Intelligence MOS transition training guidance

c. Open Source Intelligence (OSINT) is a process of information gathering from public and overt sources, such as newspapers and military trade journals that produces actionable intelligence. Far from being the hobby of amateurs, open source intelligence is used by official military and government intelligence agencies on a regular basis. For additional guidance regarding OSINT refer to the Link Directory, regarding OSINT in G2 SOP, Appendix D of this regulation.

d. Tactical Sensitive Compartmented Information Facility (T-SCIF). This T-SCIF SOP expands on the FORSCOM Policy Letter – Approval Process of FORSCOM T-SCIF's, dated 31 January 2006 and consolidates DoD and other Agencies regulatory requirements. It outlines important steps for FORSCOM units to protect process and disseminate Sensitive Compartmented Information (SCI) during tactical operations. This SOP will help those who plan and execute the deployment of specialized intelligence systems and networks. Local reproduction and dissemination of this FORSCOM SOP is authorized to all FORSCOM G2's, Special Security Officers (SSO's)/Special Security Representatives (SSR's) provided it meets FOUO protection methods and standards. POC for this FORSCOM T-SCIF SOP is FORSCOM SCI Program Manager, DSN 367-5944, CML 404-464-5944. For additional guidance regarding T-SCIF procedures refer to FORSCOM SOP, Appendix E of this regulation.

e. Scheduling training for T-SCIF: NTC/FICA and all rotational BCTs training here when requesting, establishing training for, or operating a T-SCIF at NTC. Please contact NTC G2 office: (760) 380-6501 or Cell-(760) 447-3428.

8-12. Intelligence Language Training.

a. Commanders will ensure control language Soldiers test annually on their Defense Language Proficiency Test (DLPT). Soldiers must score minimum 2/2 to meet the Army DLPT Standards. When deployed and unable to test, Soldiers must test no later than 180 days following deployment IAW AR 11-6. To meet this requirement, it is imperative that Soldiers attend a minimum two weeks of formalized language-refresher training prior to testing. Additional training should not exceed the test-period requirements. Meeting the Army Standards of qualifications is required to meet combat commander's needs in the battlefield.

b. The Command Language Facility (CLF) is available for use by individual Soldiers or small groups. For formalized instruction and use of classrooms, units must coordinate with NTC Operations Group. The CLF also provides a variety of materials, for use outside the facility.

c. Dialect Training is required to be completed by all units' leadership no later than 30 days prior to a qualifying CTC, NTC or MRX if and when advised of deployment to the Iraq or Afghanistan Theater of operations. Dialect training is a self-paced course via computer software. Specific guidance is located in the Command Training Guidance.

d. S-2s will identify a unit POC to 52nd TICO for tracking all control language Soldiers (language training hours, DLPT requirements), dialect training completions, and requests for external training (NSA-Gordon).

8-13. INSCOM Foundry Program

a. Foundry is an INSCOM-based fund used to train intelligence Soldiers via TDY, MTTs, and LETs. Foundry publishes an annual list of available opportunities every fiscal year. For listing of courses see the current Command Training Guidance or contact the NTC Foundry Officer, Operations Group S2 office can be contacted at (760) 380-2905.

b. Priorities of attendees to Foundry courses are on ensuring Soldiers meet the requirements of the IWF Gunnery first and second providing enhancement training and other opportunities for attaining up-to-date knowledge of tactics, techniques, and procedures used in the battlefield.

SECTION III – CBRNE TRAINING

8-14. PURPOSE.

To outline procedures for Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) training NTC & Fort Irwin units.

8-15. GENERAL.

The key to the successful conduct of operations in a CBRN environment is the integration of CBRN training into unit level training plans and individual and collective task training. Soldiers and units at every echelon must be able to perform their full spectrum operations (FSO) METL in a CBRN environment. Commanders are responsible for ensuring that training is conducted in the following areas:

a. Individual Training.

(1) Each Soldier will be trained to standard in CBRNE Defense tasks listed in STP 21-1 SMCT (dated June 2009). The ability to carry out MOS and other job-related tasks under CBRNE conditions begins with proficiency in basic CBRNE survival skills: donning, wearing and storing the individual protective mask; maintenance of the protective mask; and donning and wearing Joint Service Lightweight Integrated Suit Technology (JSLIST).

(2) Commanders will ensure that all personnel spend an appropriate amount of time in MOPP 4 while performing assigned tasks. Commanders should base their assessment on mission requirements and the criteria described in FM 3-11.4 (page IV-12, paragraph 4f 1- 4). Acclimatization will be a necessary component of CBRN training.

b. Leader Training. Basic CBRNE tasks for leaders are contained in STP 21-24 SMCT (dated September 2008) and, for company grade officers, STP 21-11-MQS. The ability to lead Soldiers and units may be significantly degraded under extended CBRN conditions unless leaders regularly train for conducting operations in a CBRN environment.

c. Collective Training.

(1) Training for operations in CBRNE environment must be regularly integrated into exercise situations in order to develop and test the ability of commanders, staffs, and units to perform missions to standard under CBRN conditions. CBRN contamination avoidance, protection, and decontamination training will be conducted to the standard established in MTTPs and FM 3-11.3; FM 3-11.4; FM 3-11.5; and FM 3-11.9.

(2) Each Company-size unit will conduct MOPP Gear Exchange, utilizing JSLIST (Joint Service Lightweight Integrated Suit Technology) protective garment as part of an operational decontamination exercise integrated within a tactical scenario. The decontamination exercise will be conducted IAW the standards outlined in FM 3-11.5. Units are required to conduct this training, at a minimum, once annually.

(3) Each battalion headquarters and separate company (including brigade HHC) authorized the M17 Lightweight Decontamination System (LDS) will conduct a vehicle wash down as part of a un-supported operational decontamination exercise, integrated within a tactical scenario. The exercise will be conducted IAW standards outlined in FM 3-11.5. Units are required to conduct this training, at a minimum, once annually.

(4) Monitoring for CBRNE hazards is a unit responsibility (see FM 3-11.3). Soldiers must be proficient at operating and maintaining assigned CBRNE detection equipment, while leaders must be able to direct all monitoring efforts. Planning and control of radiological and chemical surveys will be done at Battalion/Squadron and higher levels. Company commanders will establish CBRNE monitoring teams and ensure the team conducts training on all chemical and radiological surveying and monitoring equipment.

d. CBRNE Control Party Training.

(1) Every FORSCOM subordinate company, battery, troop or detachment is authorized a CBRNE Defense Officer (non CMF 74), CBRNE NCO (non CMF 74) and CBRNE enlisted alternate. **These three (3) individuals make up the unit CBRNE control party and serve as the unit Commander's principal CBRNE defense trainers and advisors.** The CBRNE defense officer, non CMF 74 series NCO and enlisted alternate must successfully complete the two-week (80-hr) locally instructed CBRN Defense Course. If a company/ battery/ troop/detachment has a CMF 74 NCO or a CMF 74 series Soldier assigned that has not attended Senior Leader Course, attendance at the two-week course is mandatory. This course should be scheduled through G3 Schools.

(2) Tactical CBRNE control party skills are perishable. Unit commanders must ensure that proficiency in these skills is maintained through planned and integrated training in platoon and company collective tasks. If needed, G3 Schools can assist in scheduling a two-day CBRNE Defense Refresher Course to help sustain tactical control party skills. This course is not mandatory and is only provided when a unit is identified as a DEF or receives PTDO (prepare to deploy orders) and does not have sufficient flexibility to allow their Soldiers to attend the 80-hour CBRNE Defense Course. Units must specifically request this course.

(3) Scheduling through G3 Schools, additional training on CBRNE logistics, equipment maintenance, and training is available with the two-day CBRNE Room Operations Course offered by the Fort Stewart CBRN Defense School. Additionally, the course covers how to establish a unit level CBRNE program and operate a unit level CBRN room. This course is oriented to the unit CBRNE NCO, is not mandatory, and also, units must specifically request this course. This course will only be offered to units identified as a DEF and/or receives a PTDO and does not have sufficient flexibility to allow their Soldiers to attend the 80-hour CBRNE Defense Course.

e. Company/Battery/Troop/Detachment-level Commanders will:

(1) Ensure all assigned personnel have correctly sized, fitted, and functional protective masks. The M41 protection assessment test system (PATS) will be used to determine proper sizing and fit. The unit CBRNE NCO supervises sizing and fitting IAW the applicable -20 level protective mask Training Manual (TM) and TC 3-41,

Protection Assessment Test System. Complete size and fit validation for newly assigned Soldiers within 30 working days of their arrival at the unit. Re-validation is required before a unit assumes a CBRNE Consequence Management Response Force (CCMRF) mission, before a deployment, when a replacement mask is issued, or annually.

(2) Conduct mask confidence training. This training develops the Soldier's confidence in the fitting of the mask, its functionality, and its performance. Mask confidence training will be conducted annually at an approved facility such as the installation CS Chamber. (Use of Banana Oil does not meet the established mask confidence training requirement as per AR 350-1.)

(3) Conduct weapons qualification in MOPP. Units will conduct CBRNE individual and crew-served weapons training/familiarization using the Engagement Skills Trainer (EST) with a minimum of protective mask and chemical gloves. Units that do not train with the EST will conduct CBRNE weapons qualification or familiarization with a minimum of protective mask and chemical gloves. Conduct weapons qualification /familiarization in mission-oriented protective posture (MOPP) conditions in accordance with DA Pam 350–38 (chapter 3-4).

(4) Conduct annual CBRNE threat briefings for assigned personnel.

(5) Ensure that the appropriate section, squad, or platoon has personnel trained to operate, conduct -10 level PMCS and maintenance, and employ all assigned CBRNE defense equipment (CDE) as prescribed in the appropriate TMs and FMs for that equipment.

(6) Ensure all personnel are proficient in immediate/individual decontamination and utilizing unit level decontamination equipment to support operational decontamination. When a unit operates in a CBRNE environment, any Soldier may be required to support and/or undergo immediate, operational and thorough decontamination. The use of unit decontamination team rosters is at the commander's discretion.

(7) Ensure all personnel are trained on entry and exit procedures for assigned collective protection equipment (also see FM 3-11.4, appendix B).

(8) Normally unit CBRNE equipment is assigned as prescribed by the unit MTOE. A unit may centralize maintenance of equipment if it supports increased organizational maintenance readiness. However, it is the Commander's responsibility to ensure that CBRNE defense equipment (CDE) receives routine PMCS and scheduled services as prescribed in the appropriate equipment technical manual.

f. Deployment Readiness Training. Refer to NTC Reg 525-1 for deployment planning considerations to use when deploying to an area of operations where there exists a valid CBRNE threat.

(1) Basic unit CBRNE defense procedures are found in NTC Reg 350-28, NTC Reg 350-27, and NTC Reg 350-26. Unit SOP supplements are required to address unit-specific CBRNE equipment.

(2) Units must maintain load plans that address unit controlled decontaminates such as DF-200 decontamination foam, Super Tropical Bleach (STB), Decontamination Solution number 2 (DS-2), bulk CDE (i.e. CBRNE gloves, boots, JSLIST, etc.) and MTOE CBRNE equipment, to include the M17 LDS (lightweight decontamination system) with associated 65 GPM pumps, spray wands, hoses and accessories and the M20 SCPE (simplified collective protection equipment).

g. Safety and Environmental Requirements. Safety and environmental concerns should always be addressed when preparing for and conducting protective mask confidence training with CS (capsules or grenades), decontamination training, and smoke operations (mobile or stationary smoke pots) and flame field expedient training.

(1) Risk Management specifically addressing heat casualties is required when MOPP gear is to be worn over extended periods and/or during months when temperatures exceed 80 degrees. Work-Rest cycle guidelines can be found in FM 3-11.4 and 3-11.5. Leaders must ensure that Soldiers intake plenty of fluids while in MOPP.

(2) Some types of training chemical defense equipment must be treated as hazardous material and must be properly disposed of as hazardous waste. This includes the C2 protective mask canister and the M256A1 chemical agent detector kit. Soldiers should always wear the protective mask and protective gloves when using the M256A1 kit for training and train in a well-ventilated area, preferably outdoors. Disposal procedures are detailed in **NTC Reg 700-2**.

(3) M9 chemical agent detector paper, **National Stock Number (NSN) 6665-01-226-5589**, may be used for training. **M9 paper, NSN 6665-01-049-8982**, may not be used for training due to a carcinogenic dye in the paper. M9 paper need not be disposed of as hazardous waste. Demilitarization instructions are detailed in NTC Reg 700-2.

(4) The detector cells in the M22 automatic chemical agent detector alarm (ACADA), the joint chemical agent detector (JCAD) and the improved chemical agent monitor (ICAM) include small quantities of radioactive material which are beta-radiation emitters. Soldiers who may handle one of these devices are required to view the appropriate Nuclear Regulatory Commission (NRC) safety films. If the cell module on the M22 ACADA or JCAD is cracked or the ICAM base is cracked or broken, immediately establish an exclusion area, don protective gloves without protective mask, place the broken or cracked item in a plastic bag, wrap it air tight, and give it to the unit CBRN NCO for further processing through the unit and installation radiation safety officer (RSO). If a Soldier suspect's skin has contact with radioactive material, wash immediately with soap and water.

(5) Safety and environmental guidelines to be followed when training with CS, smoke, or chemical agent stimulants are in NTC Reg 385-10, NTC REG 350-3. Masking criteria are summarized in para 8-12 below.

8-16. USE OF RIOT CONTROL AGENTS, SMOKE, AND CHEMICAL AGENT SIMULANTS IN TRAINING.

a. G3 Range Operations must approve all unit use of CS, smoke, and chemical agent stimulants at FICA. To request the use of CS, smokes, or chemical agent stimulants, see NTC Reg 385-14, NTC REG 350-3, and Chapter 13. Requests to use the Post CS Chamber, RANGE 21 (located behind LFA Warrior, vicinity sewer pond and Landfill) are also made using RFMSS. Procedures for operating the CS chamber are in NTC Reg 350-13.

b. CS is the only riot control agent authorized for use in training. Details on the use of CS in field training at FICA are in NTC Reg 385-14.

c. Do not expose pregnant Soldiers, Soldiers with asthma or upper respiratory problems or Soldiers with severe acne to CS or chemical agent stimulants.

d. Soldiers operating in areas where the use of CS, smoke, or chemical agent stimulants are planned should have a fitted and serviceable protective mask with them at all times (see NTC Reg 385-14 for detailed masking criteria). In summary, masking criteria are:

(1) Mask when passing through or operating in/near any area where CS capsules or grenades have been employed.

(2) Mask before exposure to smoke from the M8 (practice) or M4A2 (actual) screening smoke pots.

(3) Mask when passing through or operating in dense fog oil (SGF-2) smoke or smoke produced by the vehicle exhaust emission smoke system (VEESS). Dense smoke allows visibility less than 50 meters.

(4) Mask if expected to remain in a smoke haze (visibility greater than 50 meters, but less than 150 meters) for more than four hours.

(5) Mask when operating in enclosed spaces where smoke is employed; note that the protective mask will not protect effectively in oxygen-deficient environments which can be created by burning smoke grenades, smoke pots, or burning CS capsules/grenades.

(6) Mask any time exposure to smoke is suspected of causing difficulty in breathing, eye irritation, or discomfort in the any combination of eyes, nose or lung exposure.

e. Detailed guidelines on the use of smoke, to include safety and environmental considerations, are in NTC Reg 385-14 and the Policy on the Use of Smoke at FICA.

8-17. TRAINING AIDS.

a. Units are required to maintain adequate, necessary, and serviceable CDE for training; units are budgeted funds for training CDE in the Army Training Resource Model. Authorized levels of training CDE are provided in NTC Reg 700-2.

b. Selected contingency CDE with expired shelf lives may be used for training. This includes, but is not limited to, the M256A1 chemical agent detector kit and M9 chemical agent detector paper (NSN 6665-01-049-8982 only; see paragraph 8-11g (3) for clarification). Proper disposal procedures must be followed where applicable.

c. The Simulator, Projectile, Airburst, Liquid (SPAL) CBRN Trainer is an air bursting projectile filled with a liquid chemical agent stimulant. The SPAL adds realism during field training by replicating persistent chemical agent attacks by mortars, artillery, and rocket. The SPAL is a training ammunition item and is forecasted for like other training ammunition. The standard stimulant used with the SPAL is PEG-200, which is requisitioned through the standard supply system.

d. G3 TSC maintains a quantity of Nerve Agent Antidote Kit (NAAK) trainers that are available upon written request.

e. G3 TSC maintains most of the 3-series TV tapes and training films that cover aspects of training, employment, and maintenance for CBRN defense, smoke, and flame field expedient operation.

8-18. COMMUNICATIONS SECURITY (COMSEC) REQUIREMENTS.

a. Each MSC and Separate BATTALION will adhere strictly to the communications standards and responsibilities outlined IAW Network Enterprise Center (NEC) SOP **Appendix FF**, this regulation, NTC Reg 350-19, NTC Reg 525-1, and NTC & Fort Irwin Training Signal Operating Instructions (SOI).

b. COMSEC Procedures.

(1) CRYPTO Variable (i.e. electronic key or fill).

(a) At no time will more than one variable be operational on FM or IHFR nets. All secure FM radio nets will use the same key tape, segment, and edition. All secure IHFR radio nets will use the same key tape, segment, and edition.

(b) Units are not authorized to generate FM and IHFR fills in the field or garrison.

(c) There is only one Over-the-Air-Rekey (OTAR) variable used throughout NTC & Fort Irwin and the COMSEC Management Office (CMO) (NEC) distributes it.

(d) The CMO is responsible for managing and distributing the electronic keys within the Installation as prescribed by Chapter 2, TB 380-41. Table 8-1 located on page 176 /177, shows the fills which are used within the installation: (changeover date and time applies to both field and Garrison). **Contact NEC** for actual (760) 380-5494.

SHORT TITLE	VARIABLE	FREQ CHANGEOVER
UNIT XXX		
		WEEKLY
		MONTHLY
		YEARLY
UNIT XXX		
		WEEKLY
52nd ID NETOPS		
		YEARLY
		MONTH
G2		
		YEARLY
		MONTH
		WEEKLY
JNNs		
		MONTH
		WEEKLY
		YEARLY
G6 COMMAND GROUP		
		MONTHLY
		MONTHLY

Table 8-1. Example NTC & Fort Irwin COMSEC Fills

- (e) All COMSEC will change at 0001Z regardless of daylight savings time or otherwise directed by NETOPS.
- (2) Labeling Common Fill Devices (i.e. SKL,).
- (a) Secure Key Loaders (SKLs) are the primary COMSEC storage devices used on NTC & Fort Irwin. All devices should have a white label on top identifying which fill is stored inside.
 - (b) Some units may still have KYX-15s, and ECCMs (Single Channel Ground Air Radio System (SINCGARS) fill devices). They will be annotated with an alcohol marker on the white fill position identification (ID) plate with the appropriate fill identifier and effective dates IAW **CMO SOP**.
 - (c) Each storage position in ECCM that contains a fill will be annotated on its corresponding fill position ID plate.
 - (d) When storing and transporting SKLs, the CIK key should be removed from devices and carried separately.
- (3) NTC & Fort Irwin Training SOI.
- (a) NTC & Fort Irwin training SOI frequencies, call signs suffixes, and signs/countersigns change daily at 0001Z regardless of daylight-savings time.
 - (b) Use fixed call signs and suffixes on secure nets only.
 - (c) All non-secure nets will use the normal SOI prefixes, suffixes, and expanders.

Section IV- NTC & Fort Irwin Physical Security Training

8-19. CRIME PREVENTION

NTC Regulation 190-31 requires Major subordinate/Battalion Commander and Activity Directors to coordinate with the DES for formal Crime Prevention Training on an annual basis (Pg A-4 NTC 190-31).

8-20. Physical Security Officer (PSO) outlined in AR 190-13.

a. A PSO will be appointed in writing at the unit (battalion and higher), garrison, ACOM, ASCC, DRU, and ARNG command levels. Appointees will be knowledgeable of physical security and will meet at least one of the following requirements:

- (1) Demonstrated ability to manage a physical security program through prior experience.
- (2) Formal training in military police or physical security operations.
- (3) Completion of the **Army physical security course per paragraph 3-2a(3)**.

b. Department of the Army civilians and Army National Guard (ARNG) state technicians may be appointed as PSOs per-

- (1) **AR 690-950**.
- (2) Position Classification Standards for Security Administration Series 0080 as published by the Office of Personnel Management.
- (3) State or territory personnel directives for physical security specialists also apply for the ARNG.

8-21. Armorer Training outlined in AR 190-11

a. Commanders responsible for AA&E will establish a training program for those personnel responsible for the accountability of these items. The training program will be designed to:

- (1) Provide training in inventory and accountability procedures as outlined in applicable 700-series Army regulations.
- (2) Fit the requirements of different groups of personnel responsible for accountability.
- (3) Indoctrinate personnel in the principles, criteria, and procedures for accountability and inventory, including disciplinary actions against individuals responsible for violating security requirements as prescribed in this regulation.

b. Commanders will initiate an aggressive training program to ensure all unit personnel are aware of their responsibilities for the security and accountability of AA&E. A training program will also be established to ensure requirements of **AR 190-56** are met and to ensure continued proficiency of the guard force. As a minimum, this training will include:

- (1) Care & use of weapons, to include qualification firing with assigned weapons within the past 12 months.
- (2) Legal authority, responsibility, and jurisdiction of guards on duty, to include apprehension, search and seizure, and use of force.
- (3) Physical fitness training.
- (4) Guard orders, to include communications and duress procedures.
- (5) Duties in the event of emergencies, such as alerts, fire, explosion, civil disturbance, intrusion, attempted seizure, or terrorist incident.
- (6) Current criminal threat to AA&E.
- (7) Crime prevention.
- (8) Common forms of sabotage and espionage, to include current threat situation.
- (9) Location of hazardous and vulnerable equipment and materiel, to include high security risk AA&E requiring special attention or more frequent security checks.
- (10) Location of fire protection equipment, decontamination stations, electrical circuit breakers and main

cut-off switches, and first-aid facilities.

- (11) Operation and monitoring of IDS.
- (12) Additional training subjects as listed in **AR 190-13**.

c. Commanders will take continuing action through annual update refresher briefings to ensure that all personnel are aware of their responsibilities for the control and safeguarding of AA&E.

Any issues or concerns regarding Physical Security call: Physical Security Director at 760-380-4210.

Section V- NTC & Fort Irwin Robotics Training

8-22. BASIC ROBOTICS TRAINING.

a. The Robotics Systems Joint Project office (RSJPO) provides basic operation and maintenance training of identified robotic platforms. The RSJPO is dedicated to provide deploying units the training necessary to operate and maintain robotic platforms used in theater.

b. This includes but is not limited to conducting operational assessments; conducting COTS and POR system operator training; and supporting doctrine and tactics training, mobile training teams (MTT) and new equipment training (NET). RSJPO provides MTT's for deploying FORSCOM and First Army (FUSA). RSJPO will provide train the trainer instruction to designated personnel as well as assist units with their robotic training at the unit level.

c. The training is designed to assist units in the planning and execution of individual and collective robotics training as part of the "Defeat the Device" Line of Effort. The more exposure the Warfighter gets on the robotic systems, the better they will understand the functionality, capabilities of the platforms, and how executions of missions using robotic platforms are performed.

8-23. JRRTT NTC offers training: To units who request robotic training outside of the normal RSOI/Rotational Training. This training can be requested directly with the JRRTT NTC staff or via the NTC G3.

- a. Training request must be turned into the JRRTT NTC no less than 5 working days before the required training day.
- b. Each group of soldiers will have an NCOIC and a clear description of what they intend to accomplish with the training.
- c. Requests coming from any third parties and not the government customer directly will not be honored.

8-24. Purpose: Robotic platforms provide a means to conduct realistic training allowing for rapid and accurate AARs to complement lane training. Knowledge of robotic platforms is paramount to obtaining maximum training benefit from the systems. Robots are used in counter IED training, scout these devices simulate an IED explosion. They provide a means to conduct reaction to IED explosion training.

8-25. The following robotic systems are used for robotic training:

a. TALON Robot: The TALON robotic system has been ongoing over the last several years. As the workhorse for the EOD and Route Clearance (RC) teams. The operation of the TALON during EOD /Route Clearance missions has increasingly become more of a mounted mission, as users have become dependent on the safety of armored vehicles.

(1) The TALON platforms provide commanders the ability to detect, identify, and neutralize suspected explosive hazards. Using a tele-operated system they provide the Warfighter a safe standoff to inspect and clear suspicious objects during EOD/IED sweeps. The platforms utilize an articulated arm and gripper, multiple illuminated cameras, a pan/tilt surveillance camera, long range radios, and a ruggedized OCU to execute missions. Additional capabilities available for the TALON IV Engineer include three infrared (IR) cameras, a 300:1 color zoom with wide-angle camera, and a JAUS-compliant design that allows for modular plug-and-play upgrades.

b. PackBot Fastac: Robotic platform provides the Warfighter safe standoff for route reconnaissance /scouting missions. They help fill the gap whenever an RCP is not readily available when an infantry, or, cavalry scout element is faced with a possible IED. The Fastac enables the Warfighters to inspect suspicious objects and generate

a 9 line IED report which can then be used by the EOD/RCP to take corrective action.

(1) The system includes a remote controlled articulated arm with a gripper and a pan/tilt/zoom color surveillance camera with ultra low-light capabilities. The robot operates at speeds up to 5.8 miles per hour, enabling fast, tactical maneuvers. The Fastac robot supports two arm configurations, the first one being a dual arm configuration and the second being a single 3 stage arm used in EOD operations.

(2) The two arm configuration consists of two small arms (SAM, CAM), flippers without tracks, a small light weight, ruggedized AMREL laptop for the OCU and a high frequency embedded radio. The CAM has three degrees of freedom with the same highly capable color zoom camera seen on the 3-link arm, and can extend 29" to view heights up to 41". The SAM has four degrees of freedom with continuous wrist rotation and 185 degrees shoulder pitch. It extends 42" and can lift five pounds at full extension.

(3) The single arm configuration consists of a 3-link arm that extends 80", and can lift 10 pounds at full extension and 30 pounds close to the chassis. The head, shoulder and gripper independently rotate a continuous 360 degrees with an auto-focus, 312X zoom color camera that enables the robot to identify, lift, carry, and manipulate small objects.

c. Mini EOD (SUGV 310): Robotic system supports a JUONS to assist in EOD operations requiring a smaller robot. It identifies and neutralizes roadside bombs, car bombs, and other IEDs and is specially designed for locating, identifying and disarming explosive and incendiary devices, and collecting forensic evidence.

(1) The Mini-EOD is a small, lightweight, Modular Lightweight Load-carrying Equipment (MOLLE) pack transportable vehicle operated from a wearable OCU. The Mini-EOD uses a chassis with four cameras allowing a forward/rear facing Wide-Field of View (WFOV), gripper, and body chassis view while utilizing BB-2557 batteries. The Mini-EOD uses a manipulator arm. Together, the vehicle and OCU weigh less than 35 lbs, and can be stored in a military rucksack or MOLLE pack.

(2) The Mini EOD has been a key component for the OEF EOD mission due to its light weight and compact size that allow it to be stored and carried in a soldier's rucksack. The Mini EOD is largely being used for the dismounted EOD missions in OEF. Usage of the Mini EOD has shown that the monacle display can lose its effectiveness depending on the user, as well as the type of environment it is used in.

Section VI Antiterrorism

8-26. Antiterrorism Training

Reference: APPENDIX 2 TO ANNEX R TO NTC and Fort Irwin ANTITERRORISM (AT) PLAN INDIVIDUAL TRAINING REQUIREMENTS FOR AT THREAT AWARENESS

a. **General.** This section outlines the Department of Defense Individual Training Requirements for Antiterrorism Threat Awareness for use with the NTC and Fort Irwin AT Threat Awareness Program. This document applies to personnel assigned to NTC and Fort Irwin, including tenant organizations. This document will be reviewed as part of the Basic Plan at least annually.

b. **Training Requirements**

(1) There are four levels of training for antiterrorism (AT) threat awareness.

(a) **LEVEL I.** This training is directed toward military members, Department of Defense (DoD) civilians, and their family members deploying or traveling on government orders. Minimum training standard includes a personal awareness briefing, receipt of JS Guide 5260 "Service Member's Personal Protection Guide: A Self-Help Guide to Combat Terrorism While Overseas," and OJCS Pocket Card 5260 "Antiterrorism Individual Protective Measures." All soldiers are required to complete this training annually, and prior to OCONUS movement.

(b) **LEVEL II.** This training is directed toward AT officers (ATO), non-commissioned officers, or equivalent. These individuals are then qualified to serve as an AT advisor to the commander and provide Level I instruction. Minimum training standard includes resident instruction provided by the services. All units at the Battalion and Brigade level are required to have one (1) AT LVL II qualified soldier.

(c) LEVEL III. This training is directed toward commanders in grades O-5 and O-6. Minimum training standards include training conducted in service pre-command courses.

(d) LEVEL IV. This training is directed toward commanders in grades O-6 to O-8, and select personnel responsible for AT programs or involvement in AT policy, planning and execution. Minimum training standards include invitational executive-level seminars.

(2) Specific AT training requirements.

(a) All personnel will receive a Level I Threat Briefing at least annually.

(b) All personnel deploying or traveling outside the United States, its territories and possessions will receive a Level I Threat Briefing, supplemented with a recent Area of Responsibility (AOR) update, within three months prior to travel.

(c) When possible, Level I training will be supplemented by instruction on recognizing and reporting concealed improvised explosive devices (IEDs).

(d) Level I training topics shall include the following:

- Introduction to Terrorism.
- Terrorist Operations.
- Individual Personnel Protection Measures.
- Terrorist Surveillance Techniques.
- Hostage Survival Techniques.
- Explanation of Threat Level: All personnel assigned as an ATO, non-commissioned officer, or equivalent will receive Level II training.

(e) Level II AT training topics must include, at a minimum, the following:

- Understanding AT roles and responsibilities: Understanding policy and standards, access reference sources, organization for AT, command/staff relations, and AT working groups.
- Training in the assessment and analysis of vulnerabilities: Baseline unit AT posture, conduct assessments, intelligence/CI integration, and information operations.
- Preparation of the AT plan: Template and planning tools, how to develop and write plans, CBRNE (WMD) considerations, and the use of RAMs.
- AT resource management: Resource requirements generation and prioritization and CbTRIF.
- Conduct AT training: Oversee AT Level I training and exercise unit AT plans.
- Creation and execution of AT programs: Use and implementation of Threat Levels/FPCONs, unit/installation protective measures, and mitigating vulnerabilities.
- Engagement: Methods/procedures for local liaison, use of local intelligence resources, methods of sharpening understanding of local threat picture, coordination with civil authorities and security forces, and the use of counterintelligence resources.
- Review of applicable AT reference publications.
- Methods available for obtaining site-specific updates for deployment/travel area.
- Service-directed modules on other aspects of AT such as physical security requirements and technology updates.
- Any additional training as available with emphasis on command and control, cultural issues, hostage situations, intelligence, legal issues, and physical security.

(3) All commanders in grade O-5 and O-6 will receive Level III training consistent with the program of instruction requirements of applicable pre-command courses. Level III training topics shall include, at a minimum, the following:

(a) Understanding AT responsibilities: Understanding policy, assessments, and off-installation housing.

(b) Ensuring preparation of AT plans: Baseline AT posture, mitigating CBRNE (WMD) attack, and MOU/MOAs.

(c) Ensuring the execution of AT planning: AT plans and training and Level I Training.

(d) Understanding the local threat picture: Fusion of intelligence.

(e) Building a sustainable AT program: Terrorism threat levels and FPCON measures.

(f) Executing resource responsibilities: AT resource programming and construction standards.

- (g) Understanding use of force and ROE: Terrorist scenarios & hostile intent decision-making.
 - (h) Engagement: Methods/procedures for local liaison, use of local intelligence resources, method of sharpening understanding of local threat picture, coordination with civil authorities and security forces, and use of counterintelligence resources.
 - (i) Any additional training as available with emphasis on command and control, intelligence, and legal issues.
- (4) All personnel requiring Level IV training will be scheduled consistent with the requirements of the Service, combatant commander, or responsible DoD agency sponsor. Level IV training topics shall include, at a minimum, the following:
- (a) Terrorist profile, tactics, targets, training, and equipment.
 - (b) The international perspective.
 - (c) Intelligence integration.
 - (d) Interagency coordination.
 - (e) Terrorism and CBRNE (WMD).
 - (f) Vulnerability assessment observations.
 - (g) Antiterrorism war game.
 - (h) Crisis response/consequence management war game.
- c. AOR specific training is required for all personnel deploying or traveling outside the United States, its territories and possessions for either temporary or permanent duty. Combatant commanders provide AOR specific AT information available for incorporation in threat briefings and training. AOR specific training topics should include, as a minimum, the following:
- (1) Specific terrorist groups, their history, tactics and techniques, and methods of operation.
 - (2) Self-protection measures for individuals while on a DoD or U.S. Government facility or installation.
 - (3) Self-protection measures for individuals while away from a DoD or U.S. Government installation.
 - (4) Self-protection measures for individuals while in transit from domicile to duty stations (for those living off an installation) or from one locale to another while on official business.
 - (5) Improvised Explosive Device (IED) recognition.
 - (6) Physical security measures for residents of single or multiple family housing units located off a DoD installation.
 - (7) Security measures for executives and their immediate staffs.
 - (8) Family security measures; and other topics as specifically mandated by the Combatant Commanders.
- d. Personnel at high risk to terrorist attacks or personnel assigned to high risk billets should receive advanced AT training prior to assuming duties. In some cases, this training may be extended to include family members. When possible, this training should be conducted prior to arrival in theater.
- e. All personnel deploying or traveling outside the United States, its territories and possessions categorized with a medium or high threat probability should be given guidance, at least annually, on appropriate conduct and actions in the event they are taken hostage or are kidnapped.

3. **Remarks.** The above listed training is considered the minimum acceptable training required to meet applicable DoD AT standards. Individuals and units are encouraged to supplement the above training with additional resident or correspondence courses, briefings, presentations, seminars, or other training events and exercises as needed.

Section VII Cyber and Army Space Training

8-27 Cyber Training and Army Space Training

a. Commanding Generals Guidance on; Cyber Training. Commanders at all levels must recognize the cyber threat and be proactive and innovative in training to protect the network and the information that resides on and transits through that network. Critical tasks are computer network defense, information assurance and threat awareness training, network hardening, incidence response planning, and cyber security policy and procedures enforcement. Commanders must be prepared to operate in a non-permissive information environment, and ensure their units can operate effectively against cyber and electronic warfare threats. Units will include Cyber Electromagnetic Activities (CEMA) in their planning processes in order to seize, retain and exploit an information advantage over adversaries and enemies in both cyberspace and the electromagnetic spectrum.

b. Commanding Generals Guidance on; Army Space Training. Our Army depends on assured access to space-based force enhancements such as positioning, navigation and timing, friendly force tracking, communications, intelligence collection, weather, environmental monitoring, and missile warning. Army space capabilities are combat multipliers for all Warfighting Functions. All Soldiers must understand mitigation strategies when those capabilities are degraded, disrupted or denied. Commanders will incorporate contested space environments into home station training. The United States Army Space and Missile Defense Command (USASMDC)/Army Strategic Command (ARSTRAT) is the Army's proponent for the Army Space Training Strategy, providing space training and education for Soldiers at every echelon. For units that conduct Army Space Training at home station and identify specific contested space training objectives, Operations Group will include in the rotational design.

Chapter 9

Leader Training and Development- Training Strategy (Officer / NCO / Civilian / Supervisor Education)

SECTION I – OVERVIEW

9-1. INTRODUCTION.

1. TRAINING STRATEGY.

a. Leader Training and Development. Leader Development is a critical foundation for the future of the Army and one of our top priorities as outlined in the FORSCOM Leader Development Guidance dated 27 January 2014. It is a long-term process that combines training, education, and experience to prepare leaders for future challenges and assignments. It relies on a coaching partnership between leaders and the led, where leaders must trust subordinates and empower them to accomplish missions to meet the commander's intent. Integrate Leader Development into everything we do and focus your program on the following principles.

(1) Counseling. Counseling is the key to developing our junior leaders. The example we set by counseling subordinates will guide their future actions. Every leader must be counseled by their Senior Rater and Rater – no exceptions. I expect Brigade and Battalion Command Teams to assess their unit's performance in this area and implement necessary changes to ensure effective counseling is being conducted at echelon.

(2) Focus on Character. The Army as a profession embodies the imperative that values, character, and integrity form the foundation for effective mission accomplishment. Commander emphasis on creating an Army professional identity, promoting ethical conduct, and directing character development will add to our credibility as a profession and respected American Institution. Leaders will exploit the Center for the Army Profession and Ethic (CAPE) resources and adhere to the schedule of programs and themes.

(3) Leader Certification. We are directly responsible for training and certifying our leaders to perform their very important tasks here at the National Training Center. Certification programs should be comprehensive and enable subordinate contributions as quickly as possible upon their arrival. These certification plans should be challenging and require a form of testing to measure performance and understanding. During the 1st Quarter of FY15 I want each of the subordinate commands to take a critical look at all of our leader certification programs (to include the OC/T Academy and COEFOR Academy) and update them as necessary to reflect the current operating environment.

(4) Talent Management. Develop and implement actions to identify and manage the talent of mid-grade and junior leaders in support of broadening developmental opportunities such as Project Warrior, Interns and Fellowships, Professors and Instructors, Drill Sergeants, Recruiters, and various leader development assignments and educational programs. This creates opportunities for our finest leaders to build on their tactical foundation and develop into critically thinking leaders that are ready to excel at the next level.

(5) Company Commander LPD. NTC will continue to provide quality SME-led training for company commanders on a quarterly basis, recognizing their important role and heavy burden of responsibility and knowledge.

(6) To enable operational Leader Development, FORSCOM established a digital Leader Development Toolbox. This virtual toolbox streamlines leader access to tools and resources located across the Army. The toolbox consists of a public access site <http://www.forscom.army.mil/LeaderDevelopment/Home> and a milSuite site <https://www.milsuite.mil/book/community/spaces/forscom-leader-development-toolbox>.

b. Civilian Leader Development. We remain committed to providing a Civilian leader development program that attracts, trains, educates, develops, and retains our Civilian workforce. Leaders at every level will embrace and prioritize Civilian leader development. The NTC Civilian Leader Development Program will ensure development of our Civilian workforce through the following programs – Civilian Education System (CES), Supervisor Development Course (SDC), Senior Enterprise Talent Management (SETM) program, FORSCOM Civilian Developmental Assignment Program (FCDAP), Center for Creative Leadership (CCL), Army Civilian Training,

Education, and Development System (ACTEDS), Career Program training opportunities, and other competitive professional development assignments and training opportunities. All NTC Civilians are required to have an Individual Development Plan (IDP) that outlines required and desired training. Leaders will conduct performance counseling sessions at least semi-annually to review and approve IDPs for each Civilian. (Enclosure 4)

c. Desert Strong. The NTC CG has officially adopted the Desert Strong Campaign to enhance the Comprehensive Soldier and Family Fitness Program (CSF2) by offering activities and a professional growth library that specifically fits within the pillars of CSF2. It empowers unit leaders with readily accessible materials to teach their Soldiers on a myriad of topics. Small unit leaders are expected to take advantage of these topics during the duty day following physical fitness and during opportunity training. The Desert Strong website is located at <http://www.irwin.army.mil/Pages/DesertStrong.aspx>.

d. Ready and Resilient Campaign (R2C). The Ready and Resilient Campaign and associated working groups and teams provide the initial framework to look holistically and strategically at Fort Irwin's ready and resilient initiatives and consolidate guidance for many of the ongoing but separate programs aimed at improving Soldier, Family, Civilian and unit readiness. The campaign focuses on the following five pillars: Sexual Harassment/Assault Response and Prevention (SHARP), Suicide Prevention, Family Advocacy, Physical Resiliency and Spiritual Resiliency. The R2C will establish an enduring cultural change that integrates resilience into how we build, strengthen, maintain, and assess total fitness, individual performance, and unit readiness and resilience. Leverage command climate surveys to reinvigorate our military culture and create environments based on mutual respect, trust and confidence. For guidance on the Fort Irwin Ready and Resilient Campaign see Enclosure 5.

e. Sexual Harassment/ Assault Response and Prevention (SHARP). Fort Irwin must create a climate based on the Army values that leads to the elimination of sexual harassment and sexual assault on our installation. Commanders, Leaders, and Directorates are responsible for adhering to published FORSCOM and Fort Irwin SHARP requirements including senior leader training, annual training, SARC/ SHARP/ VA manning and credentialing. The NTC SHARP office will provide training programs, instructors, and support to commanders at every level while planning community-wide events to raise awareness among Soldiers, Civilians, and Families. See Enclosure 6 for additional details and guidance.

f. Train the Force. Clear warfighting proficiency gaps exist, particularly among our small unit leaders with only OIF/OEF experience. We are in a unique position at the National Training Center to see firsthand how units are conducting operations and assess their strengths and weaknesses. It is incumbent on us to share that information with the rest of the Army through participation in the various warfighting forums, lessons learned discussions, and through the routine publication of professional articles.

(1) Operations Group: It is my intent that Operations Group submits at least three articles per quarter to a professional military publication to share the NTC experience across the force. By the end of 2nd Quarter, FY15, Operations Group will also submit the second version of "Training for Decisive Action, Stories of Mission Command" for publication. This collection of articles will provide insights from all types of Brigade Combat Teams that train at the NTC but add special emphasis on the lessons learned from the Stryker Brigade rotations.

(2) 11th ACR: Develop a quarterly newsletter that provides thoughtful observations on the battlefield from an opposing force perspective. Newsletters will be submitted to the NTC CG at the end of each quarter.

CGs Guidance; Our leader training programs must be well thought out, planned, and resourced. Select subjects that are relevant and commensurate to the grade/position being trained. Instructors must be the subject matter experts - if they are outside the organization, bring them in. At no time during the training should anyone in the audience feel that the training is a waste of time!!

The Army Profession (formerly Profession of Arms). Leader development will focus the Army Profession. CG will lead the way in leader training by conducting LPDs in the Army Profession series. This program will feature discussions on a variety of topics. The NTC Command Sergeant Major will hold discussions with the senior trainers of our Soldiers on various topics, to include Desert Strong, ensuring we continue to produce highly trained and disciplined Soldiers. At a minimum, units will conduct quarterly Officer Professional Development (OPD) and Non-Commissioned Officer Professional Development (NCOPD). The NTC CSM conducts NCOPD for 1SGs and

above quarterly. The NTC CG conducts a SGM/CSM forum quarterly. Post NCOPDs for the remainder of FY 13 are TBP. Officers and Non-Commissioned Officers and will execute NCODP/OPD training at a minimum of once per month. When appropriate, combining these programs may maximize training effectiveness and reduce redundancy. The focus of these programs should be to develop combat leaders who understand Army standards. There should be a mix of tactical and administrative topics. The CAPE website is <http://cape.army.mil/>. The G3 POC for the Army Profession is G3 CHOPs.

- a. Leadership is a component of combat power. This requires leaders who are tactically and technically proficient to fulfill the responsibilities of their duty positions. Leaders must also prepare themselves to fulfill the responsibilities of their superiors who may become casualties of war. The Army's increasing technological sophistication makes this challenge even greater.
- b. Without highly trained leaders who can implement effective, common-sense solutions to tactical problems and rapidly changing situations, our small units will not win the close fight. We must ensure our programs develop not only the tactical and technical knowledge of our leaders, but also the critical decision-making skills necessary to survive and win on the battlefield.
- c. Leader training is central to preparing leaders for this challenge. This training is a continuous process extending throughout the leader's career. Within a unit, the commander has overall responsibility for the professional development programs of his subordinate leaders. His/her CSM or 1SG is vital to this program for the professional development of the unit's NCOs.
- d. Pre-Approved TDY for PME/Functional/Other Schools/Courses/Conferences: The list of Professional Military Education (PME) and functional courses that are covered under FORSCOM Military Training Specific Allotment (MTSA) funding, or are preapproved TDY because of mission or directives are available at Enclosure 4 (Pre-Approved TDY List). All other TDY requests, to include conferences, will require approval through NTC Chief of Staff.

PME	FUNCTIONAL	OTHER	Unit Funded required TDY
Advanced Leader Course	Ranger	All MOS Reclassification Courses	Warrior Leader Course
Senior Leader Course	Master Gunner	All Assignment based course (Drill Sergeant, Recruiter, Airborne, etc.)	Medical Appointments
Officer Candidate School			ASRCs
Captains Career Course			IPCs for rotation
Intermediate Level Education Course			
Warrant Officer Candidate Course			
Warrant Officer Basic Course			
Warrant Officer Advanced Course			
Warrant Officer Staff Course			
Warrant Officer Senior Staff Course			
All Pre-Command Courses			

SECTION II - PROFESSIONAL DEVELOPMENT PROGRAMS

9-2. CONCEPT.

- a. Officer Professional Development (OPD) and Non-Commissioned Officer Development Programs (NCODP) are the cornerstones for leader training and development in units. These programs must build leaders who are tactically and technically proficient, dedicated to their profession, concerned about their Soldiers, instilled with the Warrior Ethos, and prepared to assume the next level of responsibility. Professional development consists of the NCODP, OPD, check ride, and certification programs within a unit. Unit Commanders may conduct other leader training at their discretion.
- b. Two critical areas require solid professional development programs. First, due to the continuing combat mission, deployment related professional development is critical to NTC & Fort Irwin's ability to properly execute that mission. Second, the modern battlefield is a very unpredictable and violent place. High intensity operations can be conducted within blocks of counter insurgency and stability operations. Prepare our leaders now for the psychological stress and anxiety of this fact, so that they can more effectively deal with the unexpected and execute common-sense solutions to win the small unit fight.

9-3. NCODP.

- a. NCODP is the unit's program for training its NCOs. It will emphasize all forms of leader training, from individual teaching and counseling to formal group instruction. It will focus on Leadership, warfighting, and preparing NCOs to teach their Soldiers those battlefield skills needed to fight, win, and survive.
- b. NCODP is conducted at all levels. The CSMs and Co 1SGs has primary responsibility for the NCODP within their unit.
- c. NCODP should be METL and warfighting related; nested with the Commanders Quarterly Training objectives. Training must focus on those skills vital to the unit's mission. NCODP must also be event oriented; individual training must support future collective training. The unit's MTP is an invaluable resource to guide training in this stair step approach.
- d. Up to one of every four NCODP events may be dedicated to Junior Leader Development consisting of NCOs teaching junior NCOs or SPC(P)/CPLs important NCO leadership tasks. Topics can include PT instruction, counseling techniques, accountability/care of equipment, or any other subject approved by the unit Commander.
- e. NCODP time will be used for one of the two following forms of instruction:
 - (1) METL based war fighting classes to include execution of battle drills.
 - (2) Junior Leader Development to include critical decision-making skills, problem-solving exercises, and TLPs.
- f. NCODP will be scheduled at least a minimum of once per quarter, and preferably monthly.

9-4. OPD PROGRAM.

- a. OPD Program is the unit's program for training its commissioned officers. It will emphasize all forms of leader training, from individual teaching and counseling to formal group instruction. Training must foster warfighting skills and those other skills needed to effectively manage the Army's resources. Tactical training must underscore the importance of being a "Warrior" and "Leading from the Front."
- b. OPD Program is conducted at all levels. Commanders have primary responsibility for the OPD; this demands that they personally involve themselves in OPD training. OPD must be METL and war fighting related.
- d. OPD training will focus on the following topics:
 - (1) METL Focused Training to include execution of battle drills.
 - (2) Junior Leadership Development to include critical decision-making skills, problem-solving exercises, the TLPs, and Training Models.
 - (3) Military History/Biographies.
 - (4) Unit History.
 - (5) Professional reading and personal development.

9-5. Civilians / Supervisor Development Education System

CG guidance- Civilians. Continuity at the NTC rests with our professional civilian work force. Keep them informed, provide for their training and career development, and recognize their service and achievements. Commanders should make a concerted effort to provide ample opportunity to professionally develop DA Civilians and grow the workforce at NTC for years to come. The Civilian Education Program will be tracked through G3 OPS. Units are expected to make progress on training their civilians.

a. The Fort Irwin and NTC Civilian Education Program (CEP) is the support program for Fort Irwin Army Civilians seeking education and professional development. Each unit has a dedicated CEP Lead to provide information, guidance, and enrollment facilitation for all Civilian Education System (CES) and Institutional Training courses. The CEP and CES details are outlined in the Schools SOP and Civilian Development links located on SharePoint <https://irwin-portal/sites/G3/OPS/Schools/Forms/AllItems.aspx>. Any issues contact (760) 380- 3459.

b. The Civilian Education System (CES) is a comprehensive, sequential leader development and education program designed to prepare Army civilians for leadership roles throughout their careers. Developed by the U.S. Army Training and Doctrine Command (TRADOC), CES provides Army civilians with essential skills to support the Warfighter as leaders in the Army community. Designed primarily for team leaders, managers, and supervisors, the CES courses promote self-development and institutional training. The courses are competency-based, sequential, and progressive, using a combination of distributed learning followed by resident training. All Army employees may use the distributed learning courses for personal development and training. Most permanent Army civilians are centrally funded for CES courses, so lack of fiscal resources does not prevent qualified civilians from attending. Military and non-Department of the Army (DA) employees are funded through their respective organizations.

c. The CES has four core courses to offer Army civilians:

(1) The Foundation Course, designed for civilians entering the Army, is an orientation required for interns, team leaders, supervisors, and managers who were employed after Sept. 30, 2006. The course is taught exclusively through distributed learning and teaches Army structure, values, customs, ethical standards, leadership, and doctrine. Skills gained in this course include team building, group dynamics, effective communication, self-awareness, and an understanding of DA civilian career progression. Civilians who complete the Foundation Course are ready to delve into their first leadership role within the Army.

(2) The Basic Course, designed for civilians in direct leadership positions, is taught to supervisors or team leaders through distributed learning and then resident training at AMSC's Fort Leavenworth, KS, campus. The course teaches students how to apply basic leadership skills to effectively manage and facilitate small teams and how to develop teams with the necessary skills to achieve mission success. Students also learn how to continue personal self-development as well as foster it in team members. All teachings are based in Army doctrine and explore various leadership and behavioral theories. Civilians who complete the Basic Course are ready to build, mentor, and effectively lead a team.

(3) The Intermediate Course, designed for civilians in direct and indirect supervisory positions, enhances students' leadership skills and expands their roles in human resources (HR) and financial matters. This course is a combination of distributed learning followed by resident training at AMSC's Fort Leavenworth or Fort Belvoir, VA, campuses. The course teaches direct program management and systems integration, as well as effective communication methods to implement organizational change. Civilians who complete the Intermediate Course are ready to lead organizations and comprehensively manage HR and financial resources.

(4) The Advanced Course, designed for civilians who lead through indirect supervision, educates leaders on directing a complex organization within national security and defense support frameworks. The course is a combination of distributed learning and then resident training at AMSC's Fort Belvoir campus. Civilians are taught how to manage organizational resources and support the joint force through work with Army and joint systems. Civilians who complete the Advanced Course are ready to manage and lead complex organizations.

d. Additional CES courses designed for specific leadership roles include the Action Officer Development Course, Supervisors Development Course, Managers Development Course, and the Continuing Education for Senior Leaders Course.

9-6. CHECK RIDE PROGRAM.

a. Each Battalion will establish a Check Ride Program. This program will ensure every leader is certified in the basic skills and knowledge requisite to his or her duty position. The Check Ride Program is a Commander's

program; Commanders will ensure leaders are certified in their new duty positions as soon as practicable. **The Check Ride Program will require certification in the following areas, at a minimum:**

(1) Demonstrated ability to perform operator-level PMCS on the vehicle for which he is the senior occupant, first-line leader, or vehicle Commander. A leader needs to demonstrate familiarity with the operator-level PMCS on other vehicles, especially pacing items, in the leader's unit. In addition, leaders should know their service program responsibilities for their assigned vehicles.

(2) Qualification on assigned weapon.

(3) APFT

(4) Familiarization with UCOFT/IMTS/TADSS/CMS/GUARDFIST II/CCTT, as applicable.

(5) BGST/TCGST/Gunners test, as applicable.

(6) Mandatory reading to include, at a minimum:

(a) NTC & Fort Irwin Commanding General's Policy Letters.

(b) ADP 7-0.

(c) NTC Reg 350-1.

(d) NTC Reg 385-14

(e) Annual Training Guidance and quarterly updates.

b. Commanders should consider the following in developing their Check Ride Program:

(1) Hands-on tests to demonstrate proficiency in manual skills and written tests to demonstrate requisite knowledge in conceptual tasks.

(2) Retraining program for shortfalls in Check Ride performance requirements.

(3) Addition of individual tasks vital to the leader's unit METL.

(4) Personal policy for those leader's unable to meet the Check Ride performance requirements.

9-7. CERTIFICATION PROGRAMS.

a. Commanders will use available certification programs as an integral portion of their unit Check Ride Program to ensure their leaders have the skills necessary to discharge their assigned duties.

b. The certification programs listed below are not all-inclusive, and units may add other certification requirements appropriate to their organizations and leaders' duty positions.

(1) Co Commanders/1SG Course. Mandatory attendance for all new Company Commanders and 1SGs prior to entering command on NTC & Fort Irwin; the approval for Commanders or 1SGs taking command without this course must be requested from the Chief of Staff.

(2) Battle Staff. Mandatory attendance for all unit S3 personnel (S3, NCOIC, Master Gunner, etc) for orientation on operational requirements and operating procedures of the division

(3) MILES Certification. All leaders down to squad level will be certified on MILES. This will be conducted and scheduled by G3 TSC upon request from the unit.

(4) Range Certification. Leaders will be certified as Range OICs and RSOs for FICA ranges IAW NTC Reg 385-14. These classes are given regularly by Range Operations and last about 2-3 hours.

(5) PMCS Certification. All Soldiers will be certified IAW NTC Reg 750-1 and NTC REG 350-1. Companies are required to have five (5) COMET Team certified NCOs, who in turn train, the unit. The COMET team also offers a PMCS Leader Training Course.

Chapter 10

Training Aids, Devices, Simulators and Simulation (TADSS) and Tactical Engagement Simulation Systems (TESS)

SECTION I - OVERVIEW

10-1. INTRODUCTION.

CGs guidance on Maintenance and Supply: Maintenance management executed with “operators” owning their equipment and conducting command maintenance is fundamental for our Army. Maintenance time will be incorporated in all training events, complete with task, conditions and standards. We will enforce command and supply discipline. The NTC G4 will conduct maintenance and supply inspections of all units throughout the course of the year.

CGs Guidance on Property Accountability: In this time of diminishing and scarce resources, it is imperative that we maintain accountability of our equipment. A key enabler that allows us to do this is routine property inventories. All Commanders will ensure required property inventories (cyclic, sensitive item and annual inventories) are reflected on unit training schedules, and results are properly documented. Property accountability is Commander and Leader business. Commanders will ensure all units maintain 100% accountability of property and company commanders have properly sub-hand-receipted equipment to the user. In addition, Commanders will ensure they have properly trained supply clerks and maximize utilization of the on post PBUSE training, with the exception of the 11th ACR who will train using GCSS-A.

- a. Nothing will ever replace the high state of combat readiness gained from performance-oriented, hands-on training. However, the escalating cost of training resources and overtaxed training areas limit the capability to train to this high standard at all times. The training challenge is to maintain proficiency within the band of excellence regardless of these constraints. The integration of training aids, devices, simulators, and simulation into our training strategy is essential for the sustainment of critical gunnery and maneuver skills, and in enhancing our live fire and maneuver training.
- b. The intent of Training Aids, Devices, Simulators and Simulation (TADSS) is not to replace hands-on training of field exercises, but rather, to supplement them so that the greatest training value is realized during major training events.
- c. TADSS are a complex training resource to manage. Increased cost of training resources overtaxed training areas/ranges, and environmental impacts make TADSS an increasingly essential part of the training strategy. Development of TADSS is increasing dramatically. FICA has taken the initiative and developed a separate agency to manage the simulations and simulators portion of TADSS. Section II of this chapter depicts the Training Aids Devices Simulations and Simulators managed by the G3 Training Support Center (TSC); Section III depicts Simulations and Simulators managed by the TSC.

10-2. GUIDANCE.

The following guidance applies to all units concerning TADSS.

- a. Unit training strategies will include training on available TADSS prior to any live-fire or maneuver training. Soldiers, crews, platoons, Co's, and Battalions will execute training on devices, simulators/ simulation to standard before executing the event using full-caliber ammunition or OPTEMPO.
- b. All leaders must understand the capabilities of the training devices available to support their training. Commanders will include TADSS training as part of their Check Ride Program.
- c. Battalions will designate personnel to be certified on selected TADSS. These personnel will serve as resident experts or trained trainers.
- c. All Battalion and Company Commanders will maintain an account with the FICA TSC.

- e. Units will request and draw appropriate dummy, drill, or inert (DDI) training ammunition and place it on their property books. CTA 50-909 describes the ammunition each unit is authorized to maintain to support their training.
- f. Units will ensure the ammunition used with various training devices is forecasted. Units are authorized certain types of ammunition for devices that support their training. If requirements exceed authorization, units may request an additional authorization.
- g. Units will submit their requests for TADSS IAW the guidance in Chapter 4 of NTC REG 350-1.
- h. DA Pamphlet 350-9 and TRADOC Pamphlet 350-9 list all TADSS available in the Army Training Support System.

SECTION II - TRAINING AIDS AND DEVICES

10-3. G3 TRAINING SUPPORT CENTER (TSC).

- a. TADSS are maintained and managed by the Fort Irwin CA (FICA) G3 TSC (Bldg 492). They are responsible for providing support to the installation, Reserve Component (RC) units training on the installation, and units within the Area of Responsibility IAW AR 5-9. They establish property accountability, distribute devices, maintain equipment, manage the simulation facilities, and provide training to units who use TADSS.
- b. Authorized units must establish a user account and request TADSS using a Work Order directly with G3 TSC. TADSS listed in the TASC Catalog are on hand and available for training, Units must identify their requirements early as TADSS are loaned out on a first come – first served basis. If TADSS is not available locally, the G3 TSC can request them from other installations.
- c. The G3 TSC will conduct annual data call NLT 30 March each year. All FICA units will respond with all TADSS requirements needed in support of their training requirements NLT 30 April. G3 TSC will verify requirement and submit to the Army Training Support Center (ATSC) NLT 15 June.
- d. Units are required to maintain accountability and clean and service the equipment before turning it back in.

10-4. SCOPE.

This section describes some of the TADSS that are available to support training and unit requirements for integrating the TADSS into their training programs. This is not all-inclusive, but primarily addresses that TADSS that are most frequently used and common to most units. G3 TSC Catalogue has a complete listing of all available TADSS. This catalogue can be located in Appendix Y, of this regulation.

10-5. UNIT CONDUCT OF FIRE TRAINER (UCOFT).

- a. Overview. The UCOFT is a powerful training tool for Armor and Mechanized units. The UCOFT places the TC/BC and gunner in a realistically simulated crew station and provides computer generated gunnery sight scenes of tactical battle situations. The primary purpose of the UCOFT is to increase and sustain critical gunnery skills required of TC/BC and gunners. The result of UCOFT training is challenging; progressive gunnery training that enhances live-fire training.
- b. Equipment. FICA has one (1) M1A1 AGATS and two M2/M3A2 ODS UCOFTs. Each Battalion/Squadron is given priority use for one system.
- c. Scheduling. Each unit manages the UCOFT schedule with the UCOFT Site Manager. The UCOFT can be utilized seven (7) days a week, 24 hours a day. Other units can schedule systems that are not being utilized by the primary user. Commander- Gunner crews should be scheduled into the UCOFT in carefully programmed sessions of one (1) to three (3) hours without regard to other missions/duties.

(1) Brigade Master Gunners must submit a quarterly schedule projecting dates and times of desired training. Based on the quarterly projections, companies submit a daily crew training roster NLT 1200 hours the day before training. If the daily crew training roster has not been submitted by 1200 hours the day prior to scheduled training, that trainer is open for anyone's use. Instructor/operators can schedule any open systems.

(2) Units that request training past 2400 hours on weekdays and for weekends will require a Certified Instructor receive a briefing and hand receipt of the COFT system.

(3) National Guard units requesting training will contact the facility manager for availability of UCOFT systems.

(4) Any certified instructor/operator can schedule the UCOFT using the Crew schedule. The forms are available at the UCOFT site. For more information about scheduling the facility call (760) 380-3882. The schedule for the UCOFT is posted on SharePoint under <https://irwin-portal/sites/G3/TSD/default.aspx>. The units senior I/O will re-certify I/Os each year using the appropriate Recertification Guide. Located at: <https://irwin-portal/sites/11acr/1-11/alpha/lists/calendar/calendar.aspx> . Contact (760) 380-3882.

d. Requirements.

(1) The COFT training goals are not less than four (4) hours/crew/month for Bradley units and not less than five (5) hours/crew/month for Armor units.

(2) Meet the reticle aim gates prescribed in this regulation.

(3) Recertify the reticle aim gates prescribed in this regulation.

(4) Select and train sufficient I/Os to support UCOFT training requirements.

e. Qualification for I/Os. I/Os are critical to the success of UCOFT training. To qualify for selection as an I/O, soldier will:

(1) Demonstrate superior knowledge of gunnery fundamentals, techniques, and fire control systems.

(2) Have experience as a vehicle COMMANDER/gunner.

(3) Be in the rank of SGT or above.

(4) Be capable of conducting a high quality AAR.

(5) Commander's recommendation.

10-6. HUMVEE EGREES AWARENESS TRAINER (HEAT) SIMULATOR

a. Overview. The HEAT is a training simulator used to replicate vehicle rollovers (MRAPs, HMMWVs and its crewmembers in a controlled environment. The purpose is to simulate an up-armored vehicle rollover or roll to left or right, then train the vehicle occupants to successfully egress from the rolled MRAP or HMMWV by emphasizing teamwork through crew/battle drills.

b. HEAT tactics, techniques, and procedures train Soldiers on how to avert rollover injuries and preserve manpower and equipment. Knowing what actions to take immediately prior to a potential rollover and immediately following a rollover are vital to the safety of the vehicle's crew. Rollover battle drills, based on unit standing operating procedures (SOP), routinely performed by the vehicle's crew, create understanding of and how to react to the violent chaos that results when a rollover has occurred. HEAT training provides sample battle drills to assist units in creating their own drills to prepare their crews for rollovers.

c. The HEAT safety philosophy is to train, with an acceptable level of risk (see WP 0022 for risk analysis for HEAT),

personnel who travel in the up-armored MRAP, HMMWV to automatically react to and survive a rollover, then expeditiously egress the rolled vehicle.

The HEAT is used for the following:

- (1). Egress training which can be conducted at 90°/270° (trainer is rolled onto either side) or at 180° (trainer rolled onto its roof) (Note: At 90° egress is must be through gunners hatch only.)
- (2). Show results of failing to properly load and store equipment, supplies, weapons, ammunition, and other items in the crew compartment of the MRAP or HMMWV.

NOTE

Unauthorized activation of the HEAT may endanger life.

Only trainers certified IAW the HEAT TSP may operate the HEAT. HEAT operators must be trained and certified by TSC IO personnel. As such, commanders must determine who is qualified to train the HEAT operator(s). Commanders may assign other competent personnel (military, civilian employees, or contractors) as HEAT operators/trainers. Ideally, someone who is already a master driver trainer or has experience as an instructor or safety officer/NCO may be designated by the commander as a HEAT operator/trainer. Operator/trainer must be selected not only for their technical qualifications but also for their demonstrated performance, objectivity, and ability to observe and provide constructive comments.

e. Training Requirements. Primary phase training and annual refresher is mandatory for use by MRAP, and HMMWV crewmembers in CFLCC AOR and selected passengers. Primary training will be scheduled at least once during each training year.

f. Units mobilized for rotation into the CFLCC AOR will accomplish at least the Primary phase of HEAT training before arrival in theater. Commanders may select crews to attend Intermediate and/or Advanced training, as training schedules and operation mission loads permit. See paragraph 4-2a (2) of TC 21-305-4.1/CFLCC Pam 91-208(1).

g. Priorities for use of the HEAT are:

1. Units being mobilized for entry into the CFLCC AOR, undergoing Primary training in the HEAT.
2. Units being mobilized, undergoing refresher/recurrent training prior to entry into CFLCC AOR.
3. Units being mobilized, upgrading to intermediate or advanced phase training, prior to entry into the CFLCC AOR.

10-7. CALL FOR FIRE TRAINER INCREMENT II (CFFT II).

a. **Overview.** The capabilities of the CFFT II is increased in that it will train Close Air Support (CAS), be able to train Classified materiel using a removable hard-drive, and will be able to connect to other trainers. The CFFT II shall be simulated equipment that provides realistic high fidelity virtual environments and intelligent friendly, opposing and non-combatant simulated forces. The CFFT II shall be designed to provide quality training for the Fire Support Specialist, MOS 13F, Skill Levels 10-40, and company grade Field Artillery Officers, as well as a common observed fire trainer for all Soldiers.

There are three variants of the CFFT II; the 1:30 (an institutional trainer), the 1:4 and 1:12 which can be deployed. The CFFT II shall be able to operate in a stand-alone mode to train from one to thirty (30) students in an institutional training environment. The CFFT II located at the unit level will provide both familiarization and sustainment training for observed fire tasks not only for fire support personnel but also for Soldiers of all MOS's without the use of live ammunition.

It will be capable of being used in conjunction with the Fire Support Combined Arms Tactical Trainer (FSCATT) to train artillery units in collective tasks in a combined-arms environment. The CFFT II shall be interoperable with

other Combined Arms Tactical Trainers (CATT). The CFFT II will be able to simulate the call for CAS, mortar fire and call for NFG. The CFFT II will monitor performance and provide feedback in accordance with the Standard After Action Review (STAAR) system. The CFFT II shall be Distributive Interactive Simulation/High Level Architecture (DIS/HLA) compliant.

FICA TSC has a CFFTII 1:12 systems available for Unit use.

Physical Information:

b. The common components of the system are;

(1) The I/O is the central control area of the trainer. At the I/O station, battlefield scenarios are generated by combining video images of landscapes, targets, munitions explosions, and other graphics with sound effects. 3D terrain scenes are stored digitally on a computer hard disk and combined with various computer-generated graphics and sound effects. The I/O station generates, monitors, and controls the various simulated training scenarios, records FO performance, and maintains a library of training exercises. The I/O station is capable of receiving both voice and digital messages from the FO station.

(2) The system uses one LCD projector for the display the battlefield scene onto one large screen at the front of the classroom.

(3) At the FO station, the FO locates the targets as they are displayed. The FO uses specially modified binoculars to magnify the terrain scene displayed on the video projection screen. The FO looks at his or her **map**, then determines the target, then sends the call for fire by voice or digital device to the I/O. The trainer displays an appropriate munitions explosion at the target location transmitted by the FO, and the sound of the explosion is provided through the speakers.

c. Utilization of the CFFT II provides formal classes, and the upgrading of gunnery skills from basic operations to full qualifications in call-for-fire procedures.

d. The training consists of target acquisition, identification and engagement of targets using either the primary or alternate fire control and sighting equipment.

e. Conditions simulated are moving and stationary targets; day/night visibility conditions; and single or multiple targets.

f. The CFFT II are equipped to receive both voice and digital missions.

g. Scheduling. Authorized units must establish a user account and request CFFTII using a Work Order directly with G3 TSC. Units must identify their requirements early, as they the CFFT II is loaned out on a first come – first served basis.

(1) USAR and NG units submit requests through G3 RC-OPT.

(2) Cancellations must be received in writing NLT 14 days or as far out as possible prior to training.

h. Requirements.

(1) The CFFT II training goals are to certify all 13F skill level 1 and 2 Soldiers are on call for fire missions at least once per quarter.

(2) Prior to conducting any live fire exercises it is recommended Forward Observers' (FO) be certify on call for fire missions using the CFFT II.

(3) All 13F level 3 Soldiers will receive CFFT II 1:12 versions, a 5-day certification training within 90 days of arrival to their units.

i. Goals.

- (1) Recommend all Fire Support teams within NTC & Fort Irwin conduct FIST Evaluations at the CFFT II 1:12 every quarter to remain Fit to Fight.
- (2) The CFFT II will dedicate Warrior's Time to FIST teams to provide Fit to fight sustainment training.
- (3) Recommend all units conduct a **map** reading refresher class prior to attending call for fire training.
- (4) Recommend all Soldiers regardless of MOS receive training on basic call for fire missions and procedures.

10-8. I-MILES.

a. I-MILES provides real-time, observable feedback on the effects of weapons engagements during two sided tactical training exercises. Using I-MILES allows units to train in an environment similar to situations found on the battlefield.

b. Equipment. The MILES Warehouse, Bldg# 822 maintains I-MILES equipment. There is sufficient I-MILES equipment to equip a BCT, to include, combat systems, M1A1, M2/3A3, ITAS, TOW, Javelin, AT4, individual weapons M4/16, M240B, M249 SAW, M2, M24/107/112.

c. Scheduling. Units will submit their request for I-MILES IAW with the FICA TESS SOP. Because of the demand for MILES, the initial request must be received 60 days prior to the scheduled training and locked in 30 days prior. Rotational Units with scheduled in the NTC Rotational Training Calendar will be given priority.

d. National Guard units requesting I-MILES training and/or equipment will submit their request to G3 RC-OPT.

e. Requirements.

- (1) All collective training should include the use of I-MILES.
- (2) Knowledge of I-MILES equipment and its proper utilization is paramount to obtaining maximum training benefit from the systems. All leaders, down to first line supervisor, will be I-MILES certified by FICA G3 TSC, Training Instructors. I-MILES certification is valid for 1 year. G3 TSC offers a one (1)-day POI at the unit's request to certify personnel.
- (3) All Soldiers will be trained on the use of I-MILES prior to using the equipment.
- (4) Units will ensure I-MILES support ammunition is forecasted to support the training.
- (5) Units will maintain and care for the equipment during use. All I-MILES equipment will be cleaned and serviced prior to turn in.
- (6) Units must have a DA Form 1687 Notice of Delegation of Authority – Receipt for Supplies and Unit Commanders Assumption of Command Orders, to obtain equipment.

10-9. PGS/TSV.

a. Overview. Both of these systems are used for pre-gunnery training on M1/M2/M3 vehicles. They provide a means to conduct more realistic gunnery training on the actual vehicles. They also allow for rapid and accurate AARs to complement gunnery training. See Chapter 6, this regulation for further details.

b. Scheduling. Units scheduling PGS are required to reserve these systems 60 days in advance through G3 Plans/ Master Gunners' Office to G3 TSC. Training on this equipment is scheduled and conducted by G3 TSCD-TADSS upon request.

c. National Guard units requesting PGS/TSV training and/or PGS/TSV equipment will submit their request to G3 RC-OPT.

d. Knowledge of PGS/TSV and its proper utilization is paramount to obtaining maximum training benefit from the systems. All leaders, down to first line supervisor, will be PGS/TSV certified by FICA G3 TSC, Training Instructors. PGS/TSV certification is valid for 1 year. G3 TSC offers a one (1)-day POI at the unit's request to certify personnel.

10-10. Training Improvised Explosive Device #2 (TIED #2)/Improvised Explosive Device Effect Simulator System (IEDES).

a. Overview. Both of these devices are used for IED training. These devices simulate an IED explosion. They provide a means to conduct reaction to IED explosion training.

b. Equipment. The G3 TSC Warehouse, Bldg #624, maintains TIED #2/IEDES equipment. G3 TSC has limited quantities of these devices and expendables.

c. Scheduling. Units will submit their request for TIED #2/IEDES to G3 TSC, Building 492. Because of the demand for TIED #2/IEDES, the initial request must be received 60 days prior to the scheduled training and locked in 30 days prior. Units with upcoming major training events will be given priority.

d. National Guard units requesting TIED #2/IEDES training and/or TIED #2/IEDES equipment will submit their request to G3 RC-OPT.

e. Requirements

(1) Knowledge of TIED #2/IEDES equipment and its proper utilization is paramount to obtaining maximum training benefit from the devices. All TIED #2/IEDES operators (limited to NCOs and /or Officers), will be certified by FICA G3 TSC Training Instructors. TIED #2/IEDES operator certification is valid for 1 year. G3 TSC offers a one (1)-day POI at the unit's request to certify selected personnel.

(2) Only Soldiers trained by FICA G3 TSC, Training Instructors on the use of TIED #2/IEDES are authorized to operate the devices.

(3) Units will maintain and care for the equipment during use. All TIED #2/IEDES equipment will be cleaned and serviced prior to turn in.

10-11. ENGAGEMENT SKILLS TRAINER 2000 (EST 2000).

a. Overview. The Engagement Skills Trainer (EST) is a multipurpose indoor trainer that simulates an actual firing of small arms and crew serve weapons. EST uses several different types of weapons that coincide with unit requirements. There are two types of suites available; a light suite is primarily used in training support for small arms qualifications and heavy suite which is geared toward larger caliber weapons such as M-2 and MK-19. Though each suite can accommodate both individual and collective training units need to identify their requirement upon scheduling.

b. Objectives. Provide the means of training and evaluating the performance of individual small arms, crew served and individual anti-tank training. The EST trainer provides institutional and unit training using small and large caliber weapons. Each facility is an indoor, multipurpose, multi-lane design. The system is comprised of multiple independent subsystems that can be networked and configured in three operational modes which are marksmanship, collective squad level engagements, and shoot-don't shoot training, Escalation of Forces (EOF) with IRAQI database, Course of Fire (COF) and Maritime scenarios. Marksmanship scenarios have the capability to simulate practical targets which are characteristic of standard Army course ranges.

c. Training. EST realistically simulates all the features of actual field firing of the M16 series, M-4 series, M16A2/203, M4/2-3, M320, M16A4/203, M240B MG, M2HB MG, M249 MG, AT4, M9, MK19 and M1200. The

EST is best used as a diagnostic tool to identify sources of shooting errors; with a device AAR playback capability assist unit NCOIC in evaluating gunner performance.

d. Scheduling. Units will coordinate directly with G3 TSC and the EST Instructor Operator in Building 492. Reserve Components units will send training request to the G3 RC-OPT, who will then forward such request to the G3 TSC. Units will verify all training request by phone to the EST IO 380-7058.

e. Instructor /Operator Courses. Units can schedule EST I/O courses through the G3 TSC. I/O courses are valid for one year. The course is provided to teach unit NCO's the operation, maintenance and troubleshoot weapons and system components. The class size for one course is 6-10 personnel which last for 3 days. During training, the unit is responsible to provide 3 coaches per 10 lanes. Actual weapons and ammunition must never be carried into an EST facility for safety reasons. All units will complete their PMI training prior to EST training.

10-12. CLOSE COMBAT TACTICAL TRAINER (CCTT).

a. Overview. CCTT provides the Commander with a force-on-force real time warfighting system through the use of interactive networked Tank, Bradley and Reconfigurable Vehicle Simulator RVS simulators. CCTT facility is a state of Art Virtual training facility to be used ICW the Live and Constructive Training Environment. It is a valuable resource that allows units to maintain their proficiency, while saving substantial OPTEMPO funds (fuel, ammunition, repair parts), eliminates environmental constraints, and optimizing valuable training time.

b. CCTT Training Application. CCTT has many training applications that support a unit's METL. The CCTT has pre-developed exercises from platoon to Battalion called Structured Exercise (STRUCC). Additionally, any type exercise can be developed to meet the unit's requirements. CCTT can incorporate the entire WFFs onto the Virtual battlefield. Some of the type of training that can be conducted in CCTT is:

(1) ARTEP Tasks. ARTEP tasks trained by CCTT include tasks from pure platoons through full TF Operations.

(2) CALFEXs and FCXs. CCTT has the capability of training staff elements simultaneously with full Battalion maneuver training.

(3) CPXs. CCTT has the capability of training staff elements simultaneously while operating with full TF operating systems.

(4) Tactical Tables. Most Tank, Bradley and HUMMWV Tactical Tables can be trained using CCTT.

(5) Table XII. CCTT can train fire distribution and platoon control techniques. However, CCTT is not a precision gunnery trainer.

(6) Convoy escort, security operations, and force protection mission's can be trained using the RVS simulation system.

c. Scheduling CCTT. Units will schedule the CCTT facility during the monthly Resource Conference. Priority for scheduling will be based on Installation training priorities. The facility is contracted for 40 hours during the week. If weekends are required a FLEX type week can be obtained, however losing two (2)-week days. Additional time and flex time can be arranged by coordinating these options with the G3, Chief of Plans. CCTT training should be carefully planned, and therefore not be canceled.

(1) CCTT can conduct multiple exercises each day. Daily throughput capabilities are: One (1) Co & three (3) platoons. Additional capability of Five (5) Platoons; two (2) Companies, or a full Battalion TF can be coordinated with the CCTT staff and the G3 Chief of Plans (760) 380-9089. CCTT will be scheduled through the monthly Resource Conference or with the CCTT Site Manager within a six (6)-month window. Telephonic requests may be made and must be followed up with hard copy e-mail.

10-13. Tactical Engagement Simulation Systems: See TSC SOP, Appendix Y, this document.

**Chapter 11
Community / Installations Events**

CGs Guidance on Community Relations (COMREL): Each subordinate element has an assigned geographic area of responsibility for community relations. Commanders will take a proactive approach to COMREL within their assigned boundaries and will seek opportunities that will mutually benefit all involved and establish the NTC and Fort Irwin as a good neighbor. Units will include their COMREL plans and activities in the weekly Commander’s SITREP.

CGs Guidance on Community of Choice: Commanders will develop ambassadors within their ranks to promote the NTC and Fort Irwin as a Community of Choice. Unit ambassadors will take full advantage of TDYs, Service School attendance, and off-post professional development opportunities to promote the NTC and Fort Irwin among their peers as an opportunity to hone their warrior skills and using their war fighter expertise to give-back to our Army. Our community assets, rivaling any small community in terms of services and infrastructure, will also be highlighted.

Family and Morale, Welfare and Recreation (FMWR). The NTC FMWR calendar is located at <http://fortirwinfmwr.com/home-2/fort-irwin-mwr-events/>. The most recent Special Events Calendar is provided on this link. Please note that these dates and events are subject to change.

11-1. OBSERVANCES- Installation Observances by Month

<u>MONTH</u>	<u>EVENT</u>
OCT	October Fest
OCT	Community Service Council Meeting
OCT	Halloween 5 K Run/Walk
NOV	Job Fair
NOV	Angel Tree Program Thru
NOV (3 days)	Annual EFMP Campout
NOV	Teen Center College Visit
NOV	Veterans Day
OCT	Columbus Day
NOV	Veterans Day (<i>Training Holiday</i>)
NOV	Military And Civilian Spouse Club Luncheon
NOV	Turkey Trot 5k Run/Walk
NOV	Community Service Council Meeting
NOV	Thanksgiving Lunch Buffet
NOV	Black Friday Shopping
DEC	Holiday Market Breakfast With Santa
DEC	Community Service Council Meeting
DEC (4 days)	Food Voucher And Tot Distribution
DEC	Winter Extravaganza 5k Run/Walk
DEC (SIT)	MST Teen Center Veterans Home Visit
DEC (5 days)	Minimum Day K-12 Starts
DEC (2 days)	SVUSD Christmas Holiday
JAN	New Years Day
JAN	Community Service Council Meeting
JAN (3 days)	Outdoor REC Ski Trip
JAN	New Year’s Resolution 5k Run/Walk
JAN	Federal Holiday Martin L King (<i>Training Holiday</i>)
JAN	Military And Civilian Spouse Club Luncheon
FEB	Whale Watching /Catalina Trip
FEB	Super bowl Party
FEB	President’s Day

FEB	School Board Meeting
FEB	Black History Celebration
FEB	Job Fair
FEB	Sweet Hearts Dinner
FEB (17 days)	Life Guard Training Course
FEB	Sweetheart 5k Run/Walk
FEB	Military And Civilian Spouse Club Luncheon
FEB	Community Service Council Meeting
MAR	Bowling Tournament
MAR	School Board Meeting
MAR (2 days)	Spouse Tour
MAR	Teen Mardi Gras Dance
MAR (5days)	Spring Break
MAR	St Patrick Day Dinner Reggie's
MAR	The Price Is Right Tour
MAR	Military And Civilian Spouse Club Luncheon
MAR	San Diego Zoo/ Balboa Park
MAR	Community Service Council Meeting
MAR	School Work Session
APR	Tickets \$ Tours Disney Land
APR	March Madness 10k Run
APR	Community Service Council Meeting
APR	The Price Is Right Tour
APR	School Board Meeting
APR	Spouse Welcome Event
APR	Tour De Irwin
APR	Volunteer Recognition Ceremony
APR	Child Appreciation Day
APR	Newcomers Orientation
APR	Screen On The Green
APR	School Work Session
APR	Days Of Remembrance
APR	Good Friday Holiday
APR	Under Water Easter Egg Hunt
APR	Easter Sunday
APR	Military And Civilian Spouse Club Luncheon
MAY (18 days)	Lifeguard Training Course
MAY	Community Service Council Meeting
MAY	Spouse Welcome Event
MAY	Sky Diving Lake Eleanor
MAY	Military Spouse Appreciation Day
MAY	Hollywood Tour/ Griffith Observatory
MAY	Aquathlon
MAY	Mothers Day
MAY	Mothers Day Brunch
MAY (3 days)	Racquetball Tournament
MAY	School Board Meeting
MAY	Newcomers Orientation
MAY	Aquarium Of The Pacific Tour
MAY	Army Substance Abuse Program Bld#573
MAY	Asian Pacific Heritage Celeb
MAY	Job Fair
MAY	Military And Civilian Spouse Club Luncheon

MAY	Last Day Of School
MAY	Memorial Day (<i>Training Holiday</i>)
JUN	Spouse Welcome Event
JUN	Band Concert Tba
JUN	Las Vegas Trip
JUN	Disney Grad Night
JUN	Scuba Diving Tour
JUN	Beach Trip/ Hermosa Beach
JUN	Community Service Council Meeting
JUN THRU AUG (65 days)	Intramural Softball
JUN	Newcomers Orientation
JUN	Army Birthday 5k Run/Walk
JUN	Ultimate Frisbee Tournament
JUN	ARMY 235th BIRTHDAY CELEBRATION
JUN	Father's Day
JUN	Fathers Bowl Free All Day
JUN	Installation Action Council
JUL (29 days)	Junior Life Guard Arc Guard Start Program
JUL	Sea World Tour/ Mission Beach
JUL	Beach Trip
JUL	Independence Day
JUL	Spouse Welcome Event
JUL	Indoor Paintball Tournament
JUL	4th Annual Red White Blue 5k Run
JUL	Hollywood Tour Griffith Observatory
JUL	Newcomers Orientation
JUL	Knots Berry Farm/Soak City Tour
JUL	Community Service Council Meeting
JUL	Christian Rock Concert
JUL (22 days)	Arc Life Guard Training Course
JUL	Mitchell's Cavern Trip Providence Mountain
JUL	Fort Irwin Resource Expo
JUL	Newcomers Orientation
JUL	Screen On The Green
JUL	La Garment District & Olvera St Tour
JUL	Whale Watching Tour
JUL	Women Equality Day Celebration
JUL	Beat The Heat 10k Challenge
JUL THRU SEP (30 days)	Intramural Volleyball
AUG	Every Friday In August Prime Rib Night / Reggie's
AUG	Community Service Council Meeting
AUG THRU SEP (61 days)	Outdoor Soccer
AUG	Garrison Leaders Call
AUG	Spouse Welcome Event
SEP	Labor Day (<i>Training Holiday</i>)
SEP	Auto Craft Safety Class
SEP (2 days)	Spouse Tour
SEP	Knott's Berry Farm / Soak City
SEP	Community Service Council Meeting
SEP	Hispanic Heritage Celebration
SEP (2 days)	Oktoberfest
SEPT	Beat The Heat 10k Challenge
SEPT	Installation Action Council

11-2. ETHNIC OBSERVANCES BY MONTH

1. Ethnic Observance by Month scheduled by Installation Equal Opportunity (EEO) NCOIC: (760) 380-3087/3778/4961

CGs Guidance on Ethnic Observances: The National Training Center celebrates all DOD recognized ethnic observances outlined in AR 600-20, Table 6-1, in support of the Equal Opportunity (EO) Program. Their purpose is to recognize the contributions and achievements of all Americans and enhance our understanding of the many different cultures from around the world. They help to create and sustain effective units by eliminating discriminatory behaviors and practices that undermine teamwork, mutual respect, loyalty, and shared sacrifice of the men and women of America’s Army. I expect leaders at all levels to fully support this program. Observance dates will be published on the monthly battle rhythm and typically occur on BRD 5.

The schedule of events and sponsors follows:

- 1. Month:** January; **Date:** 3d Monday; **Observance:** Martin Luther King, Jr. Birthday; **Sponsor:** MEDDAC
- 2. Month:** February; **Dates:** 1–28/29; **Observance:** African-American/Black History Month; **Sponsor:** 11th ACR
- 3. Month:** March; **Dates:** 1–31; **Observance:** Women’s History Month; **Sponsor:** OPSGRP
- 4. Month:** April/May; **Dates:** Sunday to Sunday for Week Incorporating Yom Hashoah; **Observance:** "Days of Remembrance" for Victims of the Holocaust; **Sponsor:** DENTAC
- 5. Month:** May; **Dates:** 1–31; **Observance:** Asian Pacific Heritage Month; **Sponsor:** 916th SB
- 6. Month:** August; **Dates:** 26; **Observance:** Women’s Equality Day; **Sponsor:** 916th SB
- 7. Month:** September/October; **Dates:** 15 Sep.-15 Oct.; **Observance:** National Hispanic Heritage Month; **Sponsor:** 11th ACR
- 8. Month:** November; **Dates:** 1–30; **Observance:** National Native American Indian Heritage Month; **Sponsor:** 11th ACR

11-3. MEB's (Medical Evaluation Boards) is a daily process.

11-4. Officer Candidate Board (OCS Board): G1 schedules

- 1.** Boards (guidance from HRC)
 - a. OCT
 - b. NOV
 - c. DEC
 - d. FEB
 - e. MAR
 - f. APR
 - g. MAY

11-5. LONG RANGE MEETINGS & CONFRENCES: By Month Meetings and Conference dates: Posted in FY Training Guidance

G1 FY Long Range Conference Dates Major Events:

Event	Month
G1 HR Conference	OCT
G1 HR Conference	DEC

G1 HR Conference	FEB
G1 HR Conference	APR
G1 HR Conference	JUN
G1 HR Conference	AUG

G3 TSD FY Long Range Conference Dates Major Events:

Event	Month
Installation Quarterly Range & Training Land Resource Conference	SEP, DEC, MAR, and JUN

Garrison FY Long Range Meetings & Conference Dates

EVENT	Month
CHPC MEETING	OCT
THREAT WORKING GROUP	OCT
DIRECTORS OFF SITE	OCT
COMMUNITY SERVICE COUNCIL MEETING	OCT
CHPC MEETING	NOV
COMMUNITY SERVICE COUNCIL MEETING	NOV
COMMUNITY SERVICE COUNCIL MEETING	DEC
CHPC MEETING	JAN
COMMUNITY SERVICE COUNCIL MEETING	JAN
DPW WORKING GROUP MEETING	JAN
DIRECTORS OFF –SITE	JAN
CHPC MEETING	FEB
SCHOOL BOARD MEETING	FEB
DPW WORKING GROUP MEETING	FEB
COMMUNITY SERVICE COUNCIL MEETING	FEB
CHPC MEETING	MAR
SCHOOL BOARD MEETING	MAR
DPW RPPB VOTING MEETING	MAR
COMMUNITY SERVICE COUNCIL MEETING	MAR
CHPC MEETING	APR
COMMUNITY SERVICE COUNCIL MEETING	APR
SCHOOL BOARD MEETING	APR
DPW WORKING GROUP MEETING	APR
CHPC MEETING	MAY
COMMUNITY SERVICE COUNCIL MEETING	MAY
SCHOOL BOARD MEETING	MAY
DPW WORKING GROUP MEETING	MAY
CHPC MEETING	JUN
COMMUNITY SERVICE COUNCIL MEETING	JUN
DPW RPPB VOTING MEETING	JUN
DIRECTORS OFF –SITE	JUL
CHPC MEETING	AUG
COMMUNITY SERVICE COUNCIL MEETING	AUG
DPW WORKING GROUP MEETING	JUL
CHPC MEETING	SEP
COMMUNITY SERVICE COUNCIL MEETING	SEP

DENTAC FY Long Range Conference Dates

Event	Month
ADAA	OCT (5 days)
AMSUS	OCT- NOV (7 days)

**11-6. BRIGADE LEVEL KEY EVENTS: BDE Level key Events
Posted in FY Training Guidance**

11th Armored Cavalry Regiment

<u>Event</u>	<u>Month</u>
PLT Level OPs	MAR
Company / Squadron Level OPs	APR
Spur Ride	APR
Rotation	MAY
Rotation	JUN
Opportunity Leave	JUL
EIB	JUL - AUG
11th ACR Leader Management Retreat	JUL
Rotation	AUG
Rotation	SEP

916th Sustainment Brigade

<u>Event</u>	<u>Month</u>
2 ND TC Reintegration	SEP- OCT
Driver's Training	OCT
Civilian Enrichment Program	NOV
Brigade Off-Site	NOV
Family Retreat	NOV
Sensing Session	DEC
GSAB CIP	DEC
Civilian Enrichment Program	FEB
Sensing Session	MAR
Sustain Warrior Challenge	APR
Civilian Enrichment Program	MAY
1916 TH HHC SCI	JUN
Sensing Session	JUN
Organization Day	JUN
MCC SCI	JUN-JUL
Civilian Enrichment Program	AUG
Sensing Session	SEP
Brigade Off-Site	SEP

**11-6. BRIGADE LEVEL KEY EVENTS: BDE Level key Events
Posted in FY Training Guidance**

DENTAC

<u>Event</u>	<u>Month</u>
ADAA Conference	October
Record APFT	October
AMSUS	October - November
Unit Training	October
NCO/Soldier of the Quarter Competition (1 st Qtr)	November
Commander's Call	November
Holiday Luncheon	November
Regional NCO/Soldier of the Year Board	November –December
Holiday Luncheon	December
DENCOM NCO/Soldier of the Year	TBD January
Diagnostic APFT	February

Sealant’s Day (Give Kids a Smile)	February
Dental Assistant Recognition Week	February –March
Patient Safety Week	March
NCO/Soldier of the Quarter Comp (2 nd QTR)	March
Unit APFT	April

OPERATIONS GROUP (OPS GRP): Annual Training Requirements. Operations Group conducts briefings during BRD to maintain currency on DA directed Annual Training Requirements. This mandatory training will be done at the Team level. Upon completion of the training, teams will submit a Memorandum for Record of the training conducted signed by the Team Senior Trainer, along with an attendance roster, to the A Company commander or 1SG. The monthly break out of training follows:

Event	Month
Cold Weather Injury Prevention	OCT
Force Protection Level I	NOV
Code of Conduct	DEC
Geneva Convention	DEC
APFT	DEC
First Aid	FEB
Alcohol & Drug Abuse	MAR
Heat Injury Prevention	APR
Water Safety	MAY
Operation BAJA	MAY- NOV
Prevention of Motor Vehicle Accidents	JUN
APFT	JUN
EO Training	JUL
POSH Training	JUL
Consideration of Others	AUG
Hearing Injury prevention	SEP

2. Observer, Coach/Trainer (OC/T) Recertification. Teams recertify their OC/Ts to ensure they remain current on their training to better coach, teach and mentor the rotational units. During White Weeks, Operations Group will coordinate additional training not available on the installation or within Operations Group to continue the professional development of our OC/Ts. Throughout the year, Team Senior Trainers should schedule recertification training focusing on the following areas: Insurgent, HNSF, & Threat Update; latest TTPs and equipment from ACOE; EXOP changes; OC/T Functions; How to conduct an AAR; and live fire briefs as recommended by Dragon 07.

3. Leader Development.

- a. **Soldiers:** Operations Group and Teams will conduct leader Development Session as a Battle Rhythm Event on BRD4 at 1300PST. Teams will provide their topic areas to Outlaw 40 as part of the Quarterly Training Brief (QTB) preparations. Any Operations Group wide events will be conducted during White week training.
- b. **Civilians:** Our civilian workforce is crucial to the success of Operations Group. To ensure we accomplish our mission, we must take the time to care for and develop our civilian employees, just as we would our Soldiers. Our civilians must be trained and equipped for their jobs, empowered to execute and evaluated regularly on their performance. Operations Group will support the Installation’s civilian leadership program to meet these goals and develop workforce leaders for today and tomorrow.

4. White Week Training: White Weeks are designated weeks on the NTC Rotational Calendar where there are no scheduled rotational events. White Weeks provide the NTC MSCs an opportunity to focus on individual, leader, and collective training tasks.

5. Safety. Team Senior Trainers will ensure teams conduct training IAW the safety / risk assessment process outlined in FM5-19. All leaders will be certified on the “Risk Management” assessment process within 30 days of arrival at the NTC.

- a. **Rotational Safety.** Leaders at all levels are key in the reduction of accidents, especially during rotations. Operations Group will submit a written Risk Assessment for every rotation on RSOI 5 to the Commanding General. Teams will also ensure that rotational units conduct risk assessments during their training, to include live fires. During rotations, units will brief their risk assessments down to the Platoon level on a daily basis. As Observer, Coach-Trainers (OC/Ts), we are the safety net for the rotational units. Do not let a potentially unsafe situation go uncorrected.
- b. **Motorcycle Safety.** Team Senior Trainers will ensure that Soldiers who operate motorcycles and ATVs are in full compliance with NTC CG Policy Letter #6, Motorcycle and ATV Safety (dated 10 March 2010).

6. Operations Group Sports Competitions. Operations Group will conduct three competitive sports tournaments. The first, a flag football tournament, will be during the December White Weeks. The second, a basketball tournament, will be held during the white week in APR, between Rotations. The final Operations Group sports tournament will be a softball tournament during the White Week at the end of July upon our return from Max Opportunity Leave and before the start Rotation.

7. Morale Building Events. Operations Group will host several events throughout the year to build the morale of the Soldiers, Civilians and Families that make up our team. Teams are encouraged to place their team events onto the Operations Group Calendar for visibility. In addition to the battle rhythm events of the Operations Call and Critter Call, other scheduled events include: August – Operations Group Dining-In

8. Building Strong Marriages. Operations Group firmly believes in deepening the marriages of our Soldiers and their spouses. To do this, Operations Group will conduct four marriage retreats at Big Bear, California throughout the year. Each retreat will have a target audience and all teams are expected to send participants. Retreats are conducted during rotations, generally on Training Days 7 – 9, so that couples and families do not lose their Compensatory Weekends. The retreats will occur as follows:

Month	Target Audience
November	Officer Retreat
February	NCO / Soldier Retreat
April	Officer Retreat
September	NCO / Soldier Retreat

9. Supporting the Schools. Operations Group is firmly committed to the education of our children and supports the students, teachers, and faculty of the Silver Valley School District. A parent’s primary place of duty during parent-teacher conferences or student award assemblies is at the school. A OC/T can be quickly replaced but a parent cannot. We must invest in the education of our children to ensure the future of our Nation. Parent – Teacher Conferences are as follows:

<u>Silver Valley High School (9-12)</u>	<u>Fort Irwin Schools (K-8)</u>
October	October
November	March
February	
March	
April	

10. Compensatory (COMP) Weekends. COMP Weekends are only for individuals who have worked during rotational weekends. Garrison and non-rotational activities will be open with personnel present for duty during the Thursday and Friday of COMP weekends. Soldiers and Civilians of Operations Group who do not work during rotational weekends will also be present for duty during the Thursday and Friday of COMP weekends.

11. Training Holidays. There will be several training holidays throughout FY. The intent of these training

holidays is to make up for the lost Federal Holidays due to the support of rotational operations. The training holidays for FY will be provided in the FY Commanders Training Guidance.

12. Leave Opportunities. Operations Group will have two Opportunity Leave windows. The opportunity leave windows are designated by the NTC headquarters and the opportunity leave window is during the Silver Valley School District’s Spring Break. Dates for FY leave opportunities will be provided in the FY Commanders training Guidance.

The months for these windows are:

Dates	Type of Window	Reason
Oct	Opportunity Leave	Fall Break
Dec – Jan	Opportunity Leave	Christmas / New Years
Jan	Opportunity Leave	New Years
Apr	Opportunity Leave	Spring Break
July	Opportunity Leave	Summer Break
Aug	Opportunity Leave	Summer Break

**Chapter 12
Safety Program**

12-1. Overview: Army Safety Program prescribes Department of the Army (DA) policy, responsibilities, and procedures to safeguard and preserve Army resources worldwide, to include Soldiers, army civilians, and Army property against accidental loss. It establishes risk management (RM) as the Army’s principal risk reduction methodology and assures regulatory and statutory compliance. It provides for public safety incident to Army operations and activities.

CGs Guidance on Safety: Safety. Mission readiness will be attained safely by incorporating the Army’s Risk Management program. Commanders will identify and assess potential hazards to the force and the mission and then develop and implement risk mitigation strategies to reduce the assessed risk. The Installation Safety Office (ISO) will provide safety assessments, recommendations and support to commanders at every level while supporting Army Safety initiatives and hosting safety training courses.

- 1) Units will conduct all DA mandated safety training as well as conduct monthly safety training in accordance with the safety themes in Enclosure 8.
- 2) The ISO will coordinate and conduct Staff Assistance Visits and Command Inspection Program visits to assess safety program compliance.
- 3) The ISO will provide quarterly Additional Duty / Collateral duty Safety courses to certify Safety Officers (required at company level and above).
- 4) Leaders will ensure Soldiers complete a POV risk assessment and POV Safety inspection when going on leave, pass, or TDY out of the immediate local area (beyond a 250-mile radius) when operating their POV (at a minimum semi-annually). DA Civilians will complete a POV risk assessment when on official government travel.
- 5) All newly assigned military and DA Civilian personnel will receive a Local Area Traffic Safety Orientation within 30 days of assignment to Fort Irwin. Soldiers who are under 26 years of age will complete the Intermediate Drivers Training Course.
- 6) The ISO, in conjunction with the Garrison Safety Office, will administer training and education programs in an effort to prevent motor vehicle, motorcycle, and workplace accidents. Soldiers and DA Civilian personnel that are convicted of a moving traffic violation or found at fault in a traffic mishap are required to complete remedial drivers training.

7) The ISO will assist commanders and directorates in efforts to formally recognize units and Soldiers for outstanding safety achievements.

CGs Guidance on Risk Management: RM is the Army's primary decision-making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations, and activities. ATP 5-19 standardizes the application of CRM and integrates CRM into the Military Decision Making Process and Troop Leading Procedures as a holistic approach to making sound risk decisions at all levels of leadership. Commanders will personally ensure that units conduct training in accordance with the safety risk management process outlined in APT 5-19. All leaders will be certified on risk management process within 30 days of arrival at the NTC. All units will submit a written Risk Assessment in accordance with ATP 5-19 for all major training events, including rotational training, live fire operations, and major individual training events such as EIB and EFMB. The risk assessment will be submitted through the NTC Safety for review by the NTC CG. Rotational risk assessments are due on RSOI 5, and collective training risk assessments are due one week prior to the beginning of training. Solid training in basic Soldier skills in equipment qualifications and crew qualification will reduce accidents significantly.

The following areas of concern are all located in NTC & Fort Irwin Regulation 385-10 Safety Program:

12-2. AMMUNITION and EXPLOSIVE SAFETY PROGRAM (NTC REG 385-64)

Ammunition and Explosives Safety Standards

1. Purpose: To develop, implement, and manage an Ammunition and Explosive Safety Program as an element of the overall Safety and Occupational Health Program at the National Training Center and Fort Irwin. This regulation is to be utilized in accordance with (IAW) Appendix J, Explosives Safety Program Management, outlined in DA Pam 385-64, Ammunition and Explosives Safety Standards. Army policy and procedures for ammunition and explosive safety are prescribed in AR 385-64, DA Pam 385-64, and FORSCOM Regulation 385-1.

12-3. ACCIDENT REPORT PROGRAM NTC REG 385-10 Outlined in Chapter 2

Accident Reporting Program

1. Purpose: This chapter prescribes the procedures for the reporting and investigation of Class A thru Class D on/off-duty accidents, including Privately Owned Vehicle (POV) accidents, and other accidents of significance to the Army Safety Program. This includes accidents that may occur at Fort Irwin or a training location at which the element of Fort Irwin has assigned equipment, troops, or responsibility. Its purpose is to provide basic information on the investigation and reporting of accidents for military, DoD civilians, and contractor personnel.

12-4. MOTOR VEHICLE ACCIDENT PREVENTION Outlined in Chapter 3

1. Purpose: This chapter prescribes policies that are intended to complement existing regulations and laws dealing with motor vehicle accident prevention.

2. References

- a. DODI 6055.4
- b. AR 190-5
- c. AR 385-10
- d. AR 600-55
- e. NTC REG 190-5

3. Responsibility: Each commander, director, contractor, manager, supervisor, or tenant unit who operates Army Motor Vehicles (AMVs) shall ensure that uniformed, quality training is provided for all assigned drivers. Additionally, they are responsible to ensure that the unit's vehicles are maintained in a safe operating condition, with all applicable safety equipment available and properly dispatched prior to departure from the motor pool or field site.

12-5. SPORTS AND RECREATIONAL SAFETY Outlined in Chapter 4

1. Purpose: This chapter outlines requirements that must be complied with prior to conducting sports and recreational activities on and off the NTC installation.

2. Required/Related References

- a. DODI 6055.4
- b. DA PAM 385-5
- c. AR 40-501
- d. AR 190-5
- e. AR 215-1
- f. NTC Reg 215-1
- g. AR 385-10
- h. AR 385-40
- i. FM 21-10

a. Community Sports Director shall ensure:

- (1) All outdoor and indoor athletic facilities are safe and free from hazards prior to scheduled activities.
- (2) All equipment and playing implements are visually inspected for serviceability prior to completion.
- (3) Qualified officials are present at sporting events to ensure that events are conducted in a safe manner and playing surfaces are certified for competition.
- (4) Supervisors, coaches, umpires/officials adhere to DA PAM 385-5/ sports governing body's specific to the sport.
- (5) Participants are matched based on physical needs, abilities or size requirements in sports such as boxing.
- (6) Civilian personnel and family members do not participate with military personnel in contact sports such as boxing, wrestling, team handball and football (touch, flag, or tackle) IAW AR 215-1.
- (7) Fitness/sports staff are trained annually in CPR and first aid.
- (8) Accident reports are processed.
- (9) Risk assessments performed and forwarded to Garrison207 Safety Office.

b. Commanders shall ensure:

- (1) Personnel who may be physically unsuited for a sport activity are medically evaluated. Medical doctors or specialists will make a determination of an individual's capabilities on a case-by-case basis.
- (2) Personnel know and adhere to safety rules and established practices, policies, and unit SOPs.
- (3) All activities are properly supervised.
- (4) Facilities and equipment are clean and maintained.
- (5) Required PPE is available, training provided and used when required, including reflective vest during runs.
- (6) Accidents are investigated and reported when they do occur.

12-6. SAFETY AWARDS PROGRAM Outlined in Chapter 5

1. Purpose: To establish an awards program that will recognize constant, outstanding effort and achievement in accident prevention and to establish a program that will, through the medium of tangible awards, publicize an awareness of safe practices.

2. Required Reference: AR 672-74

3. Incentive Awards Program

The program covers five areas:

a. Unit Safety Performance Award. Authorizes an award to be presented to the units for accident-free operations. The procedures are outlined in paragraph 5-4 of this regulation.

b. Individual Safe Performance Award. Designed to motivate individuals toward acceptance of their responsibilities for accident prevention and safe operation. The procedures are covered in paragraph 5-5 of this regulation.

c. Safe Driver Award Program. Designed to recognize drivers for the safe operation of military vehicles. The procedure is covered in paragraph 5-7 of this regulation.

d. No Driving Under the Influence (DUI) Award Program. Designed to recognize military units that have experienced no DUI offenses. The procedure is covered in paragraph 5-8 of this regulation.

e. Flight Safety Award Program. Designed to recognize aviation accident prevention. This procedure is covered in paragraph 5-8 of this regulation.

12-7. CONSTRUCTION SAFETY PROGRAM Outlined in Chapter 6

1. Purpose- This chapter describes policies that are intended to complement existing regulations and laws dealing with all aspects of construction and self-help projects.

2. Required/Related References

- a. 29 CFR 1910.
- b. 29 CFR 1926.
- c. AR 385-10.
- d. AR 385-16.
- e. AR 420-90
- f. FORSCOM 385-1
- g. NFPA 101.
- h. NTC REG 420-1.
- i. NTC REG 420-2.
- j. EM 385-1-1

3. Responsibilities

- a. All Commanders, Directors, Managers, and Supervisors shall ensure coordination is made between DPW, Fire Department, NTC Safety Office and Preventive Medicine/IH as necessary, prior to, during, and after initiating modifications to existing facilities and properties. Ensure appropriate PPE, tools, and equipment is available and used.
- b. DPW will provide blue stake information, site inspection, technical drawing support, work order approval, electrical certification, etc., on all modifications made to government facilities through contract and self-help.
- c. Fire Department shall provide a review of proposed plans, evaluate completed projects, and ensure appropriate fire codes are met.
- d. Preventive Medicine will provide OH, industrial hygiene, and other services as requested.
- e. NTC Safety shall review all blue prints, attend pre-construction meetings, provide technical expertise, and inspections of facilities and properties.

12-8. PERSONAL PROTECTIVE EQUIPMENT (PPE) PROGRAM Outlined in Chapter 7

1. Purpose- This chapter provides information and criteria for the use of Personal Protective Equipment (PPE). PPE is designed to reduce or eliminates personnel from exposure to hazards when engineering controls are not feasible or available.

2. Authority for Purchase and Issue

- a. Title 5-U.S.C. 7903 authorizes the purchase and maintenance of special clothing and equipment for the protection of personnel in their assigned task.
- b. Section 19 or OSHA of 1970 (PL 91-596) states that the head of each agency shall acquire, maintain, and require the use of safety equipment, personal protective equipment, and other devices necessary to protect the employee.
- c. AR 385-10, paragraph 2-2j authorizes procurement of PPE.
- d. Common Table of Allowance (CTA) 8-100, CTA 50-900, CTA 50-970 and DA Pam 385-3 provides authorization

and guidance for the issuance of PPE.

3. Policy- AR 385-10, paragraph 1-5(4) establishes the requirement for leaders and managers to ensure required protective clothing and equipment for personnel are provided, used, and maintained. Appropriate portions of Title 29 Code of Federal Regulation (CFR) Part 1910, General Industry and 29 CFR Part 1926, Construction Industry have been incorporated into this chapter.

4. Responsibilities:

a. Commanders and Managers. Procure PPE appropriate to each unit's/directorate's needs, based on Job Hazard Assessments and Industrial Hygiene surveys.

b. Leaders and Supervisors. Ensure all personnel who are required to use PPE are properly trained; use the PPE on all occasions where it is required, and their training is documented for future reference.

c. Soldiers and Employees. Properly use and maintain all PPE issued for use.

d. Contract personnel shall comply with employer's program.

12-9. HAZARD IDENTIFICATION PROGRAM Outlined in Chapter 8

1. Purpose- The purpose of this chapter is to provide guidance for identification and documentation of workplace job hazards to facilitate identifying Personal Protective Equipment (PPE) and to specify the requirements for individuals to report unsafe or unhealthful working conditions.

2. Job Hazard Assessment

a. Commanders and Directors:

(1) Prepare Job Hazard Assessments for their organizational job tasks to identify hazardous job tasks performed by soldiers/employees that could result in injury to any part of the worker's body, or hearing loss. Use Job Hazard Assessments as a guide to select the appropriate PPE.

(2) Combine all Job Hazard Assessments forms and all other resource data used to identify PPE requirements and attach them to a cover letter signed by the commander or director, as the "Certification of Hazard Assessment" for the unit or organization.

(3) Upon identification of tasks or materials that require the use of PPE, identify the specific soldiers/employees who perform those tasks or work with those materials and target them for training, medical evaluation/surveillance, and issuance of PPE, as appropriate.

(4) Ensure all deficiencies that may cause or contribute to job hazards are expeditiously corrected.

b. Preventive Medicine, IH will conduct Health Hazard Surveys to identify hazards and determine the appropriate level/type or degree of protective equipment required for the occupational hazards.

3. Procedure- The Job Hazard Assessment form, APPENDIX N is the basic tool for conducting Job Hazard Assessments. Conduct Job Hazard Assessment, following the directions on the reverse side of the form. Target the analysis specifically at those tasks that involve hazardous materials or processes. Information from all available resources should be considered when completing the form.

12-10. ROTATIONAL UNIT SAFETY SUPPORT PROGRAM Outlined in Chapter 9

1. Purpose- This chapter prescribes policies that are intended to complement existing regulations during rotational unit training or preparing for training at the NTC.

2. Scope- Rotational units will comply with all Army, FORSCOM, and NTC regulations and policies.

3. Required/Related References

- a. AR 385-10
- b. AR 11-9
- c. AR 385-40
- d. AR 385-55
- e. AR 385-63
- f. AR 385-64
- g. AR 385-95
- h. DA PAM 385-5
- i. FORSCOM 385-1
- j. FORSCOM 350-50-1
- k. NTC Operation Group-EXOP

4. Responsibilities:

- a. FORSCOM 350-50-1 provides specific guidance and information to commanders for appointing Rotational Safety Officers (RSO), brigade, or regiment size units. The Brigade/Regiment Safety Officer will contact the Installation Safety Office in person, during duty hours immediately upon arrival at the NTC and just prior to departure for home station.
- b. For smaller size units or elements, commanders will designate an individual to act as the Rotational Safety. Individuals assigned as the element's Rotational Safety should be an officer or senior NCO and shall ensure accident investigations are completed and properly documented IAW AR 385-40. Any unit having an accident/incident, including Reserve and National Guard units, shall provide the NTC Safety Office a copy of the preliminary report(s) prior to their departure from the NTC. Reserve and National Guard units documentation may be left with EOC, extension 3750, 24 hours a day or with reserve component personnel assigned to the NTC. During normal operations (M-F, 0700-1600) reports can be brought to the Installation Safety Office, building 287, extension (760) 380-5564/5074.
- c. The Rotational Safety shall ensure that all accidents occurring at the NTC utilizing pre-positioned equipment obtain assistance from the Logistic Assistance Office (LAO), extension 3755 (M-F), or EOC when necessary. ECOD's will be required along with a determination on what caused the specific problem, (i.e., electrical fire in the engine compartment). Vehicle bumper numbers and types of equipment involved will be shown on accident/incident reports for tracking purposes.
- d. All Rotational Safeties shall provide the NTC Safety Office an inventory of radioactive items by serial number being brought to the NTC for use with the unit with a name and phone number for a POC. This list must be provided a minimum of 60 days prior to the unit's arrival so coordination between the Installation Radiation Protection Officer (RPO) and the unit can be made. Units having radioactive items damaged or lost shall immediately report these incidents to the installation EOC. EOC will contact the Safety Office or on call safety specialist for instructions.

12-11. HEARING CONSERVATION PROGRAM Outlined in Chapter 10

1. Purpose- To prescribe policies and procedures for the control of noise hazards and the prevention of noise induced hearing loss from occupational exposure among soldiers and civilian personnel.

2. Scope- All eligible military, DA Civilian and Contract employees assigned, attached, or employed on Fort Irwin.
NOTE: Contractor personnel are required to comply with their employers hearing conservation program.

3. Policy- The prevention of hearing loss from exposure to noise involves the coordination application of noise hazard identification and evaluation, posting of noise hazard areas and equipment with appropriate caution signs, engineering control measures, the use of hearing protective devices and periodic audiometric testing of personnel working in noise hazards areas, supplemented by health education, supervision and discipline of personnel (soldiers who deliberately or carelessly violate regulations regarding the wearing of hearing protective devices will be subject to disciplinary actions under CPR 700, Chapter 751, Appendix A, Table 1, and the UCMJ). When hazardous noise cannot be reduced by engineering controls, a comprehensive hearing conservation program will be initiated IAW standing hearing conservation regulations.

4. Required/Related References

- a. AR 40-5
- b. AR 385-30
- c. DA PAM 40-501
- d. DA PAM 40-503
- e. 29 CFR 1910.95
- f. Federal Personnel Manual

5. Definitions

a. Hazardous noise: Steady noise with sound of intensities of 85 decibels or greater as measured on an “A” Weighted scale of a sound level meter dB (A) or impulse noise of 140 decibels or greater measured as peak sound pressure dB (P).

b. Hearing Protective Devices and Equipment: Devices designed to attenuate noise by fitting in or over the ears and may include earplugs, ear canal caps, ear muffs, or noise attenuating helmets.

12-12. CONFINED SPACE ENTRY PROGRAM Outlined in Chapter 11

1. Purpose- This chapter prescribes responsibilities, policies, procedures for confined space entry and operations within confined spaces. It includes safety standards necessary for preventing personnel exposure to dangerous air contamination and/or oxygen deficiencies within such spaces as storage tanks, process vessels, pits, vats, boilers, compartments, ducts, sewers, pipelines, vaults, bins, fuel cells, tunnels, manholes, and excavations.

2. General- Exposure of unprotected personnel to hazardous environments in confined spaces can cause death, serious injury, or acute illness. All entry by personnel into confined spaces will be conducted in compliance with the requirements in 29 CFR 1910.146.

3. Scope- This regulation applies to all NTC and Fort Irwin personnel (military and civilian, NAF, National Guard, Reserve, contractors, and visitors) working on the installation or assigned to off post locations, who work with or supervise personnel who are required to work in hazardous energy (electrical, compressed gas, flammable gas, hydraulic, pneumatic, steam, etc.). Provisions of this program also apply to those tenant organizations on the installation that do not have an established program that meets or exceeds that of the OSHA, DoD, and DA requirements.

4. Required/Related References

- a. 29 CFR 1910.146
- b. 29 CFR 1910.134
- c. 29 CFR 1910.1000
- d. Title 8, California Code of Regulations
- e. National Institute for Occupational Safety and Health (NIOSH)
- f. NTC REG 420-2.

12-13. RESPIRATORY PROTECTION PROGRAM Outlined in Chapter 12

1. Purpose- This chapter prescribes the policy, responsibilities, and procedures for implementing and maintaining the NTC and Fort Irwin Respiratory Protection Program (RPP).

2. Background- Engineering controls are used where feasible to prevent personnel exposure to harmful contaminants in our breathing air. Examples of engineering controls include but are not limited to, enclosure or confinement of the operation, general and local exhaust ventilation, and substitution of less toxic materials. In many areas we can be exposed to harmful dusts, fogs, fumes, mists, gases, smokes, sprays, and vapors. When effective engineering controls are not feasible or when they are being instituted, appropriate respirators shall be used. Respirators prevent entry of harmful substances into the body during breathing and ensure that the user has an adequate supply of clean air.

3. Policy

a. The goal of the Army's OSH Program is to eliminate workplace hazards and the need for Respiratory Protective Equipment (RPE).

b. Respirators are considered an acceptable method of protecting the health of DA personnel only under the following circumstances:

(1) When the Installation Medical Authority (IMA) is satisfied that engineering or work practice controls are not adequate to control the hazard.

(2) During the intermittent, non-routine operations not exceeding 1 hour per week.

(3) During the interim periods while engineering controls are being designed, funded, and installed.

(4) During emergencies.

(5) When required by other Federal regulations or operating license(s).

c. Military protective field masks designed and issued for protection against field concentrations of chemical, biological, and radiological warfare agents will not be used in industrial applications unless they are also an approved respirator for the particular application.

d. Respiratory protection will be furnished at no cost to the employee and will be used as a condition of employment where applicable.

12-14. HAZCOM STANDARD Outlined in Chapter 13

1. Purpose- This chapter prescribes the policy, responsibilities, and procedures for implementing and maintaining the HAZCOM Standard.

2. Required Reference- 29 CFR 1910.1200

3. Background- OSHA promulgated a final OSH Standard entitled "HAZCOM" (29 CFR 1910.1200), dated November 25, 1983. The standard requires chemical manufacturers and importers to assess the hazards of chemicals, which they produce or imported, and to provide this information to employees concerning hazardous chemicals, by means of a HAZCOM Program. Program elements include labels, Material Safety Data Sheets (MSDS), training and access to written records. In addition, distributors of hazardous chemicals are required to ensure that containers they distribute are properly labeled and that a MSDS is provided to their customers. OSHA expanded the HAZCOM Standard to non-manufacturing sectors with a compliance date of May 24, 1988.

12-15. RADIATION SAFETY PROGRAM Outlined in Chapter 14

1. Purpose- This chapter prescribes the policies, responsibilities, and procedures for implementing and maintaining the NTC and Fort Irwin Energy Control Program (lockout/tag out).

2. Scope- This regulation applies to all NTC and Fort Irwin personnel (military and civilian, NAF, National Guard, Reserve, contractors, and visitors) working on the installation or assigned to off post locations, who work with or supervise personnel who are required to work in hazardous energy (electrical, compressed gas, flammable gas, hydraulic, pneumatic, steam, etc.). Provisions of this program also apply to those tenant organizations on the installation that do not have an established program that meets or exceeds that of the OSHA, DoD, and DA requirements.

12-16. ENERGY CONTROL PROGRAM Outlined in Chapter 15

1. Purpose- This chapter prescribes the policies, responsibilities, and procedures for implementing and maintaining the NTC and Fort Irwin Energy Control Program (lockout/tag out).

2. Scope- This regulation applies to all NTC & Fort Irwin personnel (military and civilian, NAF, National Guard, Reserve, contractors, and visitors) working on the installation or assigned to off post locations, who work with or supervise personnel who are required to work in hazardous energy (electrical, compressed gas, flammable gas, hydraulic, pneumatic, steam, etc.). Provisions of this program also apply to those tenant organizations on the installation that do not have a est. program that meets or exceeds that of the OSHA, DoD, and DA requirements.

12-17. SAFETY INSPECTION PROGRAM Outlined in Chapter 17

1. Purpose- This chapter provides the requirements, guidelines, and recommendations for OSH and HAZCOM training necessary for military and civilian personnel to perform their duties in an occupationally safe and healthful manner. Adherence to safe operating practices and procedures cannot be assured, unless there is a clear and defined knowledge of the job, its potential hazards, and of the strategies necessary to perform the job properly and prevent mishaps. To attain this type and level of knowledge, a well-developed and coordinated training effort at all levels and types of occupations is required. OSH training, when properly applied, can change behavior and lead not only to mishap reduction, but also performance improvement.

2. Scope- The NTC OSH training programs shall be designed to instruct military and civilian personnel to perform their duties in a safe and healthful manner, and shall be tailored to the level of responsibility of the individual. At a minimum, the training must provide personnel with sufficient knowledge to participate in the NTC OSH Program. Appendix M (16-A and 16-B) lists the minimum safety training requirements for personnel assigned to the NTC and Fort Irwin.

3. Safety Professionals- shall be trained through course, laboratory experiences, and field study to perform the necessary technical monitoring, counseling, testing, inspecting, and other task that are required of safety professionals. Training and education shall be provided following professional development plans and the needs of the NTC to support an effective Safety Program. Individual Development Plan (IDP) for each safety professional shall be established. These IDPs shall be used as a guide for professional development that will include special reference, seminars, meeting, and other forums that are related to assigned duties if they contribute to the professional development of performance of assigned duties.

4. Commanders and Managers- shall receive sufficient training to enable them to actively and effectively support the NTC Safety Program in their areas of responsibility. In addition to appropriate standards statutes and applicable Army safety and health regulations, commander and manager level training will include:

- a. An examination of the NTC Safety Program goals and objectives, listed in Chapter 1.
- b. A review of local mishaps, trends, and reduction target areas.
- c. An overview of current Army emphasis programs.
- d. Commanders Safety Course.

12-18. AMMUNITION & EXPLOSIVE SAFETY Outlined in Chapter 18

1. General.

a. Army policy and procedures for explosives and ammunition safety are prescribed in AR 385-64, DA Pam 385-64, and the chapter within FORSCOM Regulation 385-1 defining the FORSCOM Explosives Safety Program. This chapter provides supplemental guidance and information to assist leaders, supervisors, and personnel at the NTC & Fort Irwin accomplish the ammunition and explosive (A&E) safety mission.

b. The NTC & Fort Irwin Post Safety Office will coordinate explosive safety efforts for all units and activities assigned to the installation and liaison with units conducting training activities involving ammunition and explosives to promote A&E safety.

12-19. NTC & Fort Irwin Safety Office Explosive Safety Responsibilities.

- a. The NTC & Fort Irwin Safety Director IAW provisions outlined in AR 385-10 will serve as the command point of contact for all safety related ammunition and explosive actions. The Safety Director will coordinate as applicable ammunition and explosive safety efforts with the Chief, QASAS assigned to MMC.
- b. Safety specialists assigned to the NTC & Fort Irwin Safety Office will conduct assistance visits/surveys annually of all ammunition and explosive storage and operational areas and maintain records of surveys noting deficiencies and corrective actions as applicable.
- c. Safety specialists assigned to the Post Safety Office will monitor ammunition and explosive operations to ensure that Army units understand and comply with all safety standards. Observations and advice will be provided to leaders and supervisors as necessary for corrective actions.
- d. The NTC and Fort Irwin Post Safety Office will provide assistance, consultation, and regulatory guidance when requested to installation and tenant elements in relation to ammunition and explosive safety. QASAS personnel are also available to answer questions relating to ammunition and explosive safety and have specific training and mission requirements for A&E safety.
- e. Coordinate with applicable installation elements in the preparation of explosive licenses and explosive site plans and safety submissions.
- f. Coordinate with applicable installation elements the request for waivers and exemptions to ammunition and explosive safety standards.
- g. Review QASAS inspection reports, provide assistance ensure corrective actions are taken for deficiencies.
- h. Annually review and ensure that appropriate elements to include the G3 and Director of Public Works develop ammunition and explosive location **maps**. Ensure **maps** are distributed to critical elements involved in A&E operations or emergency response. The installation ammunition and explosive location maps must include the following as a minimum:
 - (1) Explosive hazard class and division and the maximum net explosives weight authorized at each site.
 - (2) Explosive safety "clear zones" required around each location based on quantity distance criteria.
 - (3) Primary and alternate explosive movement routes through the installation.
 - (4) Any airfield locations for handling hung ordnance or gun-clearing operations.
 - (5) Tactical vehicle upload and download areas (other than at authorized firing ranges).
 - (6) Explosive support facilities, such as ammunition holding and distribution sites.

12-20. APPENDICES Listed in NTC & Fort Irwin Regulation 385-10 Safety Program:

- A. Unit Quarterly Safety Checklist
- B. Telephonic Mishap Report
- C. Respiratory Protection Certification Record
- D. Army Motor Vehicle Operations Checklist
- E. POV Inspection Checklist
- F. Motorcycle Inspection Checklist
- G. Holiday and Seasonal Safety Briefings
- H. Sketch of traffic guards during PT
- I. Personal Protective Equipment List
- J. Sample of DD Form 4755
- K. Confined Space Entry Checklist
- L. Recommendation of Safe Entry Checklist
- M. Occupational Safety and Health Training
- N. Sample Job Hazard Assessment Form
- O. Sample Appointment Orders
- P-R. Arms Room Risk Assessment and Ammunition Storage License Forms

12-21 RISK ASSESSMENT, LIGHTNING / HURRICANES / FLASH FLOODS / SEVERE WIND,

1. WEATHER SAFETY - All Commanders should be familiar with **AR 40-5** Preventive Medicine dated 25 MAY 2007, Technical Bulletin MED 507, Heat Stress Control and Heat Casualty Management dated 7 MAR 2003, Technical Bulletin MED 508 Prevention and Management of Cold Weather Injuries dated April 2005.

a. All NTC & Fort Irwin Units will conduct formal risk assessments and analysis prior to conducting any training or activity at FICA or anywhere involving NTC & Fort Irwin Soldiers, Families, civilian personnel and equipment. Utilizing the guidelines below will significantly decrease personal injury.

b. Heat Injury

(1) The following table (Table 3-1) should be applied as guidance for the prevention of heat injuries in acclimatized individuals. These criteria are based on moderate levels of work. The Environmental Health Section (EHS) of preventive medicine will track the Wet Bulb Globe Temperature (WBGT) Index throughout the summer months (01 May to 31 October). The heat category determined using the temperature and humidity from this site is not indicative of the heat category throughout Fort Irwin. Rather, this heat category is a guide of the general heat condition present on post. It is a **UNIT RESPONSIBILITY** to record the WBGT Index at your specific training site and implement control measures as necessary. For further information regarding hot/cold weather injury prevention contact the EHS at (760) 380-3026/6209/5328.

TB MED 507/AFPAM 48-152I (table 3-1)

Heat Category	WBGT Index (Degrees F)	Easy Work (250 W)		Moderate Work (425 W)		Hard Work (600 W)	
		Work/Rest	Water Intake (qt/hr)	Work/Rest	Water Intake (qt/hr)	Work/Rest	Water Intake (qt/hr)
1	78.0 - 81.9	No Limit (NL)	½	NL	¾	40/20 min	¾
2	82.0 - 84.9	NL	½	50/10 min	¾	30/30 min	1
3	85.0 - 87.9	NL	¾	40/20 min	¾	30/30 min	1
4	88.0 - 89.9	NL	¾	30/30 min	¾	20/40 min	1
5	90.0 & above	50/10 min	1	20/40 min	1	10/50 min	1
		Easy Work		Moderate Work		Hard Work	
		Weapon maintenance, manual of arms, marksmanship training, drill and ceremony, walking hard surface at 2.5 mph, <30 pound (lb) load		Calisthenics, patrolling, individual movement techniques (that is, low crawl, high crawl), defensive position construction, walking loose sand at 2.5 mph, no load, or walking hard surface at 3.5 mph, <40 lb load		Field assaults, walking with loose sand at 2.5 mph with load, or walking hard surface at 3.5 mph, > or = to 40 lb load.	

Table 12-1. Fluid replacement and work/rest guidelines for warm weather training conditions

Notes:

1. The work/rest times and fluid replacement volumes will sustain performance and hydration for at least 4 hours of work in the specified heat category. Fluid needs can be based on individual differences (+/- ¼ qt/hr) and exposure to full sun or full shade (+/- ¼ qt/hr)
2. NL equals no limit to work time per hour (up to 4 continuous hours).
3. Rest means minimal physical activity (sitting or standing), accomplished in shade if possible.
4. CAUTION: Hourly fluid intake should not exceed 1 ½ quarts.
5. Daily fluid intake should not exceed 12 quarts.
6. If wearing body armor, add 5 degrees F to WBGT index in humid conditions.
7. If wearing NBC clothing (mission-oriented protective posture(MOPP) 4), add 10 degrees F to WBGT for easy work, and 20 degrees F to WBGT index for moderate and hard work.

8. Warn personnel that certain dietary supplements (for example, products containing Ephedra or Ma Juang, and energy drinks) and medications (for example, cold and allergy) increase heat-injury risk.

(2) Commanders and leaders at all levels must be knowledgeable and enforce measures for preventing heat injuries. Strict attention should be paid to the application of heat condition categories and the enforcement of individual preventive measures with respect to their specific areas of responsibility. Personnel must be made aware of the individual and unit preventive measures. TB MED 507/AFPAM 48-152I (table 3-1) is the reference for hot and cold weather protective measures.

(3) The fundamental imperatives during and after physical activity are to:

- (a) Supply adequate water and enforce its intake before, during, and after physical activity.
- (b) Adjust the work or training activities to correlate with the environmental heat stress conditions.
- (c) Provide adequate rest periods for physically active personnel in a hot environment.

(4) Commanders should be aware of the following concepts to counter heat injuries:

(a) Acclimatization is a critical part of prevention of HEAT and COLD weather injuries. Soldiers need two (2) weeks to physiologically adjust to physical exertion in a hot climate upon arriving from a temperate one. Lighten physical activity during the acclimatization period or your Soldiers will under-perform. In general, acclimatization applies to all new personnel, but it can also apply to new increased levels of activity, such as road marching. For new or increased strenuous activity, Commanders will ensure that all Soldiers are properly acclimated prior to execution. Normally, a well planned out "train-up" for a 20 kilometers (km) road march that includes shorter distances and increased pace and load will minimize risk. There is no approved solution and Commanders must monitor these activities closely to ensure safe conduct of the training event.

(b) A Soldier's physical performance and endurance will be largely based on both rest and food intake prior to a planned training event, therefore, adequate water, rest and food must be included in the overall planning factors and risk management process in order to minimize severe injury.

(5) Heat related injuries and casualties requiring hospitalization must be reported to the NTC & Fort Irwin IOC as soon as possible.

c. Cold Injury.

(1) Cold injuries can occur at freezing and at freezing temperatures. For additional information refer to TB MED 508/AFPAM 48-152I.

(2) Table 12-2 provides countermeasures that must be implemented by first line leaders and supervisors at various temperatures. This is merely a guide; leaders must assess mission requirements and plan accordingly.

(3) Commanders and leaders at all levels must be knowledgeable and enforce measures for preventing cold injuries. Strict attention should be paid to the wind-chill factors and the enforcement of individual preventive measures with respect to each Soldier and unit's specific areas of responsibility. All personnel must be made aware of the individual and unit preventive measures.

(4) The fundamental imperatives in reducing cold weather injuries are to:

- (a) Wear or carry adequate clothing for the weather to be encountered.
- (b) Wear clothing in loose layers.
- (c) Keep hands well protected
- (d) Remove excess clothing before perspiration begins.

WIND CHILL	COUNTERMEASURES TAKEN
30 F and Below	Alert Personnel to the potential for cold injuries
25 F and Below	Leaders inspect personnel for wear of cold weather clothing Provide warm-up tent/areas/hot beverages
0 F and Below	Leaders inspect for cold weather injuries Increase frequency of guard rotation to warming areas Discourage Smoking
-10 F and Below	Initiate the buddy system - have personnel checking each other for cold weather injuries
-20 F and Below	Modify or curtail all but mission essential field operations

Table 12-2. Wind Chill Countermeasures

d. Lightning / Flash Floods/Severe Wind/Dust Storms.

(1) Commanders are overall responsible for knowing the current weather conditions and monitoring changes in the weather so that all the necessary pre-cautions can be taken.

(2) The NTC & Fort Irwin IOC monitors current weather conditions and issues weather advisories and warnings to all units; however, Commanders should not rely on this system. Units conducting training on FICA should periodically contact their supporting higher headquarters (Ex. Division Tactical Operations Center) or the NTC & Fort Irwin IOC periodically for any weather updates.

(3) Severe weather can jeopardize the safety of soldiers, as well as cause damage to equipment and facilities. Severe weather includes thunderstorms, lightning, heavy rainfall, high winds, extreme temperatures, freezing rain, hail, and snowfall. In the event of severe weather, commanders will take the necessary measures to ensure the safety of all personnel. Commanders are authorized to postpone or move Physical Training (PT) or other planned training indoors during severe weather conditions.

(4) Commander's will be familiar with the NTC & Fort, Lightning / Flash Floods/Severe Wind/Dust Storms OPOD/SOP and be able to execute assigned responsibilities in those documents. During rotational and field training exercises the NTC Weather Support Detachment will notify the Range Operations Firing Desk and DTOC when thunder/electrical/lightning storms approach the NTC. Range Operations Firing Desk will announce a storm "warning" and the potential for lightning/ electrical activity over both RCS and FM frequencies per information received from the NTC Weather Support Detachment. Range Operations will notify Installation EOC. Monitor RCS – Broadcast calls will be made of inclement weather warning. Rotational Unit Commanders will ensure that severe weather countermeasures are integrated into their risk assessment. Also, prior to each training event, commanders will designate locations and procedures to follow when a lightning alert is given.

Lightning Countermeasures:

1. The following safety guidance will be integrated into the safety program:

Monitor RCS – Broadcast calls will be made of inclement weather warning. Rotational Unit Commanders will ensure that severe weather countermeasures are integrated into their risk assessment. Also, prior to each training event, commanders will designate locations and procedures to follow when a lightning alert is given.

2. The following safety information will help ensure soldier safety during lightning. Seek a safe shelter immediately. If you're unable to find shelter in a building that is equipped with lightning protection, follow these procedures:

- disperse personnel—do not group together (minimum of 15 ft.)
- avoid open isolated hilltops
- avoid large masses of steel in open terrain (mounted guns, field pieces, and vehicles)
- do not seek shelter under a vehicle. The insulating effect of vehicle tires may cause a body under a vehicle to

become a conductor of an electrical charge from the vehicle to the ground

- seek shelter **in** a vehicle, fully enclosed is best and roll up the windows)
- disconnect all electrical equipment from power sources and radio antennas
- Minimize communications on radios, telephones.
- ensure all equipment is properly grounded
- If inside a building during an electrical storm, remain clear of water pipes and electric or communication lines
- Move away from explosive items armed for electrical detonation
- suspend operations for 30 minutes after the last observed lightning or thunder. This is a conservative approach and may not be practical in all circumstances

3. Individual Actions to take if caught in the open:

- crouch down. Put feet together and place hands over your ears to minimize hearing damage from thunder. Do not lie flat on the ground

4. Injured persons do not carry an electrical charge and can be handled safely. apply cardiovascular pulmonary resuscitation and first aid procedures immediately. The following applies to all TAs, operations, and/or structures containing or storing munitions & Explosives. The EOC will notify G-3 Safety and Quality Assurance Specialist Ammunition Surveillance (QASAS) personnel. If lightning is reported to be approaching within 5 miles of a munitions storage area (to include live fire ranges, ammunition holding areas (AHAs), ammunition transfer points (ATPs), and munitions-laden vehicles), take the following actions:

(1) Evacuate munitions storage sites not equipped with a fixed lightning protection system containing 1.1, 1.2, 1.3, or 1.4 classified ammunition to the minimum safe explosive distance.

(2) Evacuate munitions storage sites equipped with or without a fixed lightning protection system containing 1.1, 1.2, 1.3, or 1.4 and “fix fuses,” primers, or are electronically initiated to the minimum safe explosive distance.

(3) If senior personnel determine there is time to repack exposed munitions into shipping containers, and then repack the containers.

(4) Live fire ranges using 1.1, 1.2, or 1.3 munitions will cease operations. Weapons will be unloaded and munitions properly stored in ammo racks. Senior personnel on site will determine when crews should evacuate munitions-laden combat vehicles. OPSGRP and unit CDRs will determine if the rotation LFX must be suspended.

(5) The senior person (SGT or above) will determine if suspension of range operations or evacuation of a storage site containing 1.4 and small amounts of 1.3 munitions is necessary. If no one is a SGT or above (ammo guards), evacuate to the minimum safe distance.

Ranges: clear the firing line of all personnel, ground and stack weapons, remove equipment (i.e. Kevlar helmet, Molly packs, knives, radios, and any other metal or electrical equipment

- leave ammo in place stacked back into its original boxes
- turn off all radios except one to maintain contact with Range Operations (emergency use only)
- Move to available shelters, buses vehicles, covered buildings

Flash Floods:

The Mojave Desert has deep wadies created by severe rainstorms. Because desert terrain cannot effectively absorb heavy rainfall, the runoff can cause flash floods to occur. Rainfall DOES NOT have to occur on the reservation to produce flash floods.

1. DO NOT Park, sleep, or remain in wadies or ravines during wet weather. DO NOT attempt to cross flooded areas. Avoid standing water and upper elevations during thunderstorms to minimize the possibility of encountering lightning strikes.

2. DO NOT establish bivouac areas, maintenance areas, and aircraft/vehicle parking in low-lying areas such as wadies, dry river/stream beds, or dry lakes when rain threatens. Develop evacuation plans when occupying low ground.

UAS's

The UAS operators must adhere to the specific limitations outlined in their respective operator's manual. No UAV will be launched if sustained winds exceed 25 knots or winds are gusting higher than 35 knots. UASs will return to the Launch and Recovery Site, if Weather Advisories/Warnings are received that would ground Army Aviation Assets.

All Aerial Vehicle Operators (AVOs) must receive the NTC G3 Safety briefing and the A2C2 / Weather briefing prior to conducting any tactical operations.

Weather Limitations. All Aerial Vehicle Operators (AVOs) must receive the NTC G3 Safety briefing and the A2C2 / Weather briefing prior to conducting any tactical operations.

(5) Current Weather on Fort Irwin: <http://www.irwin.army.mil/CommandGroupUnits/Units/OPSGRP/USAFwx/Pages/default.aspx>

Active Weather Watches, Warnings, and Advisories

Definitions:

Watch - The potential exists for weather conditions which are hazardous and potentially life-threatening

Warning - Weather conditions are expected which are hazardous and potentially life-threatening

Advisory - Weather conditions are expected which will adversely affect normal operations but do not pose a serious Hazard.

Bicycle Lake Army Airfield Weather
Fort. Irwin CA, The National Training Center
Phone: DSN 470-9527 COMM: (760) 380-9527
Email: usarmy.irwin.12-cts.mbx.irwin-weather@mail.mil
Hours of Operation: Mon-Fri 0600-2200
Open 24/7 During Rotation

[After hours click here for current forecast from 25 OWS \(CAC only\)](#)

National Weather Service:

<http://forecast.weather.gov/MapClick.php?lat=34.85&lon=-116.78#.VBdHrOLh364>

Military Weather Link:

<http://www.irwin.army.mil/CommandGroupUnits/Units/OPSGRP/USAFwx/WxUpdates/Documents/NATIONAL%20TRAINING%20CENTER%205%20DAY.png>

Light Data (Solar/Luna):

<http://www.irwin.army.mil/CommandGroupUnits/Units/OPSGRP/USAFwx/Pages/LightDataSolarLunar.aspx>

Barstow Road Conditions:

<http://www.localconditions.com/weather-barstow-california/92311/traffic.php>

Southern California Doppler Weather:

<http://www.accuweather.com/en/us/southern-california/weather-radar>

Chapter 13
Rotational Planning Procedures

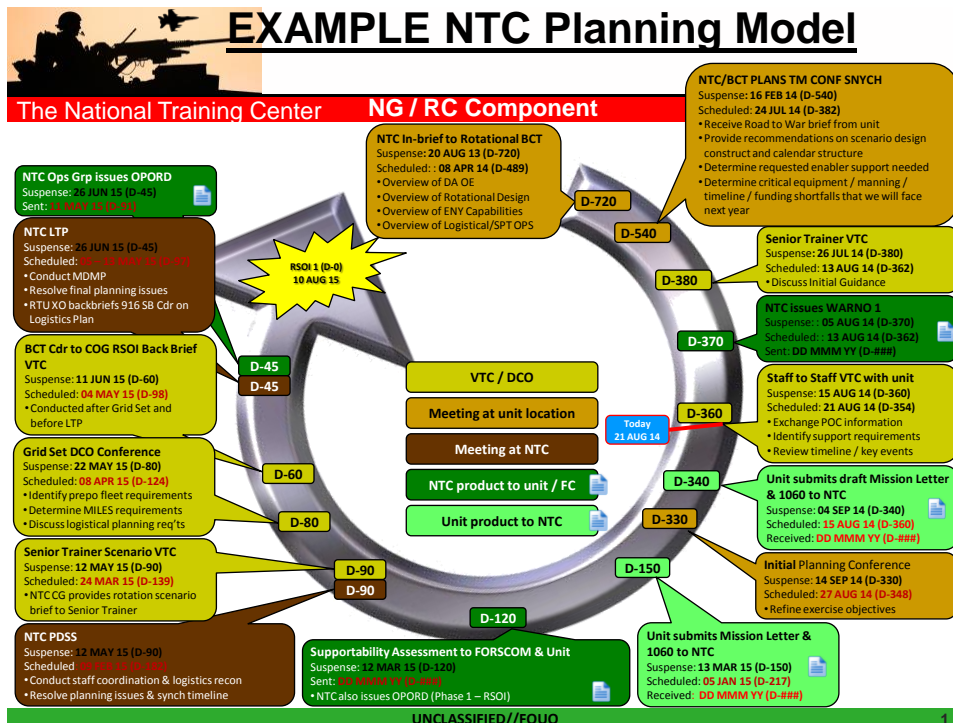
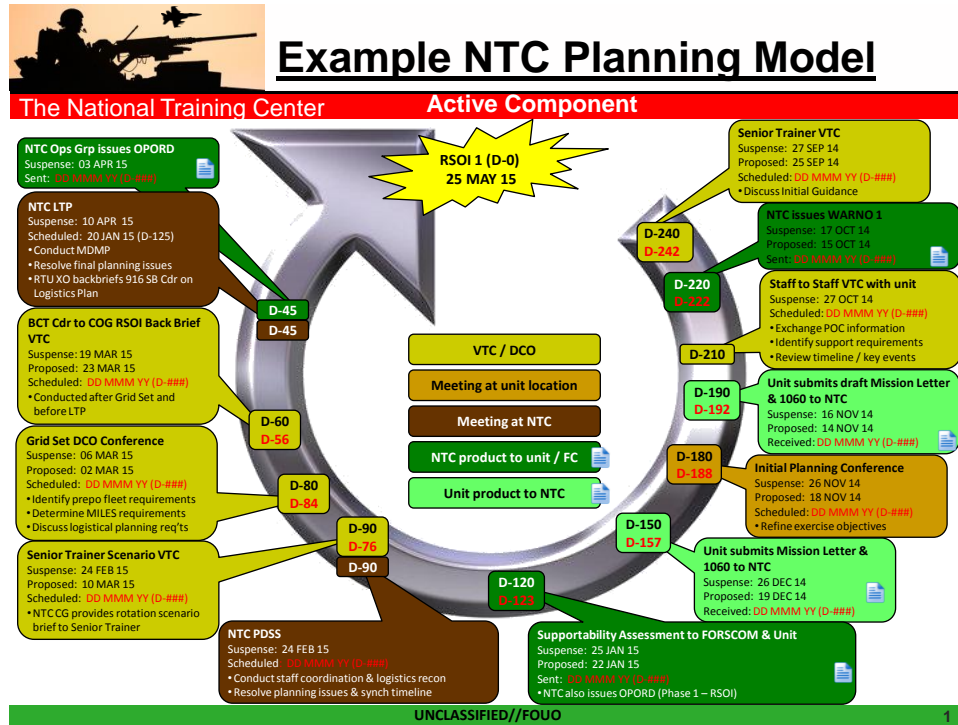


Table 13-1 NTC Planning Model

**Chapter 13
Rotational Planning Procedures**

Section I- Overview.

PLANNING PHASE BATTLE RHYTHM. The following paragraphs describe the battle rhythm for typical rotational planning purposes. All personnel on any and all NTC Observer Coach/Trainer (OC/T) “Team’s” should be flexible in the event that rotational units may encounter compressed planning timelines, especially during times of war. **As a point of reference, “D-Day” refers to RSOI 01 of the rotation being planned and executed.**

13-1. LONG RANGE PLANNING (D-420 to D-91).

All Appendix and paragraph references listed in below timelines are FORSCOM REG 350-5-1

D-420. Initial Contact Planning Conference with BCT (For Reserve Component and National Guard Component

<u>Time</u>	<u>Event</u>
D-370	National Guard / Reserve (NG/RC) Units only Senior Trainer (general officer capabilities initial guidance discussion with NTC CG via VTC.
D-360	Staff-to-Staff VTC between BCT staff, Senior Commander Representative (rep), and NTC (G3, G4, G6, OPS GRP, Army Center of Excellence (CI2C), 916th SB, and RC Operational Planning Team (RCOPT) for National Guard (NG)/RC units. (The NTC provides Capabilities Brief, Central POCs, Sample Mission Request Letter, and MILESTONES to unit.)
D-340	NG/RC units submit draft Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, and FORSCOM Form 1060-R to NTC G3.
D-330	Initial Planning Conference (IPC) between NG/RC units and NTC conducted at unit home station. Focus is to finalize rotational design, unit mission letter, and FORSCOM Form 1060-R. (The NTC provides a Predeployment package containing initial OC/T Augmentation requirements and applicable NTC ROE, regulations, information (info) packets, and coordinating instructions.)
D-270	The NTC provides NG/RC training unit with a Predeployment package containing NTC ROE and regulations.
D-240	Senior Trainer (General Officer) capabilities initial guidance discussion with NTC CG via VTC for AC units.
D-220	The Rotational Training Unit (RTU) spectrum manager will contact the NTC CIO/G6 Rotational Support Coordinator in order to receive the EMSO pre-deployment package and other special instructions. NTC G3 publishes WARNO #1 to BCTs
D-210	Staff-to-Staff VTC between BCT staff, SC, and NTC (G3, G4, G6, OPS GRP, CI2C, 916th SB, MEDDAC and RCOPT) for AC units. (The NTC provides Capabilities Brief, Central POCs, Sample Mission Request Letter, and MILESTONES to unit.)
D-190	Active Component units submit draft Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, and FORSCOM Form 1060-R to NTC G3.
D-180	Initial Planning Conference (IPC) between AC units and NTC conducted at unit home station. Focus is to lock in rotational design, finalize unit mission letter and FORSCOM Form 1060-R, initiate coordination between BCTs and enablers, and to begin detailed planning of rotational scenario.

D-150 Forces Command reviews troop list and rotation exceptions.
Organization with cross attachments, support units, and tactical SOP are submitted to the NTC.

Senior Commander (SC) for all units submits Mission Request Letter with training objectives, METL, critical tasks, proposed tasks, unit task organization, troop list exceptions, additional training resource requirements, and FORSCOM Form 1060-R to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 4700 Knox Street., Fort Bragg, North Carolina 28310-5000, and information copy to HQ, NTC G3, IAW para 2-6, and Chapter 3.

Brigade/regiment provides updated FORSCOM Form 1060-R every 30 days as required.

Augmentation units to RTU/OPFOR/OPS GRP, such as USMC, Special Operations Forces, etc., will submit ammunition requirement to G3 Installation Ammo Manager and forecast such in TAMIS.

D-120 Forces Command approves the troop list and issues Message Text Format verifying OC/T augmentee requirements.

RTU's forecast Home Station training ammunition.

RTU submits ammunition requests to NTC G3 AMMO Manager.

BCT coordinates with NTC G3 TSD for TESS/MILES.

RTU submits the final radio frequency (RF) emitter list G6 will send the Standard Frequency Action Format (SFAF) for frequency proposals and the ACES Signal Operating Instructions (SOI) final Master NET List (MNL) to the NTC G6 SMD Rotational Support Coordinator (RSC). The NTC CIO/G6 SMD RSC checks SOI against emitter list against FORSCOM form 1060-R and preposition Fleet Equipment draw.

Electronic Warfare Officer establishes contact with supported Spectrum Manager.

NTC submits rotational supportability assessment to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 4700 Knox Street, Fort Bragg, North Carolina, 28310-5000, for FORSCOM Chief of Staff approval.

NTC determines OC/T shortfalls and notifies FORSCOM as appropriate to receive augmentation.

NTC updates this list every 30 days.

RTU submits Unit Data Sheet and ABCS (Mission Command) Equipment Systems to 52d ID G6.

RTU submits Satellite Access Request (SAR) and Army Service Requests in ACAS.

13-2. D-90 thru D-30 SHORT RANGE PLANNING

D-90 NTC hosts a Pre-Deployment Site Survey (PDSS) at D-90 to create an open forum in order to provide detailed operational and logistics planning guidelines, installation support activities capabilities, and highlight training and resources available at the NTC designed specifically to support rotational units.

The 916th SB SPO Rotational Coordinator Team provides an updated prepositioned equipment authorization list.

RTU conducts TESS/MILES equipment train-up at home station (D-90 thru D-60).

Troop Issue Subsistence Activity (TISA) request to NTC (outlined in Appendix H, para H-2).

RTU submits media visit requests to FORSCOM (Appendix O, para O-1).

RTU submits request for movement/transportation deviations from 916th SB SOP (see para H-11).

Safety Officer coordinates with the OPS GRP Safety Office (Appendix P, para P-2a(3)).

The RTU's TESS/MILES support approved and coordinated (Appendix H, para H-14).

Other 916th SB services coordinated and approved (Appendix H, para H-15).

916th SB SPO Equipment/Rotation Branch provides an updated prepositioned equipment authorization list.

RTU submits Contingency Contracting Officer (CCO) support request to Army Expeditionary Contracting Command (ECC) with copy to NTC Acquisition Command's CCO Program Manager.

RTU forwards RSOI week Flat Range Firing Plan.

RTU coordinates for final TESS/MILES requirements.

The NTC provides rotational support comments to Collective Training Division (AFOP-TCC), U.S. Army Forces Command, 4700 Knox Street, Fort Bragg, North Carolina 28310-5000, for FORSCOM Chief of Staff approval.

NTC CG provides rotational scenario brief to SC or his designated representative (D-90 thru D-60).

RTU coordinates with NTC Installation Medical Supply Office to establish Class VIII accounts.

USARC and First Army CDRs provide OC/T augmentee names to FORSCOM and the NTC.

Brigade commanders will provide staff and unit METL assessments to Chief, LTP (Appendix M).

RTU's must provide personnel data for all attendees to the LTP NCOIC (Appendix M).

D-70 Computer transfer G6 Signal Operating Instructions (SOI) with one Generated time.

RTU provides draft Signal Operating Instructions to NTC G6.

D-60 916th SB hosts the Grid Set Conference at unit home station to identify preposition fleet requirements and discuss logistics planning details.

Bulk and package Class III forecast to 916th SB (Appendix H, para H-4).

Class IV forecast to 916th SB (Appendix H, para H-5).

RTU submits Transportation Motor Pool (TMP) vehicle request, as required (Appx H, para H-11).

RTU sends Department of Defense (DD) Form 448 to Director of Resource Management (DRM)-Fort Irwin and required home station DODAACs and APCs.

RTU sends fund site to NTC MCC Fort Irwin for commercial buses.

RTU sends fund site to 916th SB for baggage.

RTU designates PAO POC (Appendix O, para O-1).

Division/Brigade Surgeon's Office forwards Credentialing Packet to NTC Medical Department Activity (MEDDAC) (Appendix Q, para Q-2).

RTU's Dental Activity (DENTAC) Commander request courtesy privileges to NTC DENTAC (see Appendix Q, para Q-3).

NTC provides final vehicle availability list to unit (para 3-7).

RTU submits fog oil request to NTC.

RTU's submit distinguished visitor request to FORSCOM (para 4-7(1), para 4-7(2), para 4-7(7), and para 4-7(13)).

Senior Commander provides by-name list of OC/T augmentees to NTC (para 2-7).

Forces Command provides by-name list of OC/T augmentees to NTC.

RTU establishes contact with and provides initial contracting requirements to the CCOs identified by the ECC.

Senior Commander approves proposed rotation scenario (during LTP).

RTU provides Exercise DODAACs and home station APCs to the 916th SB SPO and G8.

RTU submits Satellite Access Request (SAR) for single Channel Tactical Satellite (Dedicated/DAMA/IW)

RTU submits Duty Appointment Order of the IAM, ISO(s), and ISO(s) for the tactical network that will deploy to 52d ID G6.

RTU submits Consent to Monitor Statement for tactical network to 52d ID G6.

RTU submits Memorandum of Agreement (MOA) between network Designated Approval Authority (DAAs) for tactical Network to 52d ID G6.

RTU submits wide area network diagram that includes primary, alternate, and redundant means of communications (voice/data) to 52d ID G6.

RTU's submit roster of Mission Command Systems (ABCS) that will be used in their rotation.

916th SB hosts the Grid Set Conference at unit home station to identify preposition fleet requirements and discuss logistics planning details.

Bulk and package Class III forecast to 916th SB (Appendix H, para H-4).

Class IV forecast to 916th SB (Appendix H, para H-5).

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RTU establishes contact with and provides initial contracting requirements to the CCOs identified by the ECC.

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RTU submits Memorandum of Agreement (MOA) between network Designated Approval Authority (DAAs) for tactical Network to 52d ID G6.

RTU submits wide area network diagram that includes primary, alternate, and redundant means of communications (voice/data) to 52d ID G6.

RTU's submit roster of Mission Command Systems (ABCS) that will be used in their rotation.

D-54 RTU provides 916th SPT BDE SPO with equipment assignment list (see para 3-7).

RTU provides 916th SPT BDE SPO with requested initial grid for equipment draw

RTU provides NTC Materiel Management Command (MMC) with requested initial grid for equipment draw.

D-45 Non-routine requests to 916th SPT BDE (Appendix H, para H-15).

NTC OPS GRP publishes the Operation Order (OPORD) to the unit.

BCT coordinates with NTC G3 TSD for final TESS requirements.

RTU provides G3 Training Support Division (TSD), with Counter Remote Control Improvised

Explosive Device Electronic Warfare list for Grid Draw.

RTU conducts teleconference with supporting Regional Hub Node, enabler units, and 52d ID Network Operations.

13-3 D-30 to D-DAY NEAR TERM PLANNING

D-30 RTU has provided basic Concept of Support to 916th SB during LTP. Concept will include port opening, RSOI, sustainment, and regeneration plan.

Augmentee OC/T requiring train-up arrive at NTC (para 3-2c).

RTU submits as required a telephonic verification of TISA requirements for adjusted headcount (see Appendix H, para H-2).

RTU coordination follow-up with NTC SPT BDE to include over-size/overweight wheeled vehicles that may require permits (Appendix H, para H-11).

RTU confirms deployment/redeployment schedule with 916th SB (see Appendix H, para H-11g).

RTU coordinates with Defense Accounting Office (DAO) Fort Irwin for finance support (Appendix G, para G-15).

NTC CIO/G6 SMD provides final SOI to the training unit's spectrum manager and 52d ID (OPS GRP) for distribution.

RTU coordinates with NTC Staff Weather Officer (SWO) on concept of support (see Appendix L, para L-3b(2)).

RTU PAO coordinates with NTC PAO (Appendix O, para O-1).

RTU coordinates with NTC MEDDAC (Appendix G, para Q-2).

RTU coordinates with NTC DENTAC (Appendix G, para Q-3).

RTU provides NTC 916th SB with final grid for equipment draw.

RTU provides NTC G3 TSD final Counter Remote Electronic Warfare (CREW) request for equipment draw and issue.

NTC provides MIPR to rotational unit.

RTU provides Contracting Officer Representative (COR) nominations (primary and alternate) to the CCOs.

NTC conducts Confirmation Brief to SC via VTC.

RTU must provide G8/DRM with a direct and reimbursable MIPR.

Submit Generic Routing Encapsulation (GRE) to BFT Global NOC.

RTU's coordinate with MEDDAC (Weed Army Community Hospital) for Medical Communications for Combat Casualty Care (MC4) connectivity.

D-29 RTU provides 916th SB 21-day storage list.

- D-15** RTU coordinates with 916th SPT BDE on movement/transportation (see Appendix H, para H-11).
RTU provides Army aviation deployment schedule to NTC G3 Plans.
NTC OPS GRP receives training unit loadset from NTC CIO/G6 SMD RSC for issue to training unit.
- D-13** RTU Torch Party arrives (**maximum of 50 pax**); early arrival not authorized. Any additions to the maximum allowance will require Exception to Policy (ETP) endorsed by Senior Trainer.
- D-12** One Stop Shop
RTU submits valid signature cards.
RTU provides responsible representative to establish accounts and coordinate Grid
RTU submits valid DA Form 1687s to G3 Ammo Manager Ammunition Supply Point (ASP), Stock Control, 916th SB TESS/MILES warehouse, and ranges etc. electronic assumption of command letters and DA 1687s are authorized for use in the Training Support Center (TSC).
OPFOR GRID to OPS GRP and TSD
Home Station Grid is confirmed before 1600 hours at Building 891 with IOD Manager and TESS.
Final Vehicle TESS/MILES Battle Roster delivered to OPS GRP / Training Support DIV.
OPFOR TESS/MILES Vehicle TESS/MILES Battle Roster delivered to OPS GRP/ Training DIV.
RTU provides responsible representative to establish accounts and coordinate for TESS/MILES Draw. Home Station TESS/MILES Vehicle Requirements is confirmed before 1600hrs (PST) at building 891 with IOD Manager and final TESS/MILES Install Plan is briefed to OPS GRP/IOD Manager by BDE TESS/MILES Representative.
- D-10** Division forward arrives at NTC, and coordinates with NTC G3.
RTU draws Logistic Readiness Center (LRC) TMP package #1.
- D-9** RTU begins sustainment operations and building combat power in Logistics Support Area (LSA) Warrior.
- D-7** Advance party (ADVON) arrives (**maximum of 220 pax**); early arrival not authorized. Any additions to the maximum allowance will require an ETP endorsed by Senior Trainer.
Supply personnel from battalions/companies are added to the allocation of soldiers in the ADVON. Increase max personal from 220 pax to 256 pax.
OPFOR begins check out and call in from 11 ACR MP (Vehicles & overlays).
Training Support Division (TSD) Training Support Center (TSC) prepared to establish Brigade / battalion/company accounts.
RTU coordinates TESS/MILES Draw with TESS Warehouse
- D-6** TSC prepared to establish Brigade battalion/company accounts
RTU coordinates TESS/MILES DRAW with TESS Warehouse

OPFOR continues check out and call in from 11 ACR MP (vehicles and overlays).

D-5 RTU begins early vehicle draw as coordinated with 916th SB.

Unit Communications Personnel (Bde / S6) attend the 52d ID G6 / Unit Rotational Synchronization Meeting.

TESS Warehouse prepared to issue to the BBD battalions / companies

RTU assumes control of the Mission Command Integration Facility (MCIF) from 52d ID G6.

Install on early draw and Home Station priority Vehicles.

OPFOR completes check out and call in from 11 ACR MP (vehicles and overlays).

52d Division Signal Officer (OPS GRP) issues loadset to RTU signal officer.

D-5 through D-1

Receptions of line haul equipment of railed equipment from Yermo to NTC.

RTU spectrum manager (MOS 25E) coordinates and works with NTC CIO/G6 SMD during RSOI to complete EMSO database, training and JRFL.

D-4 Class V draw briefing at the NTC Ammunition Supply Point (ASP).

Turnover of Rotational Unit Bivouac Area (RUBA) from the outgoing to incoming RTU.

Transfer of Logistic Support Area (LSA) Warrior from outbound RTU to inbound RTU.

The Medical Treatment Team must establish operations NLT close of business with an established treatment site meeting the minimum requirements outlined in Appendix Q.

D-3 **RTU main body arrival begins; early arrival not authorized.**

Spectrum Manager finalizes spectrum use database and Joint Restricted Frequency List (JRFL), with NTC CIO/G6. The NTC CIO/G6 provides master SOI database to training unit spectrum manager.

D-2 Equipment inventory begins.

D-1 Unit begins draw of Main Prepo Grid.

All OC/T augmentees report to OPS GRP OC/T Academy.

D-DAY (Issue Day 1/RSOI)

Forces Command Form 1060-R review with BCTs and Division forward is conducted at NTC G3.

NTC G3 TSD/TSC CI2C draw is conducted.

BCT begins Class V draw (ASP to Field Ammunition Supply Point (FASP)).

The OC/T 3-day familiarization begins.

The TESS/MILES/CREW install begins.

52d Division Signal Officer (OPS GRP issues SOI to RTU signal officer)

13-4. POST MISSION PLANING (D-1-D+4)

D+1 (Issue Day 2/RSOI)

RTU begins early draw (rail loading and RUBA-support equipment only).

RTU draws NTC TMP package #2 from LRC Installation Transportation Office (ITO).

RTU begins OPS GRP in-briefs IAW Appendix 7 (timeline) to Annex C (Operations) to 52d ID OPORD.

RTU completes the Class V draw and moves ammunition to the field ammunition supply point.

D+2 (Issue Day 3/RSOI)

Division movement order issued.

The DTOC augmentees report to OPS GRP.

Live-fire augmentees report to OPS GRP.

Battalion/Task Force commanders brief respective senior OC/Ts on their combat power, vehicle deadline status, significant equipment shortages, tank roller/plow status, and Class V issues.

Vehicle instrumentation checks begin at Desert Shade outside Blue Fleet Staging Area.

FORSCOM Form 1060-R final is due to NTC G3.

RTU submits Cell Phone and SIPR Burn Writes Exception Memorandums to the 52d ID G6.

D+3 (Issue Day 4/RSOI)

Division operations order issued (NTC Orientation Briefing Schedule).

Rotational brigade commander briefs NTC CG (Senior Trainer) on RTU training status.

The RTU draws NTC TMP package #3 from LRC ITO.

The RTU Command Sergeant Major (CSM) Range Police briefing is conducted.

NET RSOI 3 but NLT RSOI 4; 916th SB will transport Class V from FASP to forward ammunition holding area. Only exception for live ammunition is for LFAST NLT RSOI 1.

D+4 (Issue Day 5/RSOI)

Begin Tactical Road March into the Maneuver Training Area (Box).

Operations Group in-briefs completed.

RTU (brigade) Ministry Team (UMT) provides religious support plan (IAW FM 16-1) to the senior UMT OC/T prior to move out.

RTU completes color coding of Anti-Tank Weapon Effect Signature Simulation ammunition prior to move out (NTC Exercise Operating Procedure (EXOP)).

RTU briefing requirements (see Appendix 7 (timeline) to 52d ID OPORD).

RTU schedules residual turn-in with TISA.

Brigade Combat Team (BCT) move out day.

Conduct Tactical maneuver training.

D+5 (Training Day 1)

916th SPT BDE executes theater sustainment operations.

RTU returns control of the Mission Command Integration Facility (MCIF) to 52d ID G6.

D+19 (Training Day 14)

Echelons above Brigade (EAB) elements establish Desert Download at CTM.

(Preparation for Regeneration (REGEN))

Final After Action Reviews (AARs) (OPS GRP Scheduled).

Range Police- Hands across the Desert (outlined in Appendix G, para G-14). Also outlined in Appendix Y, on NTC homepage; <http://www.irwin.army.mil/RotationalInfo/3501/Pages/Appen.aspx>

RTUs begin turn-in of Class V.

D+20 (Regeneration Day 1)

Rotational augmentees turn-in Class V.

D+21 (Regeneration Day 2)

Rotation/Augmentees complete turn-in Class V.

D+22 (Regeneration Day 3)

RTU continues Class V turn-in.

D+23 (Regeneration Day 4)

Begin redeployment of main body; continues through Regeneration Day 7.

Class IV must be reconfigured to standard and account closed.

OPS GRP continues Class V turn-in.

D+24 Opposing Forces turn-in all ammunition.

D+25 (Regeneration Day 6)

Turnover Rotational Unit Bivouac Area (RUBA) to incoming unit.

RTU completes Class V turn-in.

D+26 (Regeneration Day 7)

Complete regeneration of equipment.

Complete redeployment of main body.

- D+27** The NTC clearance is completed by trail party (NTC policy memorandum).
- D+29** Trail party departs.
- D+45** Deadline for Final billing deadline to include Divisional payment of reimbursable expenses.
- D+90** Final billing report submitted to FORSCOM.

Chapter 14
Rotational PREP Procedures

Section I- Range Operations and Ammunition

14-1. NATIONAL TRAINING CENTER AND FORT IRWIN RANGES AND TRAINING AREAS located in NTC Regulation 350-3.

14-2. RANGE / TRAINING AREA GENERAL PROCEDURES are located in NTC REG 350-3 Chapter 2.

14-3. USE OF RANGES: IAW NTC REG 350-3.

14-4. USE OF TRAINING AREAS: IAW NTC REG 350-3.

14-5. SAFETY: IAW NTC REG 350-3, AR 385-63, DA PAM 385-63 and IAW DA PAM 385-64 and all applicable FM, TM and TC.

14-6. MUNITIONS: IAW AR 385-64 and DA PAM 385-64.

14-7. NTC Regulation 700-4 Ammunition Management

1. This regulation specifies responsibilities, policies and procedures related to ammunition management within the boundaries of the National Training Center (NTC) and Fort Irwin. This regulation reinforces basic ammunition management policies found in Chapters 2 and 3, Army Regulation (AR) 710-2.
2. Chapter 2, NTC REG 700-4 specifies responsibilities, policies, and procedures related to the management of training ammunition.
3. AR 5-13 authorizes units/organizations to consume conventional ammunition and missiles during readiness training ammunition and quantities of ammunition needed to sustain individual and crew proficiency. These pamphlets are living documents and are updated as new weapons are fielded. Units/organizations use the models provided in these DA PAMs to compute the amount of ammunition and missiles needed to support training standards.
4. Forecasting: Training ammunition requirements determination is a peacetime activity based on data in DA PAM 350-39 and projected training events such as individual weapons qualification. Field Training Exercises (FTX) and crew-served weapons qualification. These requirements determination process use the Training Ammunition Forecast Report (TAFR) DA Form 5514-R, which is prepared by unit/organizations and submitted through their Chain of command to the G3 Training Support Division (TSD) to forecast their training ammunition needs. Data from actual ammunition issues and turn- ins is furnished by the MMC Ammunition Management Division (AMD) Stock. Control Office to the G3 TSD, Training Ammunition Manager, who uses this information to update the Training Ammunition Management Information System (TAMIS) data.
5. Basic Load Ammunition Management ; Outlined in Chapter 3, NTC REG 700-4
6. Operational Load Ammunition Management; Outlined in Chapter 4
7. Contingency Plan Ammunition Management; Outlined in Chapter 5,
8. Responsibility for Ammunition; Outlined in Chapter 6, NTC REG 700-4
9. Transportation Of Ammunition; Outlined in Chapter 7, NTC REG 700-4
10. Ammunition Malfunctions/Misfires/Duds; Outlined in Chapter 8
11. Ammunition/Suspensions/Restrictions; Outlined in Chapter 9, NTC REG 700-4
12. Inspection of Ammunition Holding Areas and Field Ammunition Storage Sites; Outlined in Chapter 10
13. Ammunition Recovery Program; Outlined in Chapter 11
14. Training and Certification of Personnel Working in Ammunition Operations; Outlined in Chapter 12
15. Ammunition Supply Point (ASP) External SOP for Customers; Outlined in Chapter 13

14-8. BASIC LOAD AMMUNITION MANAGEMENT; CLASS V AMMUNITION: NTC REG 350-1 chapter 5 outlines the policies and procedures for the Brigade Combat Team's (BCT) Class V (Live and Blank) while training at NTC. For units deploying to NTC, Fort Irwin Ammunition Supply Point (ASP) will provide all Class V (live and blank) training ammunition. NTC provides this ammunition; it is for rotational use only.

1. Rotational unit draws all ammunition required to support the rotation from Fort Irwin ASP on RSOI 1, and RSOI 2. At the end of the rotation, units will turn-in all remaining unexpended ammunition to Fort Irwin ASP on SUNDAY, REGEN 2, MONDAY REGEN 3, WEDNESDAY REGEN 5, THURSDAY REGEN 6 and FRIDAY REGEN 7. Before departure, units must clear ALL Class V documents. Basic ASP procedures involving the transportation orders, issues, and turn-ins are IAW DA PAM 710-2-1 and NTC & Fort Irwin REG 75-1.
2. **NTC Installation Requirements.**
 - a. The NTC Ammunition Manager will forecast all rotational unit ammunition requirements authorized by FORSCOM.
 - b. Units are authorized a standard package as specified in DA PAM 350-38. Units are not authorized to ship or deploy to Fort Irwin with any Class V materials, except by approval of Fort Irwin Ammunition Manager. The supply package of live and force-on-force ammunition consists of 40% of total STRAC exercise authorization
 - c. NTC Ammunition Manager notifies the BDE Commander of his ammunition authorizations for use at NTC between D-180 & D-120. The BDE TF Commander is responsible to support all attached and supporting units from these authorizations.
 - d. NTC Ammunition Manager approves all DA Form 581's.
3. **Specific Rotational Unit Requirements.** Rotational units must provide their Class V requirements to a minimum of six weeks in advance of their training event at NTC in order for the ammo to arrive here in time. If the unit does not submit their Class V forecast timely, it may not be available at the installation. All ammunition requisitioned by the rotational unit will be delivered to Fort Irwin and then the ASP will assume custody of the ammunition.
 - a. During the D-90 Conference, units have the opportunity to make changes to ammunition requirements previously forecasted. Increases are not allowed.
 - b. Rotational units provide E 581, DA Form 1687, and Assumption of Command Orders to NTC Installation Ammunition Manager NLT 15 days prior to the arrival of the advance party.

14-9. OPERATIONAL LOAD AMMUNITION MANAGEMENT outlined in Appendix Y, this document.

14-10. CONTINGENCY PLAN AMMUNITION MANAGEMENT outlined in Appendix Y, this document.

14-11. RESPONSIBILITY FOR AMMUNITION outlined in Appendix Y, this document.

14-12. TRANSPORTATION OF AMMUNITION outlined in Appendix Y, this document.

14-13. AMMUNITION MALFUNCTIONS / MISFIRES/ DUDS outlined in Appendix Y, this document. Aircraft experiencing hang fire or weapons jam follow procedures outlined in NTC APG 3-12.

14-14. AMMUNITION/ SUSPENSIONS/RESTRICTIONS outlined in Appendix Y, this document.

14-15. INSPECTION OF AMMUNITION HOLDING AREAS AND FIELD AMMUNITION STORAGE SITES outlined in Appendix Y, this document.

14-16. AMMUNITION RECOVERY PROGRAM outlined in Appendix Y, this document.

14-17. TRAINING AND CERTIFICATION OF PERSONNEL WORKING IN AMMUNITION OPERATIONS

14-18. AMMUNITION SUPPLY POINT (ASP) EXTERNAL SOP FOR CUSTOMERS outlined in Appendix Y, this document.

14-19. CLASS V AMMO PROCEDURES outlined in Appendix Y, this document.

14-20. ACCESS TO IMPACT AREAS- All required data required for access to temporary dedicated and high hazard impact areas are located in the following references:

AR 385-63, Range Safety Program.
DA Pam 385-63
DA Pam 385-64

1. NTC & Fort Irwin supports the Range Safety Program by establishing policy and procedures for controlling access to the range complex IAW AR 385-63, DA PAM 385-63/64 and NTC REG 350-3 policies for Range Complex access. These standards and procedures apply to all personnel, units and activities requiring use or access to leach lake impact area.
2. Access to impact areas will be IAW AR 385-63 and DA Pam 385-63.
3. Unauthorized persons are prohibited from entering the installation training complex. The installation Range Officer is the approval authority for entry onto ranges and maneuver areas, and into any impact area (temporary, dedicated, or high hazard).

14-21. MANUEVER AREA CONTROL PLAN (POLICY) outlined in Appendix Y, this document.

Reference:

- a. AR 385-63, Range Safety, 19 May 03
- b. DA PAM 385-63, Range Safety, 10 April 03
- c. NTC REG 350-3, Range Regulation, January 03

1. Training Area Access.

2. Non-Tactical Vehicle (NTV) Access.

3. Military Vehicles Access.

4. Vehicle operator and equipment requirements: All vehicles entering the training area during rotational and non-rotational training periods must have the items listed in the Range Operations Field Handbook and meet the operator requirements listed therein. Due to the extreme environment of the NTC and hazardous training that occurs in the training area during periods of low light and limited visibility, all control measures, communications requirements, and water for life support must be adhered to. Operators and vehicles not meeting the basic requirements as outlined in the Range Complex Handbook, at Annex A and refused entry into training must return to Range Operations, Bldg 6100 for verification of requirements prior to access being granted.

5. Emergency Vehicle procedures: Procedures to call and request emergency services are outlined as follows during rotation and non-rotational periods. All calls for emergency services will include in the request the following: Situation: What is currently happening, inclusive of who, what, and when. What services are required and the location of incident. This location will be provided as both training area name location and 8 digit Military Grid for clarification of location.

5.A. During Rotations:

5.A.1. CT or BH Leader identifies incident in the box requiring FICA Emergency Services, then reports to DTOC (link-up point recommended).

5.A.2. DTOC contacts Emergency Services and coordinates link-up with Combat Trainer (CT) or Blackhorse (BH) (along MSR / well-known location).

5.A.3. CT / BH "pull" Emergency Services Vehicles to scene of incident.

3.B.5.B. Non-Rotational periods:

5.B. 1. (U) Incident identified in the box that requires FICA Emergency Services. Identifying element reports incident to NTC Range Operations.

5.B. 2. (U) Range contacts Emergency Services and coordinates link-up with RC escort (will normally be IVO RC).

5.B. 3. (U) RC escort "pulls" Emergency Services Vehicles to scene of incident.

6. Unidentified personnel procedures: It is the responsibility of all organization assigned to Fort Irwin to assist in the security of the training area. This includes the identification of vehicles and personnel unauthorized in the training area for any purpose. Procedures to call and report unknown persons or vehicles in the training area are as follows:

6.A.1. Reporting unit/organization: Reports activity observed to Range Operations providing the following information: Who or what activity is being conducted, when the situation is occurring, and where the location of incident. This location will be provided as both training area name location and 8 digits Military Grid for clarification of location. Further actions required of the reporting unit/organization is to not confront the unknown parties, maintain a safe distance and continue to report any changes in activity as they await arrival of Emergency Services.

6.A.2. Range Operations: Notify DES and provide all information available. Upon dispatch of Emergency Services, Range Operations will maintain communications and provide any assistance requested by the Emergency Services. Upon arrival of Emergency Services and resolution of the incident, Range Operations will provide incident report as needed to Headquarters, Fort Irwin.

6.A.3. Department of Emergency Services: Actions of the reporting unit will be to continue to observe the incident, ensuring that safety of the all parties is maintained, and await DES personnel to arrive and secure the location and resolve the incident. Upon receipt of this information Range Operations will contact the appropriate Department of Emergency Service (DES) activity and monitor the incident until resolved.

6.A.4. Range Passes: for all non-tactical vehicle (NTVs) using the maneuver area. Range pass procedures will be adjusted and range passes will be issued by category – annual, temporary and rotational – as required by the user and the sponsor. Range passes are color coded and issued under the following criteria:

(1) **Annual Pass.** Good from 1 January to 31 December of a calendar year. The annual pass is color-coded by year of issue. Annual pass holders are those personnel who require enduring access to the maneuver area, such as long term contracts, DA civilians or military personnel who operate in the maneuver area with an NTV.

(2) **Temporary Pass.** Good for a specified period, usually one to six months. The temporary pass is color-coded as temporary and stamped with a clearly visible expiration date. Regardless of the duration of the temporary pass, all temporary passes expire on 31 December of each year.

(3) **Rotation Pass.** Good for a numbered training rotation only. The rotation pass is color-coded by individual rotation and is valid only from RSOI Day 1 to BRD Day 5. The rotation pass is normally issued to personnel who are supporting a particular rotation.

(4) **Establish and man (0500PST – 2200 hours daily from RSOI 4 thru TD 14) four access checkpoints to the NTC maneuver area.** These checkpoints are:

(1) North -- Barstow Road at the water tower.

(2) East -- Langford Lake Road east of the cantonment area.

(3) West -- NASA Security Checkpoint (on the tank trail)

(4) South -- Fort Irwin Road tank trail vicinity NU233967

(5) These checkpoints will serve as the entry control points to the maneuver area for all non-tactical vehicles (NTV) entry into the maneuver area. The checkpoints may not be bypassed by non-tactical vehicles. All checkpoints will have a bypass route to allow passage of military vehicles that are not required to stop at checkpoints. All NTVs will be physically checked for compliance (marking, range pass, range safety card, commo means) before admittance to the maneuver area. All checkpoints will be clearly marked with warning signs and access instructions. Common bypass routes will be clearly marked with instructions to use the nearest checkpoint.

(6) Require the physical marking of all NTVs that enter the training area. Vehicles will be marked on the left and right door and the front with markings that are clearly legible from 100 feet and indicate the parent or sponsor of the vehicle. Markings can be permanent, magnetic or other type signs that are temporarily used. Range Support will also have generic vehicle ID signs for vehicle not having other required markings. Rotation markings (such as UN or IP) may be used in addition to the identifying signs.

(7) Range Communications. Range communications downrange must be maintained in one of two ways. FM communication may be used on the Range Operations frequency (38.90). The Range Communications System (RCS) radio is the other permissible means. Cell phones are not permissible communications means unless specifically approved by the NTC Chief of Staff. NTVs will not be allowed into the training area without an operating RCS or an escort of a vehicle with an operational RCS.

(8) Violators and Enforcement. Military personnel and Range Operations personnel (Red Shirts) are authorized to require violators to leave the maneuver area. Other personnel are encouraged to report violations to Range Operations for action.

(9) Non-Rotation Periods. During non-rotation periods checkpoints will not be manned. However, rules governing conduct in the maneuver area and the requirement to establish communications with Range Operations and to receive permission to enter or exit the box are still in effect.

(10) Range Patrols. NTC G3 Range Operations will patrol the training area to monitor and inspect for compliance with training area policies. Violators will be required to leave the training area.

(11) Range Safety Briefings and Range Cards. All users of the training area are required to have received the range safety briefing within the last year and must carry and present the range card on demand. Range cards are valid for the calendar year from 1 January to 31 December. Personnel who do not have a range safety card must be escorted in the maneuver area by a valid range safety card holder who accepts responsibility for their control while down range. NTC home station units may arrange with Range Operations to qualify a master range trainer to instruct their unit personnel.

Applicable Range Operations Firing Desk Communication Frequencies are:

FM 38.90 (TAs, Ranges, MEDEVAC).

RCS Group 295 radio channel "RANGE OPERATIONS" (Admin Net).

Range Access is RCS Group 460 (Admin Net)

Back-Up (EMERGENCY ONLY).

(a) FM 41.65 Live Fire - North Post {Aviation (AVN) Net}

(b) FM 41.50 Bicycle Lake - Central Post (AVN Net)

(c) FM 41.00 TV Hill - South Post (AVN Net)

(d) Phone # (760) 380-3878 (Firing Desk)

(e) Phone # (760) 380-3637 (Firing Desk)

(f) Phone # (760) 380-4320 (Desert Radio)

(g) Phone # (760) 380-3750 {Post Emergency Operations Center (EOC)}

(h) Phone # 911 (Fire/Police) and (760) 380-4444 / 4400 Police Dispatch NON-EMERGENCY

POC can be reached at 760.380-4624

14-22. MANIX TRAIL TRAFFICABILITY DETERMINATION located in NTC Regulation 190-5; is the reference used for all Manix Trail Trafficability Determination

- a) 916th Sustainment Brigade has the doctrinal role and expertise in their MCC/MCT, to determine Trafficability.
- b) Route determination & classification, surface conditions & Trafficability (by type of vehicle), capacities, deconflictions, etc. are doctrinal core competencies of our Movement Control Company and MCT. This section only has the lead and authority on tactical vehicle movements.

14-23. TRAFFIC CONTROL DEVICES

- a) The Director of Emergency Services (DES), in coordination with the Director of Public Works (DPW), is responsible for the location of all traffic control devices, signs, and pavement markings on this reservation. DPW is responsible for the preparation and installation of these devices and signs. All traffic control devices and signs will conform to the “Manual of Uniform Traffic Control Devices for Streets and Highways, Public Roads Administration” and ATP 3-39.12, Law Enforcement Investigations.
- b) No person shall attempt to, or in fact, erect, alter, deface, destroy, or move any traffic control device or sign without proper authorization.

14-24. ACCIDENTS- The driver of a vehicle involved in an accident will stop immediately as close to the scene as possible without obstructing traffic and perform the following:

(1) Render first aid if necessary.

(2) Report the accident to the Police Dispatch by giving their name, rank, organization and location of accident. All emergencies call 911 or if calling by cellular phone call 380-HELP (380-4357) and or (760) 380-4444/4400. In cases involving civilian employees, will give their name, work section, and location of the accident.

(3) Remain at the scene until released by the MPs.

- a. The drivers of both vehicles involved in the accident will exchange their names, addresses, vehicle information, and insurance information.
- b. The driver of a vehicle that has damaged an unattended vehicle will stop immediately and leave, in a conspicuous place on the vehicle, a written notice containing the name, address and a statement of circumstances. The driver will report the incident to the MPs immediately following the accident.

14-25. MILITARY TACTICAL VEHICLE USE OF FORT IRWIN ROAD

- a. No tactical vehicles 2 1/2 tons and larger will operate on Fort Irwin Road between Outer Loop and I-15.
- b. The use of Fort Irwin Road is the primary route for civilian vehicle traffic. Tactical vehicles 2 1/2 tons and larger going to and coming from Fort Irwin must use the 24.6-mile Manix Trail between Langford Lake and Yermo Road.
- c. Convoys consisting of three or more tactical vehicles are prohibited from using Fort Irwin Road.
- d. Exceptions to this policy are emergency vehicles on an official call. All other exceptions require prior written approval from the DCL/Commander, NTC Theater Support Command

- e. Violators of this policy are in violation of Article 92 of the Uniform Code of Military Justice (UCMJ), and may be subject to adverse administrative action, or punitive action under the UCMJ.
- f. Fort Irwin Police Department will enforce this policy, document violations on DD FM 1408, and provide copies of all violations to the first Colonel in the Chain of Command.

14-26. SPECIAL SAFETY RESTRICTIONS- Headlights are required to be turned on for all vehicles that travel Fort Irwin Road (between ASP road and the installation boundary approximately 400m beyond the “TANKS” and NTC/Fort Irwin sign.) regardless of time, visibility or weather.

14-27. SUPERVISION AND ADMINISTRATION ACTIONS- All supervision and administration actions including suspension, restriction, revocation, and reinstatement of driving privileges and point assessments will be in accordance with AR 190-5.

14-28. CALIFORNIA VEHICLE CODE (CVC) found in CVC California Vehicle Code

14-29. TRAFFIC CONTROL located in ATP 3-39.12, Law Enforcement Investigations

14-30. MOTOR VEHICLE TRAFFIC SUPERVISION located in AR-190-5

14-31. PREVENTION OF MOTOR VEHICLE ACCIDENTS located in AR 385-10

14-32. SEARCHES, SEIZURES, AND DISPOSITION OF PROPERTY Located in AR 190-22 and AFP 125-2 Searches, Seizures, and Disposition of Property Also in DOD 4160.21-M Disposition of Excess, Surplus, Foreign Excess Personal Property and Other Property as Authorized.

14-33. Ammunition and Explosive Safety Program located in NTC Regulation 385-64

- a) To develop, implement, and manage an Ammunition and Explosive Safety Program as an element of the overall Safety and Occupational Health Program at the National Training Center and Fort Irwin. This regulation is to be utilized in accordance with (IAW) Appendix J, Explosives Safety Program Management, outlined in DA Pam 385-64, Ammunition and Explosives Safety Standards. Army policy and procedures for ammunition and explosive safety are prescribed in AR 385-64, DA Pam 385-64, and FORSCOM Regulation 385-1.
- b) **Applicability:** This regulation applies to all Active Army, Army National Guard (ARNG), US Army Reserve (USAR), US Air Force, US Navy, and US Marine Corps units that train at the NTC & Fort Irwin and all Departments of the Army Civilians (DAC), military dependents, civilian organizations, and government contractors conducting operations on the NTC & Fort Irwin involving ammunition and explosives.
- c) **References**
 - DOD 6055.9 STD: DOD Ammunition and Explosive Safety Standards
 - DOD 4160-21-M: Defense Material Disposition Manual
 - AMC-R 700-107: Preparation of Standing Operation Procedures for Ammunition Operations
 - AR 190-11: Physical Security of Arms, Ammunition, and Explosives
 - AR 385-10: The Army Safety Program
 - AR 385-63: Policies and Procedures for Firing Ammunition for Training, Target Practice, and Combat
 - AR 385-64: Ammunition and Explosive Safety Standards
 - DA Pam 385-63: Range Safety
 - DA Pam 385-64: Ammunition and Explosive Safety Standards
 - FM 100-14: Risk Management
 - FORSCOM Regulation 350-50-1: Training at the NTC
 - FORSCOM Regulation 385-1: Forces Command Safety Program
 - NTC Reg 350-3
 - NTC Reg 385-64: National Training Center & Fort Irwin Ranges & Training Areas

NTC Reg 385-10: National Training Center Safety Program
NTC Reg 700-4: Ammunition Management
USATCESP 385-2: Site Plan Guide
NFPA 780: Standard for the Installation of Lightning Protection Systems

14-34. NTC Supplement to AR 95-1

a. A digital copy of NTC Supplement to AR 95-1 is available at:
<https://irwin-portal/sites/G3/AVIATION/default.aspx>

14-35. NTC Supplement to DA Pam 385-90

a. A digital copy of NTC Supplement to DA Pam 385-90 is available at:
<https://irwin-portal/sites/G3/AVIATION/default.aspx>

14-36. NTC Aviation Procedure Guide (APG)

- a. A digital copy of NTC APG is available at: <https://irwin-portal/sites/G3/AVIATION/default.aspx>
- b. Light's out operations are covered in **Appendix E**.

SECTION II- Army Special Operations Forces (ARSOF)

14-37. ARSOF: LOGISTICS

a. Logistical coordination and support for SOF training is the responsibility of G-3 NTC and 916th SB. All logistical support is coordinated at the NTC D-90 Logistics Conference and processed through the NTC G-4 refer to Chapter 13 this regulation.

b. Live fire. Special operations forces live-fire training is coordinated through G-3, NTC, and NTC SOF Plans. The SOF RTU is responsible for providing medics and an ambulance for all live-fire exercises IAW SOF service-specific and NTC range and safety regulations unless waived by CG, NTC.

c. Aerial Resupply Operations. The SOF Rotational Training Unit (RTU) is responsible for conducting aerial resupply operations IAW NTC range and safety regulations, USASOC Regulation (Reg) 350-2 and/or applicable service-specific regulation; including the Drop Zone Support Team, medics, and ambulance as required. A copy of the Airborne Operations Order, Risk Assessment, and drop zone (DZ) Survey must be submitted to the NTC SOF Plans NLT 48 hours prior to time on target. There are several DZs at NTC. It is the SOF RTU's responsibility to ensure their DZ's are current and responsible for surveying tactical DZs if required.

d. Ammunition. Types and quantities of ammunition authorized for NTC, both FOF and live-fire, are listed in DA Pam 350-38 (Standards in Training Commission). United States Army Special Operations Command, NAVSPECWARCOM, MARSOC, and AFSOC are responsible for allocating the ammunition for their respective rotational training units. Use of specialty ammunition must be approved by G-3, NTC. All SOF ammunition requirements must be coordinated through G-3 Installation Ammunition Manager NLT D-120. Refer to Chapter 13 this regulation.

e. NTC Grid Equipment. The NTC maintains a large number of prepositioned vehicles and equipment which the BCT and SOF RTU may draw from. The purpose of this equipment is to make up for shortfalls in the RTU's MTOE and to save operational equipment from the wear and tear of rotation. If the SOF RTU elects to utilize equipment from the grid, it must be annotated on the SOF RTU 1060R and submitted to NTC SOF Plans during the D-180 conference at the BCT home station. Refer to Chapter 13 this regulation.

f. Units are responsible to coordinate for their MILES draw and installation. All personnel, vehicles, and rotary wing aviation must have MILES installed and operational throughout the rotation. Multiple Integrated Laser Engagement System equipment will be removed from weapons systems only for LFX which include FOF missions using Simunitions or ultimate training munitions (UTM).

g. Gunners Restraint System (GRS). The SOF RTU must ensure that every tactical vehicle which has a crew served weapon turret in which the gunner is exposed is equipped with an approved GRS prior to any operations in the maneuver area at the NTC. Special operations forces units who bring their own tactical vehicles must procure their own USASOC-approved GRS prior to arrival at the NTC. Tactical vehicles drawn from the NTC in support of operations are equipped with the GRS.

h. Spectrum Management. The SOF RTU is responsible for Spectrum Management coordination with G-6, NTC. All frequencies must be requested through and/or deconflicted with the G-6. The SOF RTU must submit a draft DD Form 1494 (Application for Frequency Allocation) to NTC SOF Plans NLT D-180 (refer to Chapter 13 this regulation). The SOF RTU must finalize the DD FORM 1494 and submit it to G-6, NTC for approval NLT D-120 (refer to Chapter 13 this regulation).

i. Infiltration Requirements. The SOF RTU must conduct all infiltration/exfiltration methods IAW the service specific applicable regulations. Rotational training units must be current and rehearse all infiltration methods, except static line and military freefall operations, no more than 24 hours prior to execution of any LFX or FOF training. Any unit that desires to conduct a military freefall insertion must be Level one qualified prior to start of exercise. For optimal Observer Coach/Trainer (OC/T) coverage, SOTD can deploy the assigned OC/T to the SOF RTU home station to participate in this training.

j. United States Army Special Forces Training Outreach Program

a. The Training Outreach Program (TOP) is a JRTC SOTD initiative to link lessons learned on the NTC/JRTC battlefield with a staff-training program. The program is a 3-day planning exercise for U.S. Army Special Forces SOTF, AOBs/SOCCEs, and Detachments that focuses on the military decision making Process (MDMP). This allows the unit to run the SOTF through a final “systems” check and allow the OC/Ts to provide feedback on the SOTF operations prior to the rotation.

b. The mission of the TOP is to provide a vehicle to enhance the tactical decision making skills of the SOTF, AOBs/SOCCEs, and the ODAs. It is usually conducted after the D-180 Initial Planning Conference. The OC/Ts act as the JSOTF staff at the SOTF level and battalion staff at the ODA/Special Operations Team (Alpha) (SOTA) level. The SOTF receives one tasking order and the ODAs each receive an OPOD for planning purposes. The SOTF conducts mission planning, produces a mission folder, and presents a formal Staff Mission Brief to the OC/Ts acting as the ODA. The ODA/SOTA will conduct mission planning and present a formal brief back to the OC/Ts acting as the battalion commander and his staff. The goal is to prepare all elements of the battalion for demanding conditions of an NTC rotation.

k. National Training Center Support Requirements: The following support is provided by the National Training Center ICW NTC SOF Plans to support SOF rotations. These requirements may fluctuate depending on specific rotational conditions:

a. The JSOTF Operations Center (White Cell) workspace will consist of:

(1) Minimum workstations required include: Cdr, SEA, J-2, J-3, J-4, Message Center, and other enablers as needed with DSN, secure internet protocol router (SIPR), and nonsecure internet protocol (NIPR) Local Area Network (LAN) access for each.

(2) Briefing/**map** area.

(3) Latrine.

b. Approximately 40 SOF OC/Ts and planners require billeting for the duration of SOF RTU rotation.

c. Logistical support. The SOF RTU coordinates all logistical requirements at the D-90 Logistics Conference (Refer to Chapter 13 this regulation). Army common support and logistics may be coordinated through a mutually supporting relationship with the rotational BCT while SOF-unique support and logistics must be coordinated ICW NTC SOF Plans and SOTD.

d. Special Operations Task Force

(1) The SOTF Compound located in the RUBA is designed to prepare, launch, provide C4I2, and other operational and logistics support in deployed configuration Operations Center (OPCEN), Signal Center (SIGCEN), and Support Center (SPTCEN) (with ISOFAC) and recover deployed SOF units. If the SOF RTU elects to establish the SOTF off of Fort Irwin, it may do so at the unit’s expense.

(2) Billeting for SOTF personnel.

e. Advanced Operating Base/SOCCE.

(1) The AOB is generally collocated with the rotational BCT to provide C4I and other operational and logistics support in deployed configuration (OPCEN, SIGCEN, and SPTCEN) for deployed SOF units. This includes NPIR and SIPR LAN access.

(2) Billeting for AOB/SOCCE personnel.

f. Operational Detachment (Alpha).

(1) Dependent on SOF training objectives, up to six facilities (four on NTC, two at out-stations) to plan,

prepare, execute, and recover from Special Operations missions for 12-18 SOF personnel and a Foreign Internal Defense force of 20-40 personnel and all equipment. This will include NIPR and SIPR LAN access if collocated with a BCT unit.

- (2) Billeting for the above-listed personnel.

F. Force Protection

a. The rotational unit should include a paragraph 6 in all unit OPORDS, warning orders, and FRAGOs entitled Force Protection, which includes specific safety requirements for the upcoming mission. This also may be accomplished by incorporating force protection into all appropriate paragraphs and annexes. Risk assessments should be updated as the mission changes. All rotational units will prepare a risk assessment for all operations. It is highly encouraged that SOF units have an assigned Unit Safety Officer as referenced in Appendix P, Safety, for additional safety requirements.

- b. All units will prepare their base defense against a Level I threat. (See AR 525-13, Antiterrorism.

SECTION III- FUNDING FOR ROTATIONAL TRAINING EVENTS:

14-38. Funding for Rotational Training Events: (provided by NTC G8)

- a) As outlined in FORSCOM REG 350-50-1, APPENDIX F
 - 1) Forces Command allocates funds for the deployment cost of NTC rotations in accordance with the Troop List Templates at Appendix A. The Troop List Template represents the maximum task organization authorized for a given training unit. Funds provided to units for rotational training represent maximum distribution of available funds. Exceeding allocations provided will require units to fund excess costs from their home station training dollars. Forces Command does not fund exceptions or enhancements to the troop list.
 - 2) Predeployment, scheduled train-up events and recovery costs are not funded through the CTC Program (WCNT). Units fund these costs from their home station training dollars.
 - 3) Required Rotational Unit Actions and NTC actions outlined in APPENDIX F, FORSCOM REG 350-50-1.
 - a. Obtain unique Class IX Exercise DODAACs.
 - b. Provide Letters of Intent (LOI) for the respective classes of supplies.
 - c. Provide NTC G8 with a Wide Area Work Flow (WAWF) DODAAC for contracts issued from NTC.
 - d. NTC provides funding (MIPR) necessary to cover direct costs for the operation of PREPO fleet equipment used during the rotation by D-30
 - e. Rotational Training Unit (RTU) will provide a MIPR to the respective budget offices at NTC and Fort Irwin for operating and administrative costs incurred while at the NTC.
 - f. NTC G-8 Budget Office and Fort Irwin DRM will charge the rotational unit for each service rendered or supply items issued as listed in FC 350-50-1 under Appendix F
 - g. Standard Army Retail Supply System-Objective (SARSS-O) operational team as part of the PLL/ASL regeneration process.
 - h. Final billing deadline for payment or reimbursement of rotational expenses by either the NTC or rotational unit is 30 days after the NTC G-3 clears the rotational brigade (R+38 days).
 - i. Items that will be charged to the rotational unit for services rendered are identified in FC 350-50-1, Appendix F, para. e. (1) through (15).

Class IX repair parts will be ordered using home station and exercise DODAACs/Unit Identification Codes (UICs)/APCs. All other classes of supply will be ordered using home station DODAACs/UICs/APCs.

SECTION IV- ADMINISTRATIVE SUPPORT:

14-39. Administrative Support as outlined in FORSCOM REG 350-50-1, APPENDIX G

- 1) **Predeployment Package-** The NTC will issue a predeployment package containing applicable regulations, SOPs, memorandums of instruction, and other items to the AC training unit **210** days prior to scheduled training and to the RC training unit 18 months prior to scheduled training. The package will include a list of shortage ammunition items that units may supplement with home station authorizations.
- 2) **DES/FIPD Police SOP Refer to Appendix K, NTC REG 350-1**
- 3) **Legal Services**
 - a. Legal Assistance
 - b. Other legal support as needed or coordinated
- 4) **Chaplain Support**
 - a. Units will deploy with chaplain support.
 - b. Rotational and augmentee units will deploy with their own organic chaplain support. Each unit chaplain will bring whatever ecclesiastical items and religious support supplies that are needed to support the unit throughout the rotation. The NTC chaplains are not available to conduct worship services for or provide other religious support to rotational units. However, rotational Soldiers are encouraged to attend regularly scheduled worship services at the chapels on post.
 - c. The NTC chapel facilities are not available for use by the rotational and augmentee units for command briefings, morale, welfare, recreational events, and other nonreligious purposes. The facilities are available for some special religious events, such as memorial ceremonies. The NTC Chaplain is available for coordination of religious support to the rotational and augmentee units on a by exception basis.
- 5) **Emergency Leave/Red Cross Support**
 - a. Under AR 600-8-10 the commander has authority to approve/ disapprove emergency leaves. The training unit will make coordination with the Fort Irwin Red Cross field representative office (Bldg 548) and the Fort Irwin Emergency Operations Center for emergency leave support.
- 6) **Environmental/Archaeological Restrictions-** applicable to Fort Irwin are in NTC Regulations 200-1 and 200-6. The NTC Regulation 200-1 (Training and Field Exercises), Chapter 10, lists the land protection rules necessary at Fort Irwin. The NTC Regulation 200-6 (Hazardous Materials Waste Management Program) requires reporting and cleanup of spills, limits the use of solvents, prohibits the disposal of hazardous wastes and liquids in the Fort Irwin landfill, requires that used POL be placed in designated storage tanks, and empty drums or containers be properly turned in.

7) **Maps:**

Units are expected to arrive at NTC with all required hardcopy maps. The NTC provides limited quantities of standard NTC map products to rotational units.

Units will order Military Installation Maps (MIMs) through normal procurement channels. Units will also be provided NTC standard map products in digital format during PDSS and may request digital products by contacting the G3 ITAM Office (760) 380-3169. Units should reproduce hardcopies from the digital products using home station topographic capabilities.

Training units must have the following map sheets.

- a. Sheet, Fort Irwin, Series V795S, Edition 001 Military Installation Map West, (1:50,000).
NSN 7643015690487 and NRN V765SFTIRWIWMIM.

- b. Sheet, Fort Irwin, Series V795S, Edition 001 Military Installation Map East, (1:50,000).
NSN76433015690484 and NRN V765SFTIRWIEMIM.

8) Dig Permits: **RTU Dig Process**

Tactical Digs

- Tactical Dig = vehicle fighting positions or tank ditches/obstacles for the current scenario, Does not require a dig permit.
- Location **MUST** be pre-cleared by an Observer Controller/ Trainer (OC/T) using a current No-Dig map (has more restricted areas than the standard NTC maps).
- Concerns: buried utilities and off limits areas
- **Gray Water Pits**

Within FOBs (Miami, Seattle, Santa Fe, Reno and New York)

- Prep-approved, assigned pit locations- ECT will dig pits
- During ADVON, provide ITAM with 2ea POCs for each site (ex. Mess Chief, DFAC NCOIC)

Outside FOBs (Miami, Seattle, Santa Fe, Reno and New York)

- Treated as tactical digs (i.e. must have OC/T with No-Dog Map pre-approved the location
- Unit must dig pits and report grid locations to DPW-ENV
- **Restrictions;** NO Gray water pits in Northern Corridor (live fire area), NO RTU Gray water pits are permitted in towns, NO Gray water pits are permitted on Mountain COPs, when occupying these areas, and unit must plan for mermite, MREs, or container/removal system.
- **All Other Digging and Ground Disturbing Activities**
 - Any other planned/proposed RTU engineer tasks require a Downrange Dig Permit
 - Downrange Dig Permits require a minimum of one week advance notice
 - If the project is a 52nd ID tasking, OPS GRP is responsible for completing a Downrange Dig Permit for the RTU.
 - Any engineer unit conducting work on a downrange project must have a completed Downrange Dig Permit on site at all times.
 - Certain conditions may apply (ex. Tortoise briefing, on-site wildlife monitors).

Restricted and NO Dig Areas:

Restricted Dig Areas		
Center of Mass Grid Coordinates	Feature/Marking	Legend
NV1875033230 to NV1876532200 to NV1912329990 to NV1990629140 to NV1990627550 to NV1293527530 to NV1294128430 to NV1293529250 to NV1287033210	Gary Owen Area	Purple Dashed Line
NV4174720250 to NV4558320100 to NV4454114850 to NV4256513230 to NV4109113250 to NV3970814900 to NV3977817400 to NV3983519340 to NV3984220250	Lucky Fuse Area	Purple Dashed Line
NU4746897210 to NU5003694550 to NU4200486950 to NU3668886930 to NU3663192000 to NU4460697190	Langford Lake Area	Purple Dashed Line
NV2744320274 to NV3474620195 to NV3474619031 to NV3048615617	Nelson Lake Area	Purple Dashed Line
NV1652200000 to NU1692599908 to NU1752099422 to NU1769399019 to NU1765598379 to NU1754097989 to NU1736797694 to NU1698997234 to NU1650996882	Barbed Wire and Seibert Stakes Plant Line	Red Line
NU1648996567 to NU2323690000 to NU4683790000 to NU4744690773 to NU4821390985 to NU4892792810 to NU5025092810 to NU5025091911 to NU4866391884 to NU4868988656 to NU4710288577 to NU4710287042 to NU3419087069 to NU2617387069 to NU2612088577 to NU2291988603 to	Barbed Wire Seibert Stakes Signs posted 250m North of fence line Tortoise Line	Red Line
NV4573842740 to NV4573833240 to NV0667633210 to NV0674942610	Signs	Red Line

Restricted Dig Areas		
Center of Mass Grid Coordinates	Feature/Marking	Legend
NV3400004000 - center mass	Bicycle Lakebed	Red Line
NU2876798993 to NU2946598089 to NU2846997225 to NU2775698160	ASP – Contact ASP	Red Line
NV2073819915 to NV2252519910 to NV2251419712 to NV2222219734 to NV2221715673 to NV2170019690 to NV2168319552 to NV2146319563 to NV2146919706 to NV2090319734 to NV2088119783 to NV2071019789	Nelson Airfield	Red Dotted Line
NV5808505017 to NV5951906000 to NV5964505800 to NV5821804800	Red Pass Lake Airfield	Red Dotted Line
NV4539331190 to NV4599731700 to NV4898431720 to NV4897631210 to NV4998431210 to NV5000730240 to NV5012230000 to NV5059629580 to NV5064129530 to NV5087129060 to NV5097028720 to NV5098528360 to NV4964827540 to NV4941927530 to NV4925127500 to NV4902227540 to	Wire and Seibert Stakes	Red Dotted Line
NV5299029200 to NV5301928230 to NV5389127210 to NV5463827210 to NV5442626220 to NV5389826240 to NV5389126660 to NV5298326990 to NV5269726990 to NV5209629180	Wire and Seibert Stakes	Red Dotted Line
NV2892208170 to NV2900308200 to NV2927008170 to NV2939608210 to NV2947708170 to NV2958407930 to NV2978607760 to NV2987007630 to NV2992007320 to NV2991207190 to NV2982407090 to NV2964507090 to NV2954507150 to NV2949607300 to NV2946507490 to NV2941207630 to	Wire and Seibert Stakes	Red Dotted Line
NV1348012610 to NV1359812500 to NV1361812490 to NV1370212390 to NV1371212270 to NV1356112310 to NV1342212420 to NV1338012550 to NV1342612620	Wire and Seibert Stakes	Red Dotted Line
NV1500331000 to NV1800531000 to NV1800529990 to NV1500329990	Wire and Seibert Stakes	Red Dotted Line
NU4963597870 to NU4969397760 to NU4967597600 to NV4962974800 to NU4959097030 to NU4951196910 to NU4939396870 to NU4929396900 to NU4920097080 to NU4919797370 to NU4927897600 to NU4937597800 to NU4952997880	Wire and Seibert Stakes	Red Dotted Line

Restricted Dig Areas		
Center of Mass Grid Coordinates	Feature/Marking	Legend
NU3253698580 to NU3246898570 to NU3224998610 to NU3209898650 to NU3194898800 to NU3177098980 to NU3155199120 to NU3137399270 to NU3138699390 to NU3153799470 to NU3187999450 to NU3213999200 to NU3249598870 to NU3263298710	Wire and Seibert Stakes	Red Dotted Line
NU3515193790 to NU3519293700 to NU3521993520 to NU3519293310 to NU3501493260 to NU3495993350 to NU3489193520 to NU3491893680 to NU3504193820	Wire and Seibert Stakes	Red Dotted Line
NV5698503730 to NV5712203760 to NV5727203770 to NV5738203790 to NV5740903740 to NV5738203690 to NV5723103620 to NV5706703590 to NV5697103590 to NV5693003690	Wire and Seibert Stakes	Red Dotted Line

No Dig Areas		
Center of Mass Grid Coordinates	Feature/Marking	Legend
NV2458624904 to NV3077724904 to NV3474621915 to NV2744320274 to NV3474620195	Nelson Lake	Purple Line
NV1012212966	DERA	Purple Line
NV1873806852	DERA	Purple Line
NV3050602839	DERA	Purple Line
NV3053002522	DERA	Purple Line
NV5070912739	Concrete Barriers	Purple Line
NV5820002040 - center mass	Red Pass Lakebed	Purple Line
NV3420095500 - center mass	Langford Lakebed	Purple Line
NU3126998278 to NU3214497208 to NU3093296669 to NU3070797574 to NU3090898118	None	Purple Line
NV5647724044 to NV5651324066 to NV5652324003 to NV5654924033	Arrowhead	Purple Line

14-40. Network Enterprise Center (NEC)

Network support services Rotational Support

These Operating Procedures are outlined in **Appendix FF**, of NTC REG 350-1 and these procedures applies to all military, civilians and contractors who utilize network devices, routers and switches.

RESPONSIBILITY:

The Fort Irwin Network Enterprise Center Network Support Services is responsible for the installation, configuration, and monitoring of switch and router hardware for the Fort Irwin NIPRNet and SIPRNet.

ACCOUNTABILITY:

All personnel having access to the routers and switches will be held accountable for his or her actions on the system. This includes reviewing and complying with software licensing agreements. At no time will classified material be placed on the NIPRNET Portal. AR 25-2 is punitive in nature (in order to enforce compliance).

Contents:

- 2) Explanation of services
 - i) Network Support Services
 - ii) COMSEC
 - iii) Telephone
 - iv) Information Assurance
- 4) Timelines and POC Listings
 - i) Timeline
 - ii) POC Listing by Section
- 5) Appendix
 - A. Network Enterprise Center Rotation Unit Request Form
 - B. G6 Circuit Request Form

Chapter 15
Rotational Operational (Execution) Procedures

15-1. NTC Battle Rhythm (G3 Operations responsibility) for 18 Day Extended Training Rotations



Battle Rhythm XX--XX
(Proposed)

The National Training Center

■ NTC Briefing/Meeting
 ■ Subordinate Unit Event
 ■ RTU Event
 ■ Community Event
 ■ Social Event
 ■ Other Event
 ★ CG Attended Event

	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S												
	1	2	3	4	5	6	RO	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	1	2	3	4	5	6	7	8	9	10					
Monday	★ 1000 CoS Staff Call 1600 RTU Office Call w/Lead 6							1030 (Bi-Monthly) CHRB 1300 FAWG																		★ 1000 CoS Staff Call 1430 NTC CSM Mtg	★ 1300 Ops Grp Post-Ro Brief NTC SITREP to FORSCOM ★ 1400 CG-Only (D, M, S) RPPB Vote God's Safety Council													
Tuesday		0900 PAWG 0900 Cdr Huddle 1000 NTC Ops Synchronicity 1030 Ops Grp +3 ★ 1300 CG/CSM WTU Town Hall Mtg (Balboa) 1300 NTC G4 Log Update						1000 NTC Ops Synchronicity 1300 NTC G4 Log Update																			1000 NTC Ops Synchronicity 1300 NTC G4 Log Update	1000 NTC Ops Synchronicity 1300 NTC G4 Log Update												
Wednesday								0900 MAST Mtg ★ 1000 NTC Cdr & Staff / Cdr Huddle 1000 DECA & Exchange Advisory Council 1100 Spiritual Resiliency WG ★ 1400 NTC +3 Brief 1530 NTC G3/S3 Sync Mtg	1530 NTC G3/S3 Sync Mtg																		1000 NTC Safety Huddle 1400 MILES WG	1330 NTC Box Coord Mtg #2 ★ 1530 NTC G3/S3 Sync Mtg ★ 1800 Circle of 07s ★ TBD D-240 Senior Trainer VTC	0900 Ops Grp Pre-Ro Brief 1000 NTC CSC 1300 NTC G4 Log Update 1400 Visitors Synchronicity ★ 1500 NTC Retirement Ceremony ★ 1600 Open Call											
Thursday								0930 NTC AVN Coord Mtg 1000 RPPB WG (Real Prop Planning Brd WG) ★ 1400 SARB 1500 Physical Resiliency WG	0900 Qdr (D, M, S) Range Resource Coast 1000 Range Coordination WG 1030 SHARP WG 1300 Stationing WG																		0900 NTC Force Mod WG 0900 G1 Conf 1330 NTC Box Coord Mtg #1 1400 G4 Maint Round Table													
Friday								★ 0900 Newcomer's Brief 1100 CG Calendar Scrub	★ 0900 Newcomer's Brief 1000 NTC Box Tour ★ 1100 CG Calendar Scrub 1300 Box Rehearsal																		0900 Newcomer's Brief G1 Transition WG ★ 1100 CG Calendar Scrub 1330 NTC Schools Synchronicity ★ 1400 Qdr (D, M, S) RPPB Vote	★ 0900 Newcomer's Brief 1100 CG Calendar Scrub ★ 1200 BCT EOM AAR	0900 Newcomer's Brief 1100 CG Calendar Scrub 1200 BCT EOM AAR	0900 Newcomer's Brief										
S/S								★ 1000 Rollout ★ 1130 TM 07s Brief to CG ★ 1600 BCT RSOI AAR	★ 1000 Box Tour																															

Table 15-1. NTC Battle Rhythm

15-1.A. Located on CLOUD
https://west.esps.disa.mil/army/sites/NTC_HQ/G3/OPS/SitePages/Home.aspx Issues contact (760) 380-2984.

15-2. NTC Battle Rhythm (CMD GRP Events Only)
https://west.esps.disa.mil/army/sites/NTC_HQ/G3/OPS/SitePages/Home.aspx Issues contact (760) 380-2984.

Table 15-2. NTC Battle Rhythm (CMD GRP Events Only)

15-3. 11th ACR Battle Rhythm (760) 380- 6930.

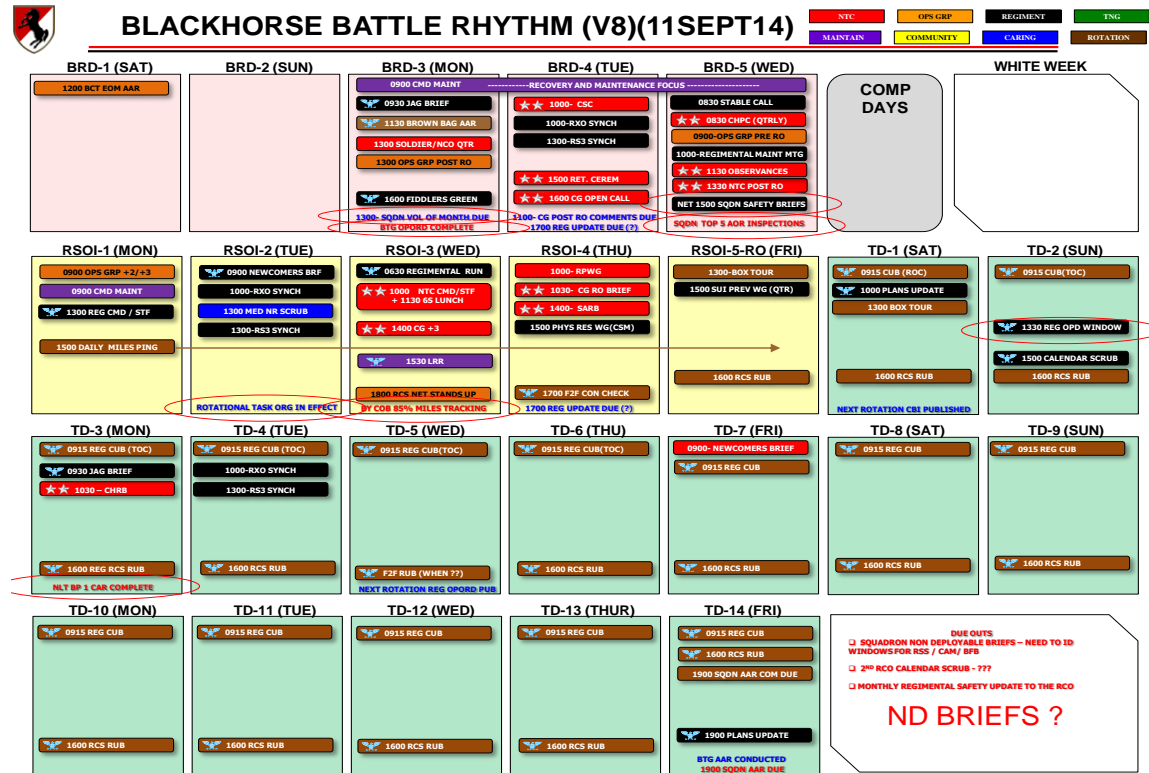


Table 15-3 NTC Regimental Rhythm BRD 1- TD 14
Issues contact (760) 380- 4824.

15-4. OPS GRP Battle Rhythm

Table 15-4 NTC Operations Group Battle Rhythm RSOI 1-- COMP4

Issues contact (760) 380-4419 or (760) 380-0362.

15-5. 916th SB Battle Rhythm

Table 15-5 NTC 916th SB Battle Rhythm RSOI 1-- COMP4

Issues contact (760) 380-8330.

Chapter 16 Regeneration (REGEN) Procedures

16-1. 11th ACR: refer to chapter 15, Battle Rhythm Chart contact **(760) 380- 6930**

16-2. OPERATIONS GROUP: for additional REGEN data refer to chapter 15, Battle Rhythm Chart **contact (760) 380-4419 or (760) 380-0362.**

OPS Group between Rotation Dates (BRD) and regeneration takes place after every Rotational Training. BRD 1 which is the first day after Training Day (TD) 18. BRD activities will take place for all OPS GRP personnel who include: Pyrotechnic Turn-In, EXSUM and Storyboard Submissions, Equipment, AARs, Box Closeout and Team Professional Development and/or Training needed prior to next Rotation; Airborne Operations take place during BRD week.

Other Rotation support and planning events take place during the BRD cycle. Those are: OPS GRP Critter CALL, Post-RO, CTA (for guest and new Observer Coach Trainers (OC/Ts)).

16-3. 916th SB: refer to chapter 15, Battle Rhythm Chart **contact (760) 380-8330.**

16-4. NTC & Fort Irwin Staff: for additional REGEN data refer to chapter 15, Battle Rhythm Chart **Issues contact (760) 380-6172.**

G3 AVN: There are no regeneration procedures for AVN. We don't deploy Aircraft (A/C) there for they don't go into regeneration/reset program. There are individual augmentees sent, upon return they get refresher training individually after redeployment.

G3 ITAM: There are no regeneration procedures for ITAM. Maps do not have to be returned to the ITAM Office.

G3 Range Operations: Rotational Clearance Operations. (refer to Appendix Y Range Operations SOP)

a. The Range Operations Manager and Range Safety Officer brief the Rotational Brigade Combat Team (BCT) CSM and other senior BDE members on **RSOI day 3**. The briefing outlines the personnel and equipment requirements of FORSCOM Reg 350-50-1 and the NTC Training Area (TA) clearance requirements specified in this regulation.

b. Additional items discussed are Fort Irwin specific environmental subjects (desert tortoise, spills, etc), UXO, and safety. When the briefing is completed, a question/answer session begins. This session is designed to assist the BDE CSM in developing his clearance plan. At the conclusion of the briefing, the BDE CSM will be provided a copy of all forms associated with clearance operations and a G3 Government Initiated Overtime Request form.

c. On **Rotational Day 18**, at 0830 hrs or 1 hour after **End of Exercise (ENDEX)**, the Range Operations Officer and a designated Range Operations Specialist will meet at Bicycle Lake AAF and conduct Clearance Assessment over-flights. The purpose of the assessment over-flight is to provide a list of items to police for the next day's clearance operation. Assessment and inspection over-flights will continue from TD 18 through BRD 3.

d. The Range Operations Officer will complete Clearance Item lists for daily consolidation and distribution to the RSSs conducting clearance operations. Clearance item lists are provided.

e. On **Range Clearance Day 1** until completion of the clearance operation, designated RSS will link up with their respective detail NCOICs. Five (5) details are normally recommended. A Range Operations Personnel and Equipment list is provided to the BCT. Link-up time is at the discretion of the BCT leadership.

f. Range Operations officer will double check the Rotational Police NCO checklist for respective detail and ensure the following:

- (1) Vehicle preparation. All vehicles will be topped off (fueled). Safety straps will be in place. Vehicle tires will be checked and serviceable. Vehicles will be free of deadline deficiencies. Deadline vehicles will not move out on range police.
- (2) Meals Ready to Eat (MREs). Rotational unit will issue MREs or coordinate to feed soldiers. If there are no meals, there is no range police.
- (3) Water. Rotational unit will issue water to troops. Detail will not move out for range police without water.
- (4) Ice. Ice is optional. The detail can move out without ice, however, it is not recommended.
- (5) Vehicle commander. A vehicle commander (in the rank of E4 or above) is required for each vehicle.
- (6) Vehicle roster. One vehicle roster is required per vehicle. RSS must ensure proper head count. If necessary, a verbal roll call can be conducted. To ensure the safety of the rotational soldiers, properly completed vehicle rosters are a must.
- (7) Wire/work gloves. Wire/work gloves are required for the safety of detail personnel to prevent cuts and abrasions. Troops will be handling concertina/barbed wire, wood, pickets, and trash.
- (8) Wire cutters. Wire cutters are used to cut unserviceable concertina wire for transport. Bolt cutters are an acceptable substitute.
- (9) Shovels. Shovels are required to fill open infantry fighting positions and to dig up minor POL spills.
- (10) Trash bags (minimum 200 per truck). Trash bags are needed for trash and/or collection of contaminated POL dirt for transport to HAZCO (Fort Irwin's contracted Hazardous Waste Management activity).
- (11) Medic with aid bag. A qualified medic, combat lifesaver with aid bag will be present or detail will not move out on range police.
- (12) Advanced Combat Helmet (ACH) (Kevlar helmet). Troops will wear their ACH while transported to and from range police and while conducting range police. This is an NTC Safety Office decision based on a risk assessment.
- (13) RSS will record the correct number of vehicles by type on the checklist and number of detail personnel.
- (14) The detail NCOIC will write and sign name on the signature line provided.
- (15) RSS will sign the checklist verifying that it is complete.
- (16) Prior to departure downrange, a copy of the checklist will be turned in to the Range Operations Supervisor or the Range Operations Manager. This and the Rotational Clearance Packet are used to ensure proper control.
- (17) At the end of the clearance day, a Rotational Police Daily Total Sheet is completed for each detail. This form is used to ensure that all personnel and vehicles are present at the end of the day and to assist in tracking serviceable and unserviceable dollar amounts of items turned in.

Chapter 17
“Off Rotation” Procedures

17-1. HOME STATION TRAINING

1. Operations: Organizational S3 and training officer and NCO have the responsibility for maintaining the training readiness information on the Teams and the individual soldiers assigned to the teams. Unit movement training is also required to support unit movement operations. Unit movement missions can occur rapidly, leaving the moving unit with little or no time to correct training deficiencies. Unit commanders are responsible for unit movement training of soldiers and units to support movement operations. The Team NCOIC and training officer supports the Unit commander by scheduling required training, maintaining individual soldier training records, and providing soldier's current training status concerning:

- a) Army Physical Fitness Test (APFT)
- b) Weapons qualification
- c) First aid training.
- d) Code of conduct training.
- e) Threat Awareness and Reporting Program (TARP), training.
- f) Driver's training course for destination country.
- g) Specialized training as required for destination country.
- h) Unit movement officer and unit movement NCO Training.
- i) Air deployment planning.
- j) Transportation Coordinators Automated Information for Movement II (TC AIMS II)
- k) Training/TC-ACCIS.
- l) HAZMAT certification training.
- m) Unit loading team training.
- n) Mobilization briefing and legal briefing (RC units)
- o) Any additional training requirements needed to support the mission.

2. Supply: The S4 and supply sergeant has the responsibility for maintaining the equipment and supply information on the unit. The S4 and supply sergeant maintains updated equipment on hand, unit basic load and equipment status information. The supply sergeant maintains updated supply information such as supplies and equipment assigned to individual soldiers in the unit. The battalion S4 is responsible for coordinating support requirements for unit movement operations.

17-2. CGs Guidance on White Week Training: White Weeks are designated weeks on the NTC Rotational Calendar where there are no scheduled rotational events. White Weeks provide the NTC MSCs an opportunity to focus on individual, leader, and collective training tasks.

WHITE Week: will be posted on the NTC Rotational Calendar. Issues contact (760) 380- 6172.

17-3. “BOX” Reset: will be posted on the NTC Rotational Calendar. Issues contact (760) 380- 6172.

17-4. Medical Support Requirements and MEDVAC assistance during Off Rotation Training

In accordance with the NTC Surgeons Office the following discussion points and information is provided for staff planning and personnel tasking.

- a. Standard Range Operations all training units will follow medical requirements as indicated in NTC Regulation 350-3
- b. The BDE/BN Surgeon/MEDO must identify treatment team personnel to provide routine care for their respective units while conducting training at the NTC. Independent battalion-sized units conducting “Off-Rotation” training must deploy with a minimum of one (1) physician and one (1) physician assistant for the duration of their training.

- c. Health Care Providers (HCP) will submit an Inter-facility Credentials Transfer Brief (ICTB) through the Centralized Credentials Quality Assurance System (CCQAS) for the designated training period NLT 30 days to Weed Army Community Hospital (WACH) Credentials Office. Recommend at a minimum 1 HCP request for privileges during this planning process IOT provide routine health care requirements that exceed their capability. NTC Fort Irwin does not have a Troop Medical Clinic (TMC) for routine health care.

2. The minimum support team must consist of the following:

- 1 ea 65D Physician Assistant
- 1 ea 68W30/40 NCOIC/Supervisor
- 9 ea 68W Treatment and Evacuation Team

3. Medical Equipment:

- 1 ea MES TCMC (UA 269A) IAW ALARACT 117/2010 or
- 1 ea MES Trauma (UA 264A)
- 1 ea MES Sick Call (UA 265A)
- 2 ea MES Ground Ambulance (UA 0256)
- 2 ea M997 Ground Ambulance

3. Class VIII Medical Supply is the responsibility of the training unit.

a. All medical units must deploy with 100% of all authorized MES, controlled substances and resupply medical equipment. Brigade/Battalion Surgeons/MEDO must ensure training units are adequately prepared for their training event this includes IFAK and CLS Bags.

b. Weed Army Community Hospital is the only CLVIII agent at the NTC. Prior coordination with the Installation Medical Logistics Office (IMSO) is required NLT 60 days prior to training event IOT establish an account for processing emergency only resupply request during training period.

4. WACH SME Points of Contact:

Agency	Phone
NTC Surgeons Office	760-380-1312
MED Logistics	760-380-3031
Credentials	760-380-5388

5. MEDEVAC ASSISTANCE-contact Range Operations at Frequency FM 3890 in the clear and Range Operations Firing Desk will contact the Air Ambulance Detachment.

a. Aerial Medical evacuation procedures are outlined in the NTC APG 4-1,2 and 3. Also NTC EXOP Chapter 13, Safety.

b. MEDEVAC Request Format: All Fort Irwin Training Area MEDEVAC requests will be called in through Fort Irwin Range Operations on FM 38.90 or RCS channel 295.

NATO 9-LINE MEDEVAC REQUEST				DTG Received:		Unit Received From:	
P: FM 38.90 SC/PT		A: RCS GROUP 295		C: VHF 126.20 / UHF 241.00		E: NIPR (760) 380-3637 / 3878	
1	LOCATION (GRID OF PICKUP ZONE)						
2	CALL SIGN & FREQUENCY						
3	NUMBER OF PATIENTS/PRECEDENCE						
A – URGENT; to be at hospital facility (R2 or R3) within 60 minutes of the first notification (P1)				B – PRIORITY; to be at hospital facility (R2 or R3) within 4 hours of notification by "9-line" (P2)			
C – ROUTINE; to be at hospital facility (R2 or R3) within 24 hours of notification by "9-line" (P3)							
4	SPECIAL EQUIPMENT REQUIRED						
A – NONE		B – HOIST (Winch)		C – EXTRICATION		D – VENTILATOR	
5	NUMBER TO BE CARRIED LYING/SITTING						
L – LITTER (Stretcher)		A – AMBULATORY (Walking)		E – ESCORTS (e.g. for child patient)			
6	SECURITY AT PICKUP ZONE (PZ)						
N – NO ENEMY				E – ENEMY IN AREA			
P – POSSIBLE ENEMY				X – HOT PICKUP ZONE – ARMED ESCORT REQUIRED			
7	PICKUP ZONE (PZ) MARKING METHOD						
A – PANELS		B – PYRO		C – SMOKE		D – NONE	
						E – OTHER (explain)	
8	NUMBER OF PATIENT BY NATIONALITY/STATUS						
A – COALITION MILITARY				B – CIVILIAN WITH COALITION FORCES			
C – NON-COALITION SECURITY FORCES				D – NON-COALITON CIVILIAN			
E – OPPOSING FORCES/PW/DETAINEE				F – CHILD			
9	PICKUP ZONE (PZ) TERRAIN/OBSTACLES						
DO NOT DELAY LAUNCH OF MEDEVAC – SUPPLY FURTHER INFORMATION ONCE AVAILABLE							
M	MECHANISM OF INJURY (and at what time if known)						
I	INJURY OR ILLNESS SUSTAINED						
S	SYMPTOMS AND VITAL SIGNS A – airway B – breathing rate C – pulse rate D – conscious/unconscious E – other signs						
T	TREATMENT GIVEN (e.g. tourniquet and time applied, morphine)						
NOTES:							
Specify if critical medical supplies are needed to be brought in with MEDEVAC "9-line" is not used for request to move casualties who are killed in action at the scene							
ISAF APRV'S MSN				AVN AUTH'S LAUNCH			
W/U		W/D		W/U		W/D	

NATIONAL TRAINING CENTER HELICOPTER LANDING ZONES		
IDENTIFIER	DESCRIPTION	GRID LOCATION
ASP	ASP HELIPAD	11S NU 29500 98050
BAB	BICYCLE LAKE ARMY AIRFIELD	11S NV 33140 03140
C2	C2 FACILITY HELIPAD	11S NV 47660 26920
CL	CHAH-E LANGFORD / GUBA HELIPAD	11S NU 35374 96974
ES	ERTEBAT SHAR / UJEN HELIPAD	11S NV 36770 11862
JDL	JAHEL DAR LAD-E / DEZASHAH HELIPAD	11S NV 21618 19455
LF	LIVEFIRE BUNKER HELIPAD	11S NV 46532 27614
LSA	LSA WARRIOR / GARDAKERT HELIPAD	11S NV 30465 01768
MIA	FOB MIAMI / NAJALABAN HELIPAD	11S NV 58821 05396
MPH	MAIN POST HELIPAD	11S NV 28440 02689
SDJ	SHARQ DARWAZA JAME'A / BARASU HELIPAD	11S NV 59162 15924
ST	SHAR-E TIEFORT / RAZISH HELIPAD	11S NV 44085 10079
ZUL	ZULU TOC HELIPAD	11S NV 49540 29360
NTC GROUND AMBULANCE EXCHANGE/TRANSFER POINTS		
AXP BICYCLE LAKE	MSR Bull Run light line (Barstow Road)	11S NV 31633 05139
AXP LANGFORD LAKE	Long Island light line (Langford Lake Road) IVO Building 851	11S NU 31662 97812
AXP GOLDSTONE	NASA complex (Goldstone Road & Pioneer Road)	11S NV 12207 13324
AXP PAINTED ROCKS	IVO Painted Rocks on Fort Irwin Road	

17-5. NON-STANDARD RANGE and LFX/CALFX PLANNING GUIDE: Fort Irwin Non-Standard Range and LFX/CALFX Planning Guide.

1. To provide guidance for planning and conducting non-rotation non-standard LFX or CALFX ranges on Fort Irwin. A non-standard range event is one that Range Operations does not already have on file an approved live fire range plan. Off post units will have to coordinate approval to conduct a non-standard range event with the NTC G3 Plans and Operations before requesting ranges or training areas locations with Range Operations. Post units and locally supported reserve units will submit LFX or CALFX requests directly to Range Operations. Range Plans will be in compliance with **AR 385-63** and **NTC Reg. 350-3**. Final approval for non-standard range plans must be obtained from the NTC G3. Additional guidance can be located in Operations Group EXOP, Chapter 14, Live fire.
2. **SCHEDULING.** Scheduling procedures are covered in Chapter 2 of NTC Reg. 350-3. Due to rotation training exercise schedules, range space and available dates for non-rotation LFX/CALFX is limited at Fort Irwin. Units need to coordinate with Range Operations as early as possible to determine if range or land space is available during the dates the unit wants.
 - a) Units will submit written range or training area requests to Range Operations. Units should submit initial requests **NLT 120 days**.
 - b) Units must schedule a range site layout recon and initial coordination briefings with G3/Range Operations ASAP but NLT 8 weeks prior to start date.
 - c) Unit will also be required to schedule and present a final range plan and safety briefing (approved by unit's Battalion commander) to the NTC G3 for final approval NLT 2 weeks prior to start date.
 - d) Range equipment and target support needs and the draw and turn-in dates.
 - e) Range Operations Section pre and post clearance planning and dates execution dates.
3. Non-standard Range Requests. All non-rotational units that wish to train on non-standard ranges (those activities that do not conform to existing approved Laser/Surface Danger Zone Diagram (L/SDZD) and range limit markers) must submit range packet to Range Operations Safety Officer NLT 14 working days prior to the training event for review. Follow guidelines established in NTC REG 350-3.

17-6. USASOC (USASOC Regulation 350-1): Training ARMY SPECIAL OPERATIONS FORCES (ARSOF) ACTIVE COMPONENT AND RESERVE COMPONENT TRAINING

1. This regulation prescribes United States Army Special Operations Command (USASOC), and National Guard Bureau (NGB) policy for the training of Army Special Operations Force (ARSOF) individuals and units in the Active Component (AC), the Army National Guard (ARNG), and the U.S. Army Reserve (USAR).
 - a) **APPLICABILITY:** This regulation applies to the United States Army Special Operations Command (USASOC) Major Subordinate Commands (MSCs), Major Subordinate Units (MSUs), and all Army Special Operations Forces units and Soldiers except as noted in the text.
 - b) This regulation is subject to the requirements of AR 11-2. It contains internal control provisions but does not contain checklists for conducting internal control reviews.

17-7. Training Programs Development and Management; Outlined in Chapter 3

17-8. Individual Training; Outlined in Chapter 4

17-9. Unit Training; Outlined in Chapter 5

17-10. Battle Focused Training Assessment & Evaluation; Outlined in Chapter 6

17-11. Aviation; Outlined in Chapter 7 and EXOP Chapter 9

17-12. Chemical, Biological, Radiological, & Nuclear (CBRN) Defense Training; Outlined in Chapter 8

17-13. Simulation Training; Outlined in Chapter 9

Chapter 18

Family Readiness / Wellness / NTC Engagement Process

NTC Engagement Process: The NTC Engagement Plan focuses on “*Sharing / Messaging the NTC Story*” to all relevant audiences. It is an evolving process that involves the proactive participation from all NTC MSCs to accomplish designated missions. The Engagement Process Working Group (EPWG) will meet on a monthly basis followed by an Engagement Process Decision Brief (EPDB). G3 Force Integration is the POC for the NTC Engagement Process.

Special Emphasis. In accordance with AR 608-18, the Family Advocacy Program (FAP) requires unit/company commanders to schedule time for Soldier to attend troop awareness briefings provided by FAP personnel. All Soldiers must attend the required training for both Spouse Abuse and Child Abuse Training.

SOLDIER / FAMILY CARE. CGs Guidance: I want to encourage leaders at every level to make time for the important events in life such as the birth of child, the first day of school for their children, graduations, award ceremonies, sporting events, etc. All unit commanders will ensure that Soldiers with children in grades K through 12 are released to attend parent teacher conferences throughout the year. We will make every effort to synchronize the NTC and Fort Irwin calendars to make participation in key events possible and encourage all units to do the same.

Family and Morale, Welfare and Recreation (FMWR). The NTC FMWR calendar is located at <http://fortirwinfmwr.com/home-2/fort-irwin-mwr-events/>. Please note that these dates and events are subject to change.

Family Readiness- NOTE: This is a Commander’s Program managed by each Commander for their organizations as outlined in AR 608-1, Appendix J

18-1. Family Readiness Program: Each command should be monitoring

- 1) Task Organization
- 2) Team Family Readiness Group Leaders at the organizational Team Level and duties
- 3) Contact Roster

18-2. Army Well being programs assistance as required

18-3. Wife Resiliency program

18-4. Casualty Programs- (**DHR, USAG**)

18-5. Casualty Reporting- (**DHR, USAG**)

18-6. Fatal Accident Briefings- (**DHR, USAG**), **DES and Safety**

18-7. Building Resilient Families

- a. Strong Bonds Retreat
 - i. Officer Family Training
 - ii. Enlisted Family Training

Chapter 19
References

19-1 APPENDICES are located on Irwin portal under rotational information NTC REG 350-1:
Appendices/

SOPs

- A.** References
- B.** National Training Center & Fort Irwin Points of Contact List
- C.** Mandatory Training IAW AR 350-1 Table G-1
- D.** G2 SOPs- Open Source Intelligence (OSINT) Link Directory, and required ARs and FMs
- E.** G2 SOPs- FORSCOM SOP Tactical Sensitive Compartmented Information Facility (T-SCIF), Foundry Catalogue, BLUFOR TACSOP
- F.** Green Flag-West Special Instructions (SPINS) SOP
- G.** 11th ACR TACSOP / RED BOOK
- H.** Operations TACSOP and EXOP (Vultures and Lizards)
- I.** NTC CIF -SOP
- J.** DENTAC -SOP
- K.** DES/ Fort Irwin Police Department- SOP
- L.** DHR- SOP
- M.** LRC (DOL)- SOP
- N.** DPTMS- SOP
- O.** FORSCOM Regulation 350-50-1 Training at The National training Center
- P.** G1 SOP- Congressional and Special Interest Inquiries
- Q.** G3 AMMO SOP
- R.** G3 Aviation SOP
- S.** G3 Force Integration SOP
- T.** G3 ITAM SOP
- U.** G3 Master Gunnery SOP
- V.** G3 Operations Digital Training Management System, and Deployment Redeployment Standard Operating Procedures SOP
- W.** G3 OPSEC SOP
- X.** G3 Plans SOP “How to Fight At The Combat Training Center”
- Y.** G3 Range Operations, TSD, TSC, CI2C/RSJPO SOP
- Z.** G3 Schools SOP
- AA** G4 SOP
- BB** G6 SOP
- CC** IG OIP/ CDR ISG Course SOP
- DD** NTC Safety SOP
- EE** MEDDAC SOP
- FF** Network Enterprise Center (NEC) SOP
- GG** NTC Property Book Office (PBO) SOP
- HH** Protocol SOP
- II** Reserve Component Operations, Plans & Training (RCOPT) SOP
- JJ** G8 SOP
- KK** NTC & Fort Irwin Desert Standards Handbook located on the NTC Homepage
- LL** Public Works SOP / DPW Organization Chart
- MM** 916th Sustainment Brigade SOP
- NN** Special Operations Command (SOCOM) SOP
- OO** **OPEN**
- PP** Joint National Training Capability (JNTC) Liaison SOP

19-2 Glossary

Section I
Abbreviations

—A—

A2C2	Army airspace command and control
A/A	air-to-air
AA	assembly area; avenue of approach; Active Army
AAA	antiaircraft artillery
AAC	Army Acquisition Corps
AADC	area air defense commander
AAMDC	United States Army Air and Missile Defense Command
AAR	after action review
AASLT	air assault
AAAT	Army Analysis Aptitude Test
AATF	air assault task force
AATFC	air assault task force commander
AAW	antiair warfare
ABCCC	airborne battlefield command and control center
ABC	Airborne Corps
ABCS	Army Battle Command System
ABE	assistant brigade engineer
abn	airborne
AC	active component
ACA	airspace control authority; airspace coordination area
ACE	air combat element (NATO); analysis and control element; armored combat earthmover; assistant corps engineer; aviation combat element (USMC)
ACERT	Army Computer Emergency Response Team
ACERT/CC	Army Computer Emergency Response Team/Coordination Center
ACES	Army Continuing Education System
ACH	Advanced Combat Helmet
ACL	allowable cargo load
ACOE	Army Center of Excellence
ACP	air control point
ACCP	Army Correspondence Course Program
ACR	armored cavalry regiment
AC/RC	active component/reserve component
ACS	Army Community Service
ACU	Army combat uniform
AD	air defense; armored division
ADA	air defense artillery
A/DACG	Arrival/Departure Airfield Control Group
ADAM	Air Defense Airspace Management
ADC	area damage control; assistant division commander
ADC(M)	assistant division commander (maneuver)
ADC(S)	assistant division commander (support)
ADCON	administrative control
admin	administrative
ADT	active duty for training
ADVON	Advanced
AE	aeromedical evacuation
AF	amphibious force
AFATDS	Advanced Field Artillery Tactical Data System
AFSB	Army Field Support Brigade

AFSOC	Air Force Special Operations Command
A/G	air to ground
AG	adjutant general
AGL	above ground level
AGM	advanced guided munitions; air-to-ground missile system
AI	air interdiction
AIs	Assistant Instructors
AIM	air intercept missile
AIS	Army information systems
ALCE	airlift control element
ALO	air liaison officer; artillery liaison officer
alt	alternante; altitude
AM	amplitude modulation
AMB	air mission brief; air mobility branch
AMC	air mission commander
AMD	air and missile defense
ammo	ammunition
ANCOC	Advanced NCO Course
AO	area of operations
AOA	amphibious objective area
AOB	advanced operations/operational base
AOC	air operations center
AOE	Army of Excellence
AOI	area of interest
AOIR	area of intelligence responsibility
AOR	area of responsibility
AP	antipersonnel, armor piercing
APC	armored personnel carrier
APFT	Army Physical Fitness Test
APG	Aviation Procedure Guide
APO	Army Post Office
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APORT	aerial port
AR	armor; Army regulation
ARFOR	Army Forces
ARFORGEN	Army Forces Generation
ARG	amphibious ready group
ARM	antiradiation missile
armd	armored
ARNG	Army National Guard
ARSOA	Army special operations aviation
ARSOF	Army special operations forces
ARSOTF	Army special operations task force
ARSPACE	Army Space Command
arty	artillery
A/S	air-to-surface
AS	area security
ASAS	All Source Analysis System
ASCC	Army service component commander
ASCM	antiship cruise missile
ASF	aeromedical staging facility
ASG	area support group
ASL	above sea level; allowable supply list; authorized stockage list
aslt	assault
ASLT PSN	assault position (graphics)

ASM	antiship missile
ASO	Aviation Safety Officer
ASOC	air support operations center
ASOS	Army support to other Services
ASP	ammunition supply point
ASR	alternate supply route; ammunition supply rate
ASV	armored security vehicle
ASW	antisubmarine warfare
AT	antitank; antiterrorism; Annual Training
ATACMS	Army Tactical Missile System
ATC	air traffic control
ATF	amphibious task force; Aviation Task Forces
atk	attack
ATK PSN	attack position (graphics)
ATLS	advance trauma life support
ATM	air tasking message
ATO	air tasking order
ATP	Allied Tactical Publication; ammunition transfer point
ATRRS	Army Training Requirements and Resources System
ATS	air traffic service
ATSS	Army Target Sensing System
AUTL	Army Universal Task List
AVIM	aviation intermediate maintenance
AVLB	armored vehicle-launched bridge
AVLM	armored vehicle-launched mine clearing
AVLO	aviation liaison officer
avn	aviation
AVUM	Aviation unit maintenance
AWACS	Airborne Warning and Control System
AXP	ambulance exchange point

—B—

B	biological (graphics)
BAS	battalion aid station
BCAT	base camp assistance/assessment team
BCD	battlefield coordination detachment
BCOC	base camp operations center; base cluster operations center
BCT	Brigade Combat Team
BCTP	battle command training program
BDA	battle damage assessment
Bde	brigade
BDOC	base defense operations center
BDR	battle damage repair
BDU	battle dress uniform
BDZ	base defense zone
BF	battle fatigue; beginning of radioactive fallout
BFSB	battlefield surveillance brigade
BFV	Bradley fighting vehicle
BG	brigadier general
BHL	battle handover line
BICC	battlefield information coordination center
BII	Basic Issue Items
biol	biological
BLAAF	Bicycle Lake Army Airfield
BLUFOR	Blue Force

BMCT	begin morning civil twilight
BMNT	begin morning nautical twilight
BMSO	Brigade Medical Supply Officer
bn	battalion
BOM	bill of materials
BOS	battlefield operating systems
BP	battle position
BPAD	broadcast public affairs detachment
B/P	be-prepared mission
BRAA	bearing, range, altitude, aspect
BSA	brigade support area
BSB	Brigade Support Battalion
btry	battery
BVR	beyond visual range
BZ	buffer zone
—C—	
C	chemical (graphics); cover
C2	command and control
C3CM	command, control, and communications countermeasures
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
C4OPS	command, control, communications and computer operations
CA	civil administration; civil affairs; combat assessment
CAB	combat aviation brigade
CAC	Combined Arms Center
CACOM	civil affairs command
CAISI	Combat Service Support Automated Information Systems Interface
cal	caliber
CALFEX	combined arms live fire exercise
CALL	Center for Army Lessons Learned
CAP	combat air patrol; crisis action planning
CARP	computed air release point
CARS	combat arms regimental system
cas	casualty
CAS	close air support
CASEVAC	casualty evacuation.
CAT	Civil Affairs Team
CATF	commander, amphibious task force
CATK	counterattack (graphics)
cav	cavalry
CBMU	construction battalion maintenance unit
CBRN	chemical, biological, radiological, and nuclear
CBRNE	chemical, biological, radiological, nuclear, and high yield explosives
cbt	combat
CBT	combating terrorism
CCB	Central Control Board
CCD	camouflage, concealment, and deception
CCIR	commander's critical information requirements
CCL	combat-configured load
CCO	contingency contracting officer
CCP	casualty collection point; communications checkpoint
CCT	combat control team
CD	cavalry division; chemical defense; counterdrug
CDAP	computer defense assessment program

CDM	chemical downwind message
Cdr	Commander
CDS	container delivery system
CE	command element; communications electronics
CEP	circular error probable
CERT	Computer Emergency Response Team
CEWI	combat electronic warfare and intelligence
CFA	call forward area; covering force area
CFL	coordinated fire line
CFZ	critical friendly zone
CG	commanding general
cGy	centigray
CH	chaplain
chem	chemical
CHEMO	chemical officer
C-HUMINT	counter-human intelligence
CI	combat intelligence; counterintelligence
CICA	counterintelligence coordinating authority
CID	criminal investigation division
CIDC	Criminal Investigations Division Command
CIF	Central Issue Facility
C-IMINT	counter-image intelligence
CINC	commander in chief (the President)
CJCS	Chairman, Joint Chiefs of Staff
CJTF	commander, joint task force
CLEA	combined logistics excellence awards
CLF	commander, landing force
CLR STA	clearing station (graphics)
CM	countermobility
cmd	command
CMISE	corps military intelligence support element
CMO	civil-military operations
CMOC	civil-military operations center
CMT	company maintenance team
CNA	computer network attack
CND	computer network defense
CNR	combat net radio
co	company
CO	commanding officer
COA	course of action
CoC	Council of Colonels
COCOM	combatant command (command authority)
COE	contemporary operational environment
COFM	correlation of forces and means
COG	center of gravity; Commander of Operations Group
CONOP	concept of the operation
CONUS	continental United States
COLT	combat observation and lasing team
COMCAM	combat camera
COMINT	communications intelligence
comm	communications
COMMZ	communications zone
COMPUSEC	computer security
COMSEC	communications security
CONOPS	concept of operations
CONPLAN	concept plan

const	construction
CONUS	continental United States
COP	common operational picture
COR	contracting Officer Representative
COS	chief of staff
COSC	combat and operational stress control
COSCOM	corps support command
CP	checkpoint; command post; contact point
CPSE	corps PSYOP support element
CPU	chemical protective undergarment
CPX	command post exercise
CQB	close quarters battle
CRC	component repair company
CREW	Counter Remote-Control Improvised Explosive Device (RCIED) Electronic Warfare
CRT	combat repair team
CS	civil support; combat support
CSA	Chief of Staff, United States Army; corps sustainment area
CSAR	combat search and rescue
CSCT	combat support coordination team
CSDP	Command Supply Discipline Program
CSG	corps support group
CSH	combat support hospital
C-SIGINT	counter-signal intelligence
CSM	Command Sergeant Major
CSR	controlled supply rate
CSS	combat service support
CSSE	combat service support element
CT	counterterrorism; combat trainer
CTA	common table of allowance
CTC	Combat Training Center
CTCP	combat trains command post
CTIL	commander's track item list
CUL	common user logistics
CW	chemical warfare
CWT	customer wait time
CZ	combat zone

—D—

D	dental (graphics)
D3A	decide, detect, deliver, and assess
DA	Department of the Army; direct action
DACP	Department of the Army Civilian Police
DAO	division ammunition officer
DA Pam	Department of the Army Pamphlet
DASB	division area support battalion
DC	dislocated civilian
DCA	Defense Communications Agency; defensive counterair
DCM	deputy chief of mission
DCO	Deputy Commanding Officer
DCOG	Deputy Commander Operations Group
DCS	Defense Communications System; defensive counterspace
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS	Deputy Chief of Staff for Operations
DD	double double (Bailey Bridge); Department of Defense

DE	directed energy
DEFCON	defense readiness condition
demo	demolitions
DENTAC	Dental Activity
det	detachment
det cord	detonation cord
DEW	directed-energy warfare
DF	direction finding
DFSCoord	deputy fire support coordinator
DGZ	desired ground zero
DIA	Defense Intelligence Agency
DID	defense in depth
DIMHRS	Defense Integrated Military Human Resource System
DISCOM	division support command
DISE	division intelligence support element
DISN	Defense Information Systems Network
DISUM	daily intelligence summary
div	division
DLA	Defense Logistics Agency
DLIC	detachment left in contact
DLR	depot-level repairable
DMG	degrees magnetic north
DMPO	defense military pay office
DMZ	demilitarized zone
DNBI casualty	disease and nonbattle injury casualty
DOA	dead on arrival; direction of attack
DOCEX	document exploitation
DOD	Department of Defense
DODAAC	Department of Defense Activity Accounting Code
DODD	Department of Defense directive
DODIPP	Department of Defense Intelligence Production Program
DOL	Directorate of Logistics
DOS	day of supply; Department of State
DOTMLPF	doctrine, organization, training, materiel, leader education, personnel, and facilities
DOW	died of wounds
DP	decision point
DPPDB	digital point positioning database
DPW	Directorate of Public Works
DR	direction range
DRB	division ready brigade
DRM	Directorate Resource Management
DRU	direct reporting unit
DS	direct support; double single (Bailey Bridge)
DSA	division support area
DSM	decision support matrix
DSN	Defense Switched Network
DSO	deception staff officer
DSS	decisive, shaping, and sustaining
DST	decision support template
DSU	direct support unit
DT	double triple (Bailey Bridge)
DTED	digital terrain elevation data
DTG	date-time group
DTN	degrees true north
DTOC	division tactical operations center
DTSS	digital topographic support system

DWG	deception working group
DWRIA	died of wounds received in action
DX	direct exchange
DZ	drop zone
—E—	
E&E	evasion and escape
E&R	evasion and recovery
EA	electronic attack; emergency action; engagement area; environmental assessment
EAB	echelons above brigade
EAC	echelons above corps
EAD	echelons above division
EATL	electronic attack target list
EBA	engineer battlefield assessment
ECC	Expeditionary Contracting Command
ECM	electronic countermeasures
ECR	environmental conditions report
ECT	Environmental Clean-up Team
EECT	end evening civil twilight
EECP	early entry command post
EEFI	essential elements of friendly information
EENT	end evening nautical twilight
EF	end of radioactive fallout
eff	effective
EID	electronic identification
ELINT	electronic intelligence
ELSEC	electronics security
EMCON	emission control
EMI	electromagnetic interference
EMP	electromagnetic pulse
EN	engineer (unit designations; graphics)
ENCOM	engineer command
ENCOORD	engineer coordinator
eng	engineer
ENY	enemy (graphics)
EOB	electronic order of battle
EOC	emergency operations center
EOD	explosive ordnance disposal
EP	electronic protection
EPAS	environmental performance assessment system
EPB	electronic preparation of the battlefield
EPLRS	Enhanced Position Location and Reporting System
EPW	enemy prisoner of war
equip	equipment
ERP	engineer regulating point
ES	electronic warfare support
ESB	enhanced separate brigade
ESC	expeditionary sustainment command
ESM	electronic surveillance measures; electronic warfare support measures
EUSA	Eighth United States Army
EVAC	evacuation
EW	early warning; electronic warfare
EWL	engineer work line
EWO	electronic warfare officer
EXOP	exercise operating procedure

EZ	extraction zone
—F—	
FA	field artillery
FAA	forward assembly area; Federal Aviation Administration
FAAD	forward area air defense
FAADEZ	forward area air defense engagement zone
FAAWC	force antiair warfare commander
FAC	forward air controller
FAC-A	forward air controller-airborne
FARP	forward arming and refueling point
FASCAM	family of scatterable mines
FASP	field ammunition supply point
fax	facsimile
FB	fire base
FBCB2	Force XXI battle command—brigade and below
FCC	flight coordination center; federal communications commission
FCL	final coordination line
FDC	fire direction center
FDO	flexible deterrent option; fire direction officer
FDRP	first destination reporting point
FEBA	forward edge of the battle area
FEDLOG	federal Logistics
FES	forced entry switch
FEST	forward engineer support team
FEZ	fighter engagement zone
FFA	free-fire area
FFE	field force engineering; fire for effect
FFIR	friendly force information requirements
FH	field hospital
FHA	foreign humanitarian assistance
FID	foreign internal defense
FIPD	Fort Irwin Police Department
FISINT	foreign instrumentation signals intelligence
FIST	fire support team
FLB	forward logistics base
fld	field
FLE	forward logistics element
FLIPL	Financial Liability Investigation of Property Loss
FLO	fighter liaison officer
FLOT	forward line of own troops
FM	field manual; frequency modulated/modulation
FMC	fully mission-capable
FMF	Fleet Marine Force
FMI	field manual-interim
FO	forward observer
FOB	forward operating base; forward operations/operational base
FOC	flight operations center
FOF	Force-on-Force Training
FORSCOM	United States Army Forces Command
FP	force protection
FPCON	force protection condition
FPF	final protective fire
FPL	final protective line
FPOL	forward passage of lines

F-POLE	distance between shooter and target at impact
FRAGO, FRAG order	fragmentary order
FS	fire support
FSA	fire support area; forward support area (NGFS)
FSB	forward support battalion
FSC	fire support coordinator
FSCC	fire support coordination center (USMC)
FSCL	fire support coordination line
FSCM	fire support coordinating measure
FSCOORD	fire support coordinator
FSE	fire support element
FSO	fire support officer
FSO	full spectrum operations
FSO METL	full spectrum operations mission essential task list
FSS	fire support station (NGFS)
FSSG	force service support group (USMC)
FST	field sanitation team; field support team; forward surgical team; financial support team
FTCP	field trains command post
fwd	forward
FY	Fiscal Year

—G—

G	guard
G-1	Assistant Chief of Staff, Personnel
G-2	Assistant Chief of Staff, Intelligence
G-2X	Assistant G-2 human intelligence
G-3	Assistant Chief of Staff, Operations and Plans
G-4	Assistant Chief of Staff, Logistics
G-5	Assistant Chief of Staff, Civil Affairs
G-6	Assistant Chief of Staff, Command, Control, Communications, and Computer Operations (C4 Ops)
G-7	Assistant Chief of Staff, information operations
G-8	Assistant Chief of Staff, financial management
G-9	Assistant Chief of Staff, civil affairs
GA	tabun (nerve agent)
GB	sarin (nerve agent)
GCC	Gulf Cooperation Council, geographic combat commander
GCCS	global command and control system
GCE	ground combat element
GCI	ground control intercept
GCSSARMY	Global Combat Support System
GD	soman (nerve agent)
GEN	general
GEOREF	geographic reference
GFEBs	General Fund Enterprise Business System
GI	geospatial information
GIF	graphics interchange format
GIOT	Government Impact Overtime
GIS	geographic information system
GI&S	geospatial information and services
GLINT	gated laser intensifier
GMT	Greenwich Mean Time
GNC	global navigation chart
gp	group

GPS	global positioning system
GR/CS	guardrail/common sensor
GS	general support; government service
GSA	general support artillery; general services administration
GSM	ground station module
GSR	ground surveillance radar
GS-R	general support-reinforcing
GTL	gun-target line
GW	guerrilla warfare
GZ	ground zero

—H—

H	mustard gas
H&S	headquarters and service
HA	holding area
HACC	humanitarian assistance coordination center
HAHO	high-altitude high-opening (parachute technique)
HALO	high-altitude low-opening (parachute technique)
HARM	high-speed antiradiation missile
HAZCOM	hazard communication
HBCT	heavy brigade combat team
HCA	humanitarian and civic assistance
HD	distilled mustard (blister agent); heavy drop
HE	high explosive
hel	helicopter
HEMMS	hand-emplaced minefield marking set
HEMTT	heavy expended mobility tactical truck
HEP	high explosive plastic
HET	heavy equipment transporter
HE WAM	high explosive wide area mine
HF	high frequency
HHB	headquarters and headquarters battery (FA and ADA)
HHC	headquarters and Headquarters Company
HHT	headquarters and headquarters troop (cavalry units)
HIDACZ	high-density airspace control zone
HIGH-G	high gravity
HIMAD	high-to-medium altitude missile air defense
HIMEZ	high-altitude missile engagement zone
HL	mustard-lewisite mixture (blister agent)
HLD	homeland defense
HLS	homeland security
HLZ	hot landing zone
HMMWV	high-mobility multipurpose wheeled vehicle
HN	host nation; nitrogen mustard (blister agent)
HNS	host nation support
HOB	height (depth) of burst
hos	hostile
HPRF	high pulse repetition frequency
HPT	high-payoff target
HPTL	high-payoff target list
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRS	human resources support
HSS	health service support
HT	mustard T-mixture (blister agent)

HTS high-speed antiradiation missile (HARM) targeting system
 HUMINT human intelligence
 HVAA high-value airborne assets
 HVT high-value target
 HVTL high-value target list

—I—

I&W indications and warnings
 IA information assurance
 IAM installation ammunition manager; information assurance manager
 IASO installation aviation safety officer; information assurance security officer
 IAT infrastructure assessment team
 IAW in accordance with
 IBCT infantry brigade combat team
 ICAC2 integrated combat airspace command and control
 ICAO International Civil Aviation Organization
 ICW in coordination with
 ID identification; infantry division
 IDAD internal defense and development
 IDM improved data modem
 IDP initial delay position
 IE information engagement
 IED imitative electromagnetic deception; improvised explosive device
 IEW intelligence and electronic warfare
 IFF identification, friend or foe
 IFV infantry fighting vehicle
 IG inspector general
 IHL intelligence handover line
 IID improvised incendiary device
 IM information management
 IMCOM installation command
 IMINT imagery intelligence
 IN infantry
 INFOCON information operations condition
 INFOSEC information security
 INFOSYS information systems
 INS inertial navigation system
 INSCOM United States Army Intelligence and Security Command
 INTEL intelligence
 INTSUM intelligence summary
 IO information operations
 IOVAP information operations vulnerability assessment program
 IOVAT information operations vulnerability assessment team
 IP initial point
 IPB intelligence preparation of the battlefield; intelligence preparation of the battlespace
 IPW interrogation, prisoner of war
 IR information requirements; infrared, thermal
 I/R internment/resettlement
 IRPO Installation Radiation Protection Officer
 IS information superiority
 ISB intermediate staging base
 ISE intelligence support element
 ISO installation standardization officer
 ISOFAC Isolation Facility

ISR intelligence, surveillance, and reconnaissance
 ISSA Installation Supply Support Activity
 ITO Installation Transportation Office
 ITV in-transit visibility
 IV intravenous

—J—

J-6 communications systems directorate of a joint staff
 JAAT joint air attack team
 JA/ATT Joint Airborne/Air Transportability Training
 JAG Judge Advocate General
 JAOC joint air operations center
 JCMOTF joint civil-military operations task force
 JCS Joint Chiefs of Staff
 JCSE joint communications support element
 JDISS joint deployable intelligence support system
 JEPES Joint Engineer Planning and Execution System
 JEZ joint engagement zone
 JFACC joint force air component commander
 JFC joint force commander
 JFLC joint force land component
 JFLCC joint force land component commander
 JFMCC joint force maritime component commander
 JFSOCC joint force special operations component commander
 JIB joint information bureau
 JIC joint intelligence center
 JLOTS joint logistics over-the-shore
 JMC joint movement center
 JMISE joint military intelligence support element
 JMRC Joint Maneuver Readiness Center
 JOA joint operations area
 JOC joint operations center
 JOPES Joint Operation Planning and Execution System
 JOSAC Joint Operation Support Airlift Command
 JP joint publication
 JPAV joint personnel asset visibility
 JPOTF joint psychological operations task force
 JPPB Joint Policy and Planning Board
 JRA joint rear area
 JRC joint reception center
 JRFL joint restricted frequency list
 JRTC Joint Readiness Training Center
 J-SEAD joint suppression of enemy air defenses
 JSOA joint special operations area
 JSOACC joint special operations air component commander
 JSOLE joint special operations liaison element
 JSOTF joint special operations task force
 JSOW joint stand-off weapon
 JSS joint service software
 JSTARS Joint Surveillance Target Attack Radar System
 JTAC joint terminal attack controller
 JTB joint target board
 JTF joint task force
 JTF-CND joint task force—computer network defense
 JWICS Joint Worldwide Intelligence Communications System

—K—

KIA killed in action
 KM knowledge management; kilometers

—L—

L light (graphics)
 LAB logistics assault base
 LADW local air defense warning
 LAN local area network
 LAO logistics assistance officer
 LAPES low-altitude parachute extraction system
 LAV light armored vehicle
 LBE load bearing equipment
 LC line of contact
 LCC land component commander
 LD line of departure
 LD/LC line of departure is line of contact
 LEN large extension node
 LF landing force
 LFT Live-Fire training
 LFX Live-fire exercise
 LIWA land information warfare activity
 LL latent lethality; light line
 LLTR low-level transit route
 LNO liaison officer
 LO law and order; liaison officer; lubrication order
 LOA limit of advance
 LOB line of bearing
 LOC line of communications
 LOGCAP logistics civilian augmentation program
 LOGPAC logistics package
 LOGSA logistics support agency
 LOMEZ low-altitude missile engagement zone
 LOS line of sight
 LOTS logistics over-the-shore
 LOW law of war
 LP/OP listening post/observation post
 LRC logistics readiness center
 LRP logistics release point
 LRS long-range surveillance
 LRSD long-range surveillance detachment
 LRSU long-range surveillance unit
 LSA Logistics Support Area
 LSD least separation distance
 LSE logistics support element
 LTD laser target designator
 LTP leader training program
 LU linkup
 LZ landing zone

—M—

m	mechanized (graphics)
M&S	modeling and simulation
MACCS	Marine air command and control system
MACG	Marine air control group
MACOM	major Army command
MACS	Marine air control squadron
MAG	Marine aircraft group
MAGTF	Marine air-ground task force
MAIN	primary command post (graphics)
maint	maintenance
MALS	Marine aviation logistics squadron
MANSPT	maneuver support
MarDiv	Marine division
MARSOC	Marine Special Operations Command
MASINT	measurement and signature intelligence
MASS	Marine air support squadron
max	maximum
MBA	main battle area
MC	mobility corridor
MCAP	mine clearing/armor protection kit
MCB	mine clearing blade
MCC	movement control center
MCG	mobile command group
MCL	mission configured load
MCLB	Marine Corps Logistics Base
MCM	mine countermeasures
M/C-M/S	mobility/countermobility/survivability
MCO	major combat operation
MCOO	modified combined obstacle overlay
MCP	maintenance collection point
MCR	mine clearing roller
MCRP	Marine Corps reference publication
MCS	maneuver control system
MDIC	multidisciplinary counterintelligence
MDMP	military decision making process
MDV	mine detection vehicle
MEB	maneuver enhancement brigade, Marine expeditionary brigade
mech	mechanized
med	medical
MED	manipulative electromagnetic deception
MEDDAC	Medical Department Activity
MEDEVAC	medical evacuation
MEDINT	medical intelligence
MEF	Marine expeditionary force
MEF(FWD)	Marine expeditionary force (forward)
MEP	military environmental protection; mobile electric power
MES	medical equipment sets
met	meteorological
METL	mission essential task list
METT-TC	mission, enemy, terrain and weather, troops and support available, time available, civil considerations
MEU	Marine expeditionary unit
MEU(SOC)	Marine expeditionary unit (special operations capable)
MEZ	missile engagement zone
MDFD	medium frequency direction finding

MF	military free fall
MG	machine gun; major general
MGB	medium girder bridge
MGI	military geographic information
MGRS	military grid reference system
MGS	mobile gun systems
MHE	materials handling equipment
MI	military intelligence
MIA	missing in action
MIB	military intelligence brigade
MICC	military installation contracting command
MICLIC	mine clearing line charge
MILES	Multiple Integrated Laser Engagement System
MIJI	meaconing, interference, jamming, and intrusion
MILSTD	military standard
min	minimum
MIPR	Military Interdepartmental Purchase Request
MIST	military information support team
MITS	Mobile Independent Target System
MIW	mine warfare
MLC	military load classification
MLRS	multiple launch rocket system
mm	millimeter
MMC	materiel management center
MMS	maneuver and mobility support
mob	mobilization; media on the battlefield
MOB	main operations base
MOBA	military operations in a built-up area
MOE	method of evaluation
MOG	maximum on ground
MOI	memorandum of instruction
MOOTW	military operations other than war
MOPMS	modular pack mine system
MOPP	mission-oriented protective posture
MORT	mortar
MOS	military occupational specialty
MOUT	Military Operations on Urbanized Terrain
MP	military police
MPA	maritime patrol aircraft; mission planning agent; manpower authorization
MPAD	mobile public affairs detachment
MPC	military pay certificate
MPF	maritime prepositioning force
MPI	military police investigator
MPRF	medium pulse repetition frequency
MRB	multirole bridge
MRE	meal, ready to eat, mission readiness exercise
MRL	multiple rocket launcher
MRO	material release officer
MRR	minimum-risk route
MSB	main support battalion
MSC	major subordinate command; Military Sealift Command
MSD	minimum safe distance
MSDS	mission-specific data system
MSE	mission support element
MSE	mobile subscriber equipment
MSI	multi-spectral imagery

MSL	mean sea level
MSR	main supply route
MSS	mission support site
MST	maintenance support team
mt	megaton
MTF	medical treatment facility
MTI	moving target indicator
MTOE	Modified Table of Organization and Equipment
MTT	mobile training team
MWR	morale, welfare, and recreation

—N—

NAI	named area of interest
NASA	National Aeronautics and Space Administration
NATO	North Atlantic Treaty Organization
NAVSOF	naval special operations forces
NAVSPECWAR	Navy Special Warfare
NBC	nuclear, biological, and chemical
NBCWRS	nuclear, biological, and chemical warning and reporting system
NBI	non-battle injury
NCC	Navy Component Command
NCO	noncommissioned officer
NCOIC	noncommissioned officer in charge
NCS	net control station
NCTR	noncooperative target recognition
NEC	Network Enterprise Center
NEO	noncombatant evacuation operations
NET	not earlier than
NETCOM	Network Enterprise Technology Command
NETOPS	network operations
NFA	no-fire area
NFL	no-fire line
NG	National Guard
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NGFS	naval gunfire support
NGIC	National Ground Intelligence Center
NGLO	naval gunfire liaison officer
NGO	nongovernmental organization
NIDS	network intrusion detection system
NIPR	Non-Secure Internet Protocol
NIPRNET	Non-Secure Internet Protocol Router Network
NIST	national intelligence support team
NLT	not later than
NM	nautical mile
NMC	non mission capable
NMCM	not mission capable, maintenance
NMCS	not mission capable, supply
NOK	next of kin
NOTAM	notice to airman
NOV	notice of violation
NPG	network participating group
NRT	near real time
NSFS	naval surface fire support
NSN	national stock number

NSWG	naval special warfare group
NSWU	naval special warfare unit
NTC	National Training Center
NURC	nonunit-related cargo
NVD	night vision device
NVG	night vision goggles

—O—

OA	objective area
OAKOC	observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment
OAS	offensive air support
OAU	Opposing Force Augmentation Unit
OB or OOB	order of battle
obj	objective
OCA	offensive counterair; observer coach academy
OCP	operational command post
OCS	offensive counterspace
OC-T	observer coach-trainer
OD	ordinance
ODA	operational detachment alpha
ODCSOPS	Office of the Deputy Chief of Staff for Operations and Plans
ODSS	offense, defense, stability, and support
OEG	operation exposure guide
OGA	other government agency
OIC	Officer in charge
O/O	on order
OOTW	operations other than war
OP	observation post
OPCEN	operations center
OPCOM	operational command (NATO only)
OPCON	operational control
OPFOR	opposing force
OPLAN	operation plan
opns	operations
Ops	operations
OPs	BCT/TF/CO Operations (formerly STX)
OPS GRP	operations group
OPORD	operation order
OPSEC	operations security
OPTASK	operational tasking
ORA	obstacle restricted area
ORF	operational readiness float
ORIL	Overage repairable item list
ORP	objective rally point
OSA	Operational Support Airlift
OSID	Operations and Systems Integration Division
OSINT	open source intelligence
OT	observer-target
OWS	operational weather squadron

—P—

PA	public affairs; physician's assistant
PAA	position area for artillery

PAD	public affairs department; public affairs detachment
PAG	public affairs group
PAO	public affairs office
PAOC	public affairs operations center
para	paragraph
PATR	populated area targeting record
PAV	personnel asset visibility
PB	panel bridge
PBO	property book office
PBUSE	Property Book Unit Supply Enhanced
PC	personal computer
PCA	psychological consolidation activities
PD	point of departure
PDB	psychological operations dissemination battalion
PDC	psychological operations development center
PDF	principal direction of fire
PDSS	Pre-deployment Site Survey
PE	peace enforcement
pers	personnel
PF	Partner Force
PLL	prescribed load list
PGIP	predicted ground impact point
PGM	precision guided munitions
PIO	public information officer
PIR	priority intelligence requirements
PIREP	pilot report
PL	phase line
PLD	probable line of deployment
PLS	palletized load system
plt	platoon
PM	preventive maintenance; project manager; provost marshal
PMCS	preventive maintenance checks and services
PME	peacetime military engagement
PMO	Provost Marshal Office
PO	peace operations
POD	port of debarkation
POE	port of embarkation
POG	psychological operations group
POL	petroleum, oils, and lubricants
POS/NAV	position/navigation
POTF	psychological operations task force
POW	prisoner of war
PP	passage point
PPI	plan position indicator
PPR	Prior permission required
PRC	populace and resource control
PREGO	Present Geographic Location Code
PRF	pulse repetition frequency
PROWORD	procedure word
PSE	PSYOP support element
psn	position
PSPA	peace support psychological activities
PSYACT	psychological action
PSYOP	psychological operations
PSYWAR	psychological warfare
PTAD	planning terrain-analysis database

pub	publication
PUP	pop-up point
PVNTMED	preventive medicine
PW	prisoner of war
PWRS	prepositioned war reserve stock
PX	Post Exchange
PZ	pickup zone
PZCO	pickup zone control officer
—Q—	
QR	Quarterly Review
QSTAG	Quadrupartite Standardization Agreement (ABCA)
—R—	
R	reinforcing
R3P	rearm, refuel, and resupply point
RAA	rear assembly area
RAC	Requisitioning Activity Code
RAAM	remote antiarmor mine
RAAMS	remote antiarmor mine system
RAD	radiation absorbed dose
RADAR	radio detection and ranging
Radiac	radioactivity, detection, indication, and computation
RAS	rear area security
RAU	radio access unit
RB	radar beacon; Ribbon Bridge
RBS	rotation billing system
RC	reserve component
RCA	riot control agent
RCERT	regional computer emergency response team
RCOPT	Reserve Component Operational Planning Team
RCS	Reserve Component Support; Radio Communications System
RCU	remote control unit
RD	radius of damage; rifle division
REAR	rear command post (graphics)
REBS	rapidly emplaced bridge system
recon	reconnaissance
Reg	regulation
regt	regiment
REMS	remotely employed sensor
Rep	representative
RES	radiation exposure status
retrans	retransmission
RF	radio frequency; response force
RFA	restrictive fire area
RFI	request for information
RFID	radio frequency identification
RFL	restrictive fire line
RGR	ranger (graphics)
RI	relevant information
RIC	Routing Identifier Code
RIP	relief in place
RL	release line
RM	risk management
ROA	restricted operations area

ROE rules of engagement
 ROM refuel-on-the-move
 ROTA releases other than attack (related nuclear, biological, and chemical)
 ROZ restricted operations zone
 RP rally point; reference point; release point
 RPB regional PSYOP battalion
 RPOL rearward passage of lines
 RPV remotely piloted vehicle
 RRR rapid runway repair
 RS radiation status; religious support
 RSO Range Safety Officer
 RSO&I reception, staging, onward movement, and integration
 RSR required supply rate
 RSTA reconnaissance, surveillance, and target acquisition
 RTE route
 RTU rotational training unit
 RUBA rotational unit bivouac area
 RV radius of vulnerability
 RWR radar warning receiver

—S—

S scatterable mines (graphics); screen
 S&P stake and platform
 S&TI scientific and technical intelligence
 S-1 personnel staff officer
 S-2 intelligence staff officer
 S-3 operations staff officer
 S-4 logistics staff officer
 S-6 command, control, communications and computer operations (C4 Ops) officer
 S/A surface to air
 SA security assistance; staging area
 SAAFR standard use Army aircraft flight route
 SAAS-MOD standard Army ammunition system-modernized
 SAB separate armored brigade
 SAEDA subversion and espionage directed against the Army
 SALUTE size, activity, location, unit, time, and equipment
 SAM surface-to-air missile
 SAMS Standard Army Maintenance System
 SAMS-E Standard Army Maintenance System-Enhanced
 SAR search and rescue
 SARSS-O Standard Army Retail Supply System-Objective
 SASP special ammunition supply point
 SAT security assistance team
 SATCOM satellite communications
 SBCT Stryker brigade combat team
 SCAME source, content, audience, media, effects
 SCATMINE scatterable mine
 SCG security classification guide
 SCI sensitive compartmented information
 SCLA Southern California Logistics Airport
 SC(T) signal command (theater)
 SEAD suppression of enemy air defenses
 SEAL sea-air-land team
 SECDEF Secretary of Defense

SED	simulative electronic deception
SEE	small emplacement excavator
SEN	small extension node
SEP	separate
SERE	survival, evasion, resistance, and escape
SF	special forces
SFAF	standard frequency action format
SFC	sergeant first class; Special Forces command
SFOB	special forces operations/operational base
SFOD-ABC	special forces operational detachment–Alpha/Bravo/Charlie
SGS	secretary of the general staff
SHAPE	Supreme Headquarters Allied Powers Europe
SHELREP	shelling report
SHF	super-high frequency
SHORAD	short-range air defense
SHORADEZ	short-range air defense engagement zone
SIB	separate infantry brigade
SIF	selective identification feature
sig	signal
SIGCEN	Signal Center
SIGINT	signals intelligence
SIGSEC	signals security
SIPR	secure internet protocol router
SIPRNET	SECRET Internet Protocol Router Network
SITMAP	situation map
SITREP	situation report
SJA	staff judge advocate
SJFHQ	standing joint force headquarters
SMD	Spectrum Management Division
SO	special operations
SOA	special operations aviation
SOCCE	special operations command and control element
SOCOORD	special operations coordination element
SOF	special operations forces
SOFA	status-of-forces agreement
SOI	signal operating/operation instructions
SOLL	special operations low-level
SOP	standing operating procedure
SOSB	special operations support battalion
SOSCOM	special operations support command
SOSR	suppress, obscure, secure, and reduce
SOSRA	suppress, obscure, secure, reduce, and assault (breaching/fundamentals)
SOT-A/B	special operations team–Alpha/Bravo
SOTD	special operations training detachment
SOTF	special operations task force
SP	self-propelled; start point; strongpoint
SPECAT	special category
SPO	support operations officer
SPOD	sea port of debarkation
SPOE	sea port of embarkation
SPOTREP	spot report
SPS	special psychological operations study
spt	support
SPTCEN	support center
sqd	squad
sqdn	squadron

SR	special reconnaissance
SRD	secret restrictive data
SSA	supply support activity
ST	senior trainer; SEAL team
STAMIS	Standard Army Management Information System
STANAG	standardization agreement (NATO)
STO	special technical operations
STP	Soldiers training publication
STRAC	standards in training commission
STRIKWARN	strike warning
SUPCOM	support command
SURFREP	surf report
surveil	surveillance
svc	service
SWO	Staff weather officer

—T—

TA	target analysis; target acquisition
TAACOM	Theater Army Area Command
TAB	target acquisition battery
tac	tactical
TAC	tactical (artillery, naval gunfire, / close air support)(graphics); TRANS account code
TACAIR	tactical air
TACAN	tactical air navigation
TACC	tactical air command center (USMC); tactical air control center (USN)
TACCP	tactical command post
TACLAN	tactical local area network
TACOM	tactical command (NATO only)
TACON	tactical control
TAC OPS	tactical operations
TACP	tactical air control party
TACSAT	tactical satellite
TADIL	tactical digital information link
TAF	tactical air force
TAG	The Adjutant General
TAI	targeted area of interest
TALCE	tanker airlift control element
TALO	tactical air liaison officer; theater airlift liaison officer
TMDE	Test Measurement and Diagnostic Equipment
TAMID	theater air and missile defense
TAMIS	Training Ammunition Management Information System
TAV	total asset visibility
TBM	tactical ballistic missile; theater ballistic missile
TBMD	tactical ballistic missile defense; theater ballistic missile defense
TBMPGIP	tactical ballistic missile projected ground impact point
TCC	Telecommunications center
TCF	tactical combat force
TCP	traffic control post
TD	training day
TDA	table of distribution and allowances
TDS	Trial Defense Service
TDY	temporary duty
TEB	tactical exploitation brigade
TECHCON	technical control
TECHINT	technical intelligence

TEL	transporter erector launcher
TERF	terrain flight
TF	task force
TGOSC	Training General Officer Steering Committee
tgt	target
TIB	toxic industrial biological
TIC	toxic industrial chemical
TIH	toxic industrial hazard
TIM	toxic industrial material
TIR	toxic industrial radiological
TIRS	terrain index reference system
TISA	troop issue subsistence activity
TLAM	Tomahawk land-attack missile
TLP	troop leading procedures
tm	team
TM	theater missile; technical manual
TMD	theater missile defense
TMFDB	tactical minefield data base
TMP	transportation motor pool
T/MVD	towing/mine-detection vehicle
TOC	tactical operations center
TOD	time of day
TOE	table of organization and equipment
TOP	Training Outreach Program
TOR	terms of reference
TOT	time on target (naval gunfire, mortar, and close air support)
TOW	tube-launched, optically tracked, wire-guided
TPC	tactical pilot chart; tactical psychological operations company
TPD	tactical psychological operations detachment;
TPFDD	time-phased force and deployment data
TPFDL	time-phased force and deployment list
TPT	tactical psychological operations team
TRADET	Training detachment
TRADOC	United States Army Training and Doctrine Command
trans	transportation
TRP	target reference point; troop
TS	top secret
TSC	theater sustainment command
TSD	training support division
TSM	target synchronization matrix
TSS	target selection standard
TTP	tactics, techniques, and procedures
TUAS	Tactical Unmanned Aircraft System

—U—

UAV	unmanned aerial vehicle
UAS	unmanned aircraft system
UCL	unit configured load
UGS	unattended ground sensors
UHF	ultrahigh frequency
UIC	unit identification code
ULLS-G	unit level logistics system-ground
UMCP	unit maintenance collection point
UMT	unit ministry team
UNAAF	Unified Action Armed Forces

USACAC	United States Army Combined Arms Center
USAF	United States Air Force
USAFSOC	United States Air Force special operations command
USAID	United States Agency for International Development
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USARPAC	United States Army Pacific Command
USASOC	United States Army Special Operations Command
USCENTCOM	United States Central Command
USCG	United States Coast Guard
USEUCOM	United States European Command
USFK	United States Forces Korea
USMC	United States Marine Corps
USN	United States Navy
USO	Unit safety officer; United Service Organization
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
UT1	Universal Time
UTC	Coordinated Universal Time
UTM	universal transverse Mercator, ultimate training munitions
UTO	Universal Time Observed
UW	unconventional warfare
UXO	unexploded explosive ordnance

—V—

V	veterinary (graphics)
VA	vulnerability assessment
VFR	visual flight rules
VHF	very high frequency
VITD	vector interim terrain data
VTC	video teleconference

—W—

WACH ED	Weed Army Community Hospital Emergency Department
WARNO	warning order
WCS	weapons control status
WEZ	weapon engagement zone
WETM	weather team
WFZ	weapons free zone
WG	wage grade
WGS	world geodetic system
WIA	wounded in action
WMD	weapons of mass destruction
WME	warfighting mass effect

—X—

XO	Executive Officer
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—Z—

Z	Zulu Time
ZOS	zone of separation
ZULU	Universal Time

Section II

19-3. COEFOR / OPFOR Terminology

ADO

Air Direction Officer, S-3 Air.

ATTACK ZONE

Assigned zone of action for an attacking force.

AT-5 SPANDREL

Heavy anti-tank missile replicated by a TOW HMMWV.

AOR

Those areas inside of the LOR that are assigned to specific units.

AXIS

Control measure depicting the area through which a force will move.

BATTLE ZONE

Battlespace in which the main defensive force operates.

The OPFOR seeks to fix and/or destroy enemy forces through fire and maneuver.

BIRD DOG

BLUFOR radio net given as a four digit grid.

BLACKHORSE

Standard call sign for 11th ACR.

BLUFOR

Blue Force (The enemy). The rotational player unit.

BMP

Infantry fighting vehicle replicated by visually modified (VISMODED) M551 Sheridan.

BMP 1P

A BMP equipped with an AT-5 missile.

BRDM

Armored car used for reconnaissance and command and control. Replicated by VISMODED HMMWV.

BRDM RkH

Chemical reconnaissance vehicle

BTG

The Brigade Tactical Group (BTG) is a task organized Brigade assigned a specific mission and is assigned to a DTG or an OSC. In the case of the 111 BTG and the 211 BTG, they are assigned to the 11 DTG.

BUSHMASTER

A MRP detached to destroy a threat to the flank of the MRB.

COBRAS

Observer, Coach-Trainer OC-Ts the armor task forces

COA
Chief of Artillery, Regimental FSO

COO
Chief of Operations, Regimental S-3.

COR
Chief of Reconnaissance, Regimental S-2

COB-V
Civilian on the Battlefield - Vehicle

COS
Chief of Staff, Regimental Executive Officer

CRS
Chief of Rear Services, Support Squadron LNO

CSA
Combined Services Area

CSOP
Combat Security Outpost mounted LP/OP

CUEBALL
Report of indirect fire (splash) given by a four digit grid

DISRUPTION ZONE
Battlespace between the disruption zone and the limit of Responsibility (LOR). In this zone the OPFOR seeks to delay, desynchronize or destroy enemy forces before they can decisively engage forces in the battle zone.

DTG
The Division Tactical Group (DTG) is a task organized Division assigned a specific mission and is assigned to an Operational Strategic Command (OSC).

EAGLEHORSE
Infantry Squadron, 2/11 ACR.

ERP
Engineer Recon Vehicle

FIRING LINE
Graphic control measure showing location and orientation of fires.

FP
Fighting Patrol

FSE
Forward Security Element, an MRC (+) forward of the advance guard battalion main body.

IRONHORSE
Armor Squadron, 1/11 ACR.

IVAN

Code word for fighter/bomber jets and forward air controllers.

KILL ZONE

Designated area on the battlefield where the OPFOR plans to destroy a key enemy target.

LOCs

Lines of Communication. Direct lines that connect combat forces with their life support assets and combat multipliers.

LOR

Limit of Responsibility (LOR) is the outer boundary of an OPFOR's area of responsibility (AOR)

MOD

Mobile Obstacle Detachment, also known as a POZ. A VISMODO M113 and trailer used to set hasty minefields.

MIB

Mechanized Infantry Battalion.

MIC

Mechanized Infantry Company

MIP

Mechanized Infantry Platoon

MSD

Movement Support Detachment, made up with sappers, an ACE, and, sometimes an AVLB.

OBJECTIVE

Location or object, the seizing of which is a goal of offensive battle

OPFOR

Opposing Force

OSV

OPFOR Surrogate Vehicle

OSV-T

OPFOR Surrogate Vehicle, Tank

PACKHORSE

Regimental Support Squadron

RAM

Rocket annihilation mission

RCTA

Regimental Chief of Rocket Troops & Artillery, battalion FSO

SCORPIONS

Observers Controllers for the Mechanized INF task forces.

SIDEWINDER

A quick unit avoidance maneuver. Also, engineer OC-Ts.

SOKOL

Code word for HINDs

SUPPORT LINE (SL)

Line that marks OPFOR movement from the support zone to the battlezone and vice versa

SUPPORT ZONE

Area that is used to provide support for an OPFOR unit.

In a linear battlefield organization this zone is the furthest from combat operations in order to protect OPFOR Lines of communication (LOCs). In a Non-linear battlefield organization the support zone can be placed anywhere the OPFOR feels is secure from enemy interference in support Operations (i.e. a town or a cave complex).

TDAM

Smoke generator vehicle, VISMODO HMMWV.

TARANTULAS

Observer controllers for the Light Infantry battalions.

UMZ

Dispenses the PTM-1 AT Mine, similar to the volcano.

VISMODO

Visually modified vehicles to replicate foreign equipment Also the common name for the VISMODOED M113s

ZSU

Air defense gun, replicating ZSU 23-4, replicated by a VISMODOED M551.

2A45M

Russian made 125mm Anti-tank gun.

19-4. Table List

Table 1-5 Example ARFORGEN Cycle
Table 2-1 NTC G3 Schools / Civilian Schools references
Table 2-2 IG Inspection Functions
Table 2-3 Inspections
Table 2-4 Trend Analysis
Table 2-5 Things That Will Get You in Trouble
Table 2-6 IG Tips for Leaders
Table 3-3 Key Ceremonies
Table 3-4 DTMS Event (color)
Table 3-5 T- Week Management Concepts
Table 3-6 T-Week Shell
Table 3-7 Non-Rotational Standard Training Week
Table 3-8 Training Records
Table 3-9 Training Publications required for DTMS
Table 4-1 Resource Conference Scheduling
Table 4-2 Training Land Range POCs
Table 4-3 Fort Irwin Pools
Table 4-4 Simulations POC
Table 5-1 Mandatory Training Requirements in units Table G-1 of AR 350-1
Table 5-2 Mandatory Training Requirements for Army Civilians Table G-3
Table 6-5 Separate Battalion Evaluator Requirements
Table 7-1 Deployment related Training
Table 8-1 NTC & Fort Irwin COMSEC fills
Table 10-1 Collective Training Branch (CTB) Functions
Table 12-1 Heat Category and Water Intake
Table 13-1 NTC Planning Model (example)
Table 15-1 NTC Battle Rhythm
Table 15-2 NTC Battle Rhythm (CMD Group Events only)
Table 15-3 Regimental Battle Rhythm BRD 2- TD 14
Table 15-4 Operations Group Battle Rhythm RSOI 1- COMP 4
Table 15-5 916th Sustainment Brigade Battle Rhythm RSOI 1- COMP 4

19-5. Figure List

Figure 1-1 Unit Training and Leader Development
Figure 1-2 Underlying Logic Development of the Unit Training Plan
Figure 3-1 Cantonment Area Defined (map), Key Locations with Key POC phone numbers