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Training

EIGHTH UNITED STATES ARMY TRAINING AND LEADER DEVELOPMENT

***This regulation supersedes Eighth Army Regulation 350-41, 1 October 1996**

For the Commanding General:

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Summary. This regulation was completely rewritten or revised in order to parallel Department of the Army's consolidation of several regulations. It provides policy and guidance concerning Eighth Army Training and Leader Development. Changes in policies, objectives and programs have been taken into account during this rewrite.

Summary of Change. This document has been substantially changed. A full review of its content is required.

Applicability. This regulation applies to all Eighth United States Army Major Subordinate Commands (MSCs), assigned units, and other activities under operational control of Eighth Army. It also applies to units deploying to the Korean Theater of Operation (KTO) to conduct training in support of Eighth Army.

Supplementation. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless prior approval is obtained from HQ Eighth United States Army, Assistant Chief of Staff (ACS), G3, (EAGC-TD-O), Unit #15236, APO AP 96205-5236.

Forms. Army in Korea (AK) forms are available at <http://www-hr.korea.army.mil>.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information System website at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is Eighth Army G3 (EAGC-TD-O). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQ, Eighth United States Army, ACS, G3, (EAGC-TD-O), Unit #15236, APO AP 96205-5236

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GLOSSARY

SECTION I GENERAL

1. PURPOSE. This regulation provides guidance for managing and conducting training and leader development in Eighth United States Army. The Eighth Army training goals are to develop technically and tactically sound leaders that are grounded in the Army's core values and standards, disciplined and motivated Soldiers that are skilled in individual tasks and field craft, small units mastered in the basics and able to execute in all environments, combined arms units and staffs capable of conducting agile and synchronized combat operations, and Soldiers and leaders who understand and overcome the hazards of conducting operations. The ultimate objective of training being to maintain a forward deployed military force that is prepared to deter war, and if deterrence fails, "Fight Tonight" and win a war jointly with other services and combined with ROK and United Nations (UN) forces.

2. REFERENCES. Required and related publications and prescribed and referenced forms are listed in Appendix A.

3. EXPLANATION OF ABBREVIATIONS AND TERMS. Abbreviations and special terms used in this regulation are explained in the glossary.

4. RESPONSIBILITIES.

a. The ACS, G1, has primary staff responsibility for development of training policy and guidance on matters pertaining to--

- (1) Human relations, equal opportunity, and consideration of others.
- (2) Alcohol and drug abuse prevention program.

b. The ACS, G2, has primary staff responsibility for development of training policy and guidance on matters pertaining to--

- (1) Subversion and espionage directed against the United States and deliberate security violations.
- (2) Intelligence training programs.
- (3) Censorship program.
- (4) Tactical intelligence readiness training.

c. The ACS, G3--

- (1) Exercises general staff supervision over the development of training policies, programs, and concepts for the conduct of individual and collective training within Eighth Army.
- (2) Has primary responsibility for development of training policy and programs on all matters not specifically assigned to other staff proponents.
- (3) Has primary responsibility for providing guidance to MSCs in their preparation of Semi-Annual Training Briefs and coordinating those briefs.

(4) Manages and allocates training ammunition to MSCs and assigned units each fiscal year (FY) and allocates ammunition for miscellaneous activities, dummy, drill, and inert Ammunition for Miscellaneous Activities/Dummy, Drill, and Inert (AMA/DDI) to MSCs, assigned units, and other activities under Eighth Army operational control each FY.

(5) Provides guidance on a variety of leadership training programs, such as WLC, First Sergeant's Academy, Battle staff, and the Company Commander and First Sergeant's course. Other programs, such as Officer Professional Development (OPD) and NCODP, are a unit responsibility.

(6) Coordinates new equipment training team requirements in accordance with (IAW) AR 350-1 and Section VIII of this regulation.

(7) Tasks Eighth Army units to provide personnel and equipment support to approved training activities.

(8) Exercises staff supervision over--

(a) Wightman Noncommissioned Officers (NCO) Academy.

(b) Training Support Activity Korea (TSAK).

(c) Individual leader development and training.

(d) KATUSA Training Academy (KTA).

(e) Eighth Army KATUSA program.

(f) Distributed Learning System.

(g) Training Ranges and Land.

(h) Training Aids Devices Simulators and Simulations (TADSS)

(i) Scheduling, coordinating and supervising the execution of the Eighth Army EXEVAL Program.

d. The ACS, G4, has primary staff responsibility for development of training policy and guidance on matters pertaining to logistics training programs.

e. The ACS, G6, Eighth Army Information Management (EAIM), has primary staff responsibility for development of training policy and guidance on matters pertaining to--

(1) The five disciplines of the Information Mission Area (automation, communications, information, records management, printing and publication).

(2) Communications security.

f. The ACS, G9, has primary staff responsibility for development of training policy and guidance on matters pertaining to--

(1) Civil affairs.

(2) Civil-military operations.

g. The Commander, 18th Medical Command (MEDCOM), has primary staff responsibility for the development of training policy on matters pertaining to--

(1) Combat lifesaver course.

(2) Heat and cold injury prevention.

(3) First aid.

(4) Health, hygiene, and sanitation.

(5) Prevention of Sexually Transmitted Disease Program.

(6) Acquired Immune Deficiency Syndrome (AIDS) Awareness Program.

(7) Train-the-Trainer for the Pregnant Soldiers' Physical Training Program.

(8) Anthrax Inoculation Program.

h. The Eighth Army Command Chaplain has primary staff responsibility for development of training policy and guidance on matters pertaining to--

(1) Soldier and Family Member Suicide Prevention Program (FMSP).

(2) Chaplain and Chaplain Assistant Military Occupational Specialty (MOS) related training.

i. The Eighth Army Staff Judge Advocate (SJA) has primary staff responsibility for development of training policy and guidance on matters pertaining to—

(1) Military justice.

(2) Law of land warfare.

(3) Standards of Conduct (Ethics).

(4) Rules of Engagement Training.

j. The Eighth Army Provost Marshal has primary staff responsibility for development of training policy on matters pertaining to--

(1) Crime prevention.

(2) Physical security.

(3) Civil disturbances.

k. The Eighth Army Command Safety Office has primary staff responsibility for development of training policy on matters pertaining to--

- (1) Eighth Army Safety Program.
- (2) Risk Assessment and Risk Management Training.

SECTION II GOALS OF THE EIGHTH ARMY TRAINING SYSTEM

5. THE TRAINING VISION.

a. The doctrine of Field Manual (FM) 3-0 focuses on decisive land combat power in part through greater operational flexibility and incorporation of advanced technology. In Eighth Army we also face the challenges of operating as part of a joint and combined force every day.

b. As the Army changes its training methods, Eighth Army must also transform individual and collective training and modernization training as well as leader development to support units in order to achieve readiness in battle-focused, Mission Essential Task List (METL)-based training. We must do this never losing sight of the fact that all Eighth Army units must be prepared to “Fight Tonight.”

c. As Eighth Army continues to evolve over the near term, leaders must ensure that the bedrock foundation of individual, leader, and team proficiency remains solid. At the collective level, our training strategy will evolve into a Combined Armed Training Strategy (CATS) that fuses live, virtual, and constructive training environments into a coherent whole. Virtual and constructive simulations will support the achievement and sustainment of training readiness, while live training will serve to validate training proficiency.

d. The training end-state is a flexible, networked training system engineered to meet the individual, leader, team, collective, and modernization training needs for Eighth Army.

6. EIGHTH ARMY TRAINING GOALS. Eighth Army’s armistice mission is to prepare to “Fight Tonight.” Eighth Army meets this mission by providing realistic, mission-focused individual, leader, team, and unit training. Eighth Army must be a capabilities-based force that is capable of operating across a wide range of military operations. The following are the goals of Eighth Army training.

a. Technically and tactically sound leaders who are bold and willing to exercise initiative within the commander’s intent.

b. Effective leadership, which anticipates, communicates priorities, and focuses on training requirements.

c. Disciplined motivated Soldiers who are physically and emotionally fit to withstand the dangers and hardships of combat.

d. Commissioned and Noncommissioned Officers who exemplify, teach, mentor and coach the core values and standards of our Army.

e. Soldiers indoctrinated with the Warrior Ethos that are highly skilled in individual tasks and field craft.

f. Small units well grounded in basic technical/tactical collective tasks and team/crew/unit battle drills to live fire standards (at night and under Chemical, Biological, Radiation and Nuclear (CRBN) conditions).

g. Combined arms units capable of conducting agile, synchronized combat operations.

h. Soldiers and leaders who understand environmental hazards and are trained and educated to overcome them.

i. Soldiers and leaders who can operate seamlessly in a joint, multinational, and interagency environment in support of US strategic and theater level objectives for the Korean theater and the Pacific region.

j. Develop an expeditionary mindset in preparation for possible deployments.

k. Competent well-trained staffs that set the conditions for adaptable forces to utilize actionable intelligence and decentralized network-centric operations that provide quicker decision cycles to the commander.

7. EIGHTH ARMY TRAINING OBJECTIVES.

a. Build and sustain unit combat readiness.

b. Develop and sustain a motivated, disciplined, and physically tough force capable of accomplishing missions across a wide range of military operations.

c. Exploit emerging technologies and live, virtual, and constructive simulation.

d. Improve training efficiency and maximize training resources.

8. EIGHTH ARMY MISSION STATEMENT. Eighth United States Army, as an Army Service Component Commander (ASCC), supports maintaining the Armistice and deterrence of nK aggression against the ROK by providing forces and executing ASCC responsibilities for Joint and Combined forces. If deterrence fails, 8th Army on order (O/O) conducts Army Forces (ARFOR) Noncombatant Evacuation Operations (NEO) and force generation and sustainment operations to support United Nations Command/Combined Forces Command (UNC/CFC's) campaign plan. On order, conducts ARFOR redeployment operations.

9. MISSION ESSENTIAL TASK LIST (METL).

a. Battle-focused training programs are based on wartime requirements. Commanders within Eighth Army must identify tasks that are essential to accomplish their unit's wartime missions and develop a METL. METL development is discussed in great detail in FM 7-0, FM 7-1, and FM 7-15. Eighth Army MSCs will brief their METL to the Commanding General during their Semi-Annual Training Briefs (SATB). If changes to a unit METL are required, MSCs must obtain approval from the Commanding General, Eighth Army, by submitting a memorandum through the Chief, G3 Training Division and the Eighth Army Chief of Staff to the CG. Once approved, MSCs will brief the changes to their METL at subsequent SATBs. The Eighth Army METL consists of the following tasks:

(1) OP 1 Conduct operational movement and maneuver

(2) OP 2 Provide operational intelligence, surveillance, and reconnaissance

(3) OP 4 Provide operational logistics and personnel support

(4) OP 5 Provide operational command and control

(5) OP 6.2.6 Conduct evacuation of noncombatants from the Joint Operations Area

b. The primary inputs to METL development are wartime operational plans, enduring combat capabilities, operational environment, directed missions and external guidance. FM 7-15, The Army Universal Task List (AUTL), CATS, and doctrinal publications are the primary sources for collective tasks for inclusion in the METL.

10. ARMY FORCE GENERATION. The Army generates operationally ready brigades through a structured progression of training and mission preparation called Army force generation (ARFORGEN). Under ARFORGEN, a designated brigade increases readiness over time, moving through the reset/train, ready, and available force pools in the operational readiness cycle. To the extent possible, personnel within the brigade are stabilized so they can train, deploy and operate together as a cohesive team. AR 350-1 goes into more detail about the Army force generation process. 8th Army is also undergoing transformation according to the ARFORGEN model.

11. TRAINING SPECIFICS.

a. Responsibilities. Officers are unit trainers. NCOs train individuals and squads.

b. Warfighting Functions synchronization. Brigade commanders synchronize the warfighting functions to achieve synergy of effort during operations. They must achieve the same effect in training. Brigade commanders provide the mission, intent, and concept for each brigade training event. They ensure that CA, CS, and Combat Service Support (CSS) commanders coordinate early to allow all members of the brigade combat team to properly prepare for the training event. Brigade commanders then ensure that training is conducted to standard.

c. EXEVALs. Headquarters two levels up should EXEVAL their subordinate units within 180 days of a brigade level or higher change of command. EXEVALs will be resourced using opposing forces (OPFOR), observer/controllers, and incorporate After Action Review (AARs). The 2nd Infantry Division (2ID) will conduct their EXEVALs IAW the approved 2ID training strategy. Non-divisional brigades will be evaluated by Eighth Army. Non-divisional brigades will coordinate brigade EXEVALs with G3, Training Division, Exercise Branch, and the Korea Battle Simulation Center (KBSC).

d. Lane Training. Lane training as outlined in FM 7-1 is a technique that helps maximize training resources. Focus lane training at company level and below. Lanes are externally supported, resourced, and evaluated. A unit does not train itself. The headquarters two levels up schedules, resources, designs, and administers lane training. The success of lane training lies in AARs. Conduct them IAW FMs 7-0 and 7-1. The goal is to achieve the standards. If a unit does not meet the standards, recycle the unit through specific missions. The result of lane training should be a "P+" on each evaluated METL task.

e. Garrison Training. Garrison training should be used to teach the fundamentals. These include preliminary marksmanship instruction, leader training, maintenance, and preventive maintenance, checks and services (PMCS). You can also teach the essence of Army Training and Evaluation Program (ARTEP) collective tasks by using simulations, tactical exercises without troops (TEWTs) and sand table exercises.

f. Sergeant's Time Training (STT). All Eighth Army units will conduct Sergeant's Time Training on Thursday mornings from 0730-1230 (IAW Eighth Army Command Policy Letter #13, <http://8tharmy.korea.army.mil/G1/Policy%20Letters/PL13-SGTTime.pdf>). This program focuses on training small units (squads, crews, teams, and sections) to perform essential individual and collective tasks. It also allows the first-line supervisor to plan, prepare, execute, and evaluate

training. STT is always battle focused on skills that support platoon or section collective tasks. STT is a great time to conduct "low density" MOS training. Commanders resource it. NCOs run it.

g. Staff Training. Training in Eighth Army is driven to a large extent by CFC and Joint Chiefs of Staff (JCS) exercises. These multi-echelon exercises simulate battle conditions to train leaders, staffs, and units in their wartime missions in a joint and combined environment. They stress the abilities of commanders and staffs, at all levels, to plan, coordinate, and integrate all aspects of military force, across the warfighting functions. Maximize the use of these exercises to enhance your battle staff training. Use STT on Thursday for battle staff training.

12. TRADOC LIAISON OFFICER. The U.S. Army TRADOC Liaison Officer, located with HQ Eighth Army, G3, Training Division, building 2536, represents the CG, TRADOC, to the CG, Eighth Army. He also provides the link between TRADOC and the field by assisting units in obtaining information from HQ TRADOC, and TRADOC service schools.

13. QUARTERLY TRAINING CONFERENCES. HQ Eighth Army, G3, Training Division, sponsors quarterly training conferences for G3s and S3s of Eighth Army MSCs. These working level conferences address training and training management issues at the MSC level.

14. SEMI-ANNUAL TRAINING BRIEFINGS (SATB). HQ Eighth Army, G3, Training Division, will schedule semiannual training briefings for MSCs. The semiannual training briefing given to the CG, Eighth Army, will be during the October - November time frame and again in the April – May time frame. MSC Commanders and their Command Sergeant Major (CSMs) will personally give the briefing. MSCs will provide a read-ahead slide packet to HQ Eighth Army, G3, Training Division, no less than 5 working days prior to the SATB.

SECTION III THE ROLE OF LEADERSHIP

15. GENERAL.

a. Training Soldiers and units to “Fight Tonight” and win is the number one priority in Eighth Army.

b. FM 22-100 (to be replaced by FM 6-22) defines the role of leadership as “Influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improving the organization.” Leaders must lead, develop and achieve.

c. Senior commanders will--

(1) Serve as the chief trainers within their organization.

(2) Create the conditions for training success.

(3) Minimize training distracters.

16. COMMANDERS. Commanders will--

a. Develop a METL.

b. Serve as the chief trainers within their units.

c. Determine and implement a training program to prepare a unit for success in wartime (train to CATS standards).

d. Plan training events and activities.

e. Ensure training resources are available.

f. Evaluate soldier and unit proficiency, training, and training management.

g. Require training to be repeated if it is not to standard.

h. Integrate leader and individual training requirements into collective training events using multiechelon techniques.

17. STAFFS. Staffs will assist commanders in managing unit training and other programs to ensure they are mutually supporting. Other programs must be managed effectively so they do not disrupt the training program or use resources allocated for training.

18. COMMISSIONED OFFICERS. Commissioned officers will--

a. Ensure that training occurs IAW training plans.

b. Be primarily responsible for all collective training.

19. NONCOMMISSIONED OFFICERS. NCOs are primarily responsible for individual training and provide the basis for collective training and developing mission proficiency.

20. MILITARY EDUCATION. Commanders will ensure that--

a. Qualified Soldiers should program themselves for U.S. Army TRADOC schools when they return to the continental US. IAW AR 614-200, Continental United States (CONUS) commanders will select Soldiers to attend Army service schools during the term of service in their command only when qualified Soldiers are not available through normal replacement channels. Soldiers desiring to attend TRADOC or other service schools en route to their next duty station should submit requests through normal personnel channels.

b. Eighth Army has limited quotas for any service schools because of the short tour length. Quotas for Eighth Army personnel are managed by Human Resources Command (HRC) and are normally for schools temporary duty (TDY) en route to the next duty station. HRC will consider requests from Eighth Army Soldiers for attendance at service schools in a TDY and return status if it is a readiness issue or if the Soldier has extended his/her tour in Korea under the Assignment Incentive Program (AIP). Soldiers enrolled in AIP have priority. Commanders should coordinate with local strength managers to ensure those positions requiring a skill qualification identifier (SQI), additional skill identifier (ASI), language code, and any other requirements such as security clearance, gender, and special instructions are identified in the Requisition Modification function in the Enlisted Distribution Assignment System (EDAS) during the personnel requisition process.

c. Units with valid personnel readiness issues should submit requests for ASI, SQI, etc. producing formal schools to HRC through normal personnel channels. Soldiers cannot attend any formal school without a reserved seat in the Army Training Requirements and Resources System (ATRRS). For Eighth Army Soldiers, seats are reserved and entered in ATRRS by HRC. If the school is funded by the Military Training Specific Allotment (MTSA), the unit does not pay for travel and per diem costs. If the school is not MTSA funded, the unit funds all travel and per diem costs.

d. Commanders will ensure that Soldiers scheduled for any military school meet the course prerequisites by verifying the soldier's pre-execution checklist mandated by TRADOC Regulation 351-18. The unit commander's signature on the pre-execution checklist will suffice as certification that the soldier meets all course prerequisites in accordance with all requirements of the course as listed in DA Pam 351-4 (U.S. Army Formal Schools Catalogue), the ATRRS prerequisite screen, and AR 611-201 for military occupational skill qualification (MOSQ) courses. Soldiers must have a correctly completed pre-execution checklist signed by their unit commander to enroll in an Army school.

e. Commanders will ensure that all Soldiers who are eligible and qualified, are scheduled to attend the WLC conducted by the Eighth Army Wightman NCO Academy at Camp Jackson. See section 3-34 for prerequisites.

f. Soldiers on one-year tours will normally be scheduled for BNCOC and ANCOC attendance in a TDY enroute status to their next duty station, however, some Soldiers may have to wait until they get to their next duty station because of class start date scheduling conflicts. If the school location is the soldier's next duty station, he or she will not be TDY. All BNCOC and ANCOC scheduling is done by career branch assignment managers and is entered into ATRRS by the HRC noncommissioned officer education system (NCOES) Section. Soldiers with scheduling problems and questions should consult their respective career branch. BNCOC, Phase I, Common Core will be instructed via video teleconference (VTC) as required in theater.

g. Soldiers in Korea will not be scheduled for BNCOC or ANCOC in a TDY and return unless status they are either on a two-year tour, enrolled in the Assignment Incentive Program, or a one-year foreign service tour extension. In either case, Soldiers must have 6 months remaining

in the command upon graduation from the NCOES course to attend in a TDY and return status. Commanders discovering Soldiers scheduled for BNCOC or ANCOC who do not meet the aforementioned requirements should contact that Soldier's career branch assignment managers for assistance.

21. SAFETY. A well trained unit is a safe unit. Safety begins with disciplined individuals knowing their job and ends with tactical and technical standards. Leadership ensures that the job is always accomplished to standard. Leaders at all levels will ensure that safety requirements are integral aspects of planning, executing, and evaluating training and not added considerations. Although battlefield conditions must be achieved in training, leaders will not take unnecessary risks with Soldier's safety. Leaders will not permit Soldiers to operate equipment in an unsafe manner at any time. Seasonal weather conditions must also be considered when planning training. Winter conditions in Korea can be extremely cold and will impact training. The summer monsoon season lasts from approximately 15 July to 15 August and also impacts training. Be cognizant of seasonal training effects when analyzing risk. Current weather conditions throughout the KTO can be found on the 17th Operational Weather Squadron Website at <https://17ows.hickam.af.mil>. The 17th OWS can also be contacted by phone at Defense Switched Network (DSN) (315)449-8333.

SECTION IV TRAINING IN UNITS AND ORGANIZATIONS

22. TRAINING VISION AND PHILOSOPHY. As our Army transforms, it becomes increasingly important to develop leaders at the company, platoon and squad level. We will demand these junior leaders to progress from situational awareness to situational understanding to situation dominance. This is graduate level work and we will require it at the undergraduate level. Despite the apparent incongruence in expectation and experience, our leaders will meet the challenge and see first, understand first, act first and finish decisively. This concept is not just a goal of the future force; it is at the heart of our operations today. Each leader and unit has the Common Relevant Operating Picture (CROP), the situational understanding of our friendly and enemy forces, and acts in consonance with the overall commander's intent without waiting for orders. Decentralized operations require decentralized decision making, with leaders empowering their junior leaders and Soldiers to see opportunities and take the initiative.

23. TRAINING STRATEGY.

a. METL-The Unit Mission Essential Task List serves to focus a unit's training. In a "Fight Tonight" environment, commanders must prioritize resources to ensure METL proficiency.

b. CATS is the Army's overarching strategy for current and future training. Its basis is a series of branch proponent, unit and institutional strategies describing training events, frequencies and resources required to train to standard. These strategies describe how the Army will train the total force to standard in the institutions and unit self-development. CATS will also document the quality and justification for all training resources required to execute training. These strategies are available on the Digital Training Management System (DTMS) website (<https://dtms.army.mil/>) or through the Army Training Digital Library website (<http://www.adtdl.army.mil/>). Both of these websites require an Army Knowledge Online (AKO) username and password.

c. Training Plan - Apply the Eight Step Training Model to the training process. Senior commanders are responsible for protecting training from interference, providing training guidance, stability and predictability for Soldiers.

d. CDRs Annual Training Guidance - Know, understand, and apply lessons learned to your training plan. Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) have molded our approach to training. Two critical lessons learned are included below:

(1) Every Soldier must be proficient on all weapon systems, in their respective formation, in order to maintain the warfighting skills necessary to defeat the enemy.

(2) Convoys are fighting formations and must be prepared to protect themselves by engaging and destroying the enemy.

e. Maintain discipline in the training management process and focus on Mission Essential Task List (METL). The priority of training is to your wartime mission. As forces on the peninsula become expeditionary, commanders must incorporate the Joint Mission Essential Task List (JMETL) and Combined Mission Essential Task List (CMETL) in their planning as you develop your METL Tasks. Commanders must reinforce the importance of Standards Based Training. AARs must emphasize meeting Army standards and finding ways to improve, rather than pronouncing judgment of success or failure. And finally, the war on terrorism validates our requirement to train against asymmetric threats. It is critical that we ensure our ability to fight and win on all fronts. We will train incorporating Force Protection and Anti-Terrorism training tasks at all levels.

f. Army Standardization Program.

(1) The Army has standardized many areas such as doctrine, tactics, combined arms training strategies, crew drills, and individual tasks. Executing tasks, as designed, will lead to standardized training. This requires discipline and control by commanders to ensure that the purpose and spirit of standardization are being met.

(2) The goal of Eighth Army is standardization of tasks, specifically those tasks combining individuals into crews and teams.

(3) Using standard tactical and training terminology at all levels is important because Eighth Army units should be prepared to--

(a) Receive CONUS-based reinforcements and augmentees.

(b) Work with our ROK counterparts.

24. COMPOSITE RISK MANAGEMENT (CRM). As we transform to meet current and future operational needs, we must foster an understanding of risk management to preserve combat power. CRM combines both tactical threat-based risk management and accidental hazard-based risk management into a comprehensive assessment of exposure. CRM places emphasis on sustaining readiness and managing all risks logically, shifting from accident-centric to Soldier-centric. CRM works only when it is included in troop leading procedures at all levels. Failure to follow the standard and failure to enforce the standard repeatedly surface as factors in fatal accidents. Unit leaders must conduct composite risk assessments for all operations, training events, and exercises. Leaders will continuously assess variable hazards during the execution of operations. Leaders will continue using risk assessment matrices when conducting CRM to assess the hazards associated with the unit's mission. When properly implemented and enforced, CRM will promote safe training without degrading training realism. CRM contributes to successful combat operations and improves overall mission effectiveness.

25. KOREAN UNIVERSITY NATIONAL EXAMINATION/KOREAN GRAVE VISITATION. When planning training, MSCs need to be cognizant of the Korean University National Examination, which occurs every November for one day. Eighth Army conducts an operational pause across the ROK in support of the US-ROK Community Relations Program. This includes ranges, wheeled or track vehicle movement, and flight runs (except urgent Medical Evacuation (MEDEVAC)). Also, in accordance with the SOFA, Eighth Army will allow visitation of grave sites located within our training areas on Korean Lunar New Year, Chusok, and Arbor Day of each year. Units must be aware that the areas will be closed additional days to allow grave site preparation prior to these holidays.

26. BACKGROUND. Collective Training refers to developing competencies, interdependencies, and teamwork within formations. Performance-oriented collective training is training units to do the same tasks or missions that they do in wartime, and to do them well enough to ensure success on the battlefield. The primary ways and means for units to execute their collective training programs are the unit-specific CATS. CATS prescribe drills, exercises, and events for like-type units to build and sustain collective proficiency. Commanders select from the menu of events listed in the CATS based upon their assessment of their unit's training proficiency. Commanders should select training events from across the live, constructive, and virtual training environments building a focused collective training program for their units that makes maximum use of all training resources.

27. EXTERNAL EVALUATION (EXEVAL) PROGRAM. The KBSC is the executive agent for the Eighth United States Army EXEVAL program. KBSC is a unique training asset available to Eighth Army commanders to assist in evaluating their training requirements and accomplishing their training objectives. The KBSC provides command and battle-staff training opportunities for battalion, brigade and division commanders, their staffs, MSCs, and support special operations forces (SOF). Appendix B provides more information about the Eighth Army EXEVAL program.

a. Frequency. A formal EXEVAL should be conducted annually at the battalion level. As a minimum, every Battalion Commander will receive a formal EXEVAL once during his/her command tour. At Brigade level, External Evaluations will be conducted every two years. Each Brigade Commander will receive a formal EXEVAL once during his/her command tour.

b. Level of Evaluation Authority. Formal evaluations should be conducted at least two levels above the evaluated unit.

28. COMMAND AND CONTROL EXERCISES. All Eighth Army units must exercise their capability to command and control effectively on the integrated battlefield while practicing interoperability in a joint/combined operations environment. Units must also demonstrate self-sustainment capabilities while integrating tactics and defense measures against enemy CBRN, Electronic Warfare (EW), and Counterintelligence (CI) capabilities. CFC conducts two major exercises; Reception, Staging, Onward Movement, and Integration (RSOI) and Ulchi Focus Lens. They are included in the U.S. and JCS program of directed and coordinated exercises. Commanders should leverage these events to train and sustain battle staff skills.

29. PHYSICAL TRAINING (PT).

a. Due to the rigorous terrain in Korea, it is essential that Soldiers participate in a physical fitness program to help maintain total fitness.

b. Unit-level physical fitness training will be planned, progressive, and sustained. Units will use their Master Fitness Trainers to develop and organize simultaneous programs based on physical limitations, age, and physical condition of unit personnel. Commanders must ensure that leaders are familiar with approved techniques, directives, and publications.

c. Commanders will ensure that physical fitness training is conducted to standards contained in FM 21-20 and maintain DA Form 705 (Army Physical Fitness Test Scorecard) IAW AR 350-21.

d. Eighth Army specific physical fitness training guidance is provided in Appendix C.

e. Combatives training should be conducted in accordance with Appendix D at the discretion of MSC commanders.

30. WEAPONS TRAINING.

a. The Eighth Army qualification standard is the DA Pamphlet 350-38 (Standards in Training Commission (STRAC)) Standard. Commanders will conduct weapons qualification and sustainment programs IAW DA Pamphlet 350-38. These programs will train individuals, crews, and units to effectively employ weapons to accurately engage enemy targets. Commanders should not feel constrained by STRAC, however. All commanders should aggressively seek out additional live fire training opportunities whenever possible.

b. Weapons training personnel will use the training publications in table 3-1.

Table 3-1
Individual Weapons Training Publications
http://www.army.mil/usapa/doctrine/Active_FM.html

<u>Manual</u>	<u>Weapon</u>
DA Pamphlet 350-38	All
FM 3-22.9	M16A1/A2/A3/A4 and M4
FM 3-22.68	M249 and M240B
FM 3-22.31	M203
FM 3-23.35	9 mm and combat pistols

c. Weapons Qualification. DA Pam 350-38 gives the Army standards for individual/crew served weapon qualification. Each standard lists the appropriate weapon's FM or FC that identifies the type of range required for qualification. It also includes standards for demolition, hand grenades, and claymore mines. Commanders, at a minimum, will meet DA Pamphlet 350-38 qualification standards.

d. Training Strategies. Eighth Army's objective is to assist commanders in attaining and sustaining DA Pam 350-38 standards and to ensure that weapons proficiency is achieved in all units. Commanders must examine each weapon's training strategy as it applies to the individual unit's unique training needs, objectives, and overall program developed by mission, CATS, Soldiers manual, and ARTEP analysis. These weapons training strategies provide an effective mixture of full-caliber ammunition firing, when combined with optimum training device and simulator use.

e. Ammunition Requirements. Ammunition allowances (full-caliber and blank) for qualification and training strategies are given for each weapon system and each training event. Proficiency is achieved by using dry fire exercises, training devices, and sub-caliber and full-caliber exercises.

f. Training Limitations. World-wide shortages of some full-caliber ammunition and lack of standard range facilities in the ROK do not relieve commanders of the responsibility of qualifying and sustaining their Soldiers. Commanders must use initiative and imagination when confronted with these obstacles. To work around limitations some considerations are:

(1) Use TSAK. Review their catalog on training devices and graphic training aids. Know the new TADSS that are being fielded. TSAK will provide assistance to overcome your training challenges.

(2) Use the Engagement Skills Trainer (EST) and Laser Marksmanship Training System (LMTS) prior to M16 live firing. The M261 conversion kit (.22 cal) is also an excellent pre-qualification tool. TSAK has all of these devices available for use. Contact your local Training Support Center (TSC) for scheduling.

(3) TSAK also supports M1 and M2/3 gunnery with Unit Conduct of Fire Trainers (UCOFT), Tank Weapons Gunnery Simulation System (TWGSS), Precision Gunnery System (PGS), Through Site Video (TSV), and other TADSS.

(4) Maintain a good relationship with ROKA units with range facilities in your area. A list of all ROK ranges is located in the TSAK range catalog. TSAK has a Training Land Management Officer who can assist in coordinating your range requirements.

31. LIVE FIRE EXERCISES. Eighth Army relies on live field training exercises (FTXs) to provide realistic training. Live fire exercises (LFXs), Squad Tactical Exercise (STXs), deployment exercises, and battle drills must be conducted under conditions that replicate actual combat as nearly as possible. This is especially true at battalion level and below. Virtual and constructive training cannot replace live training. They can, however, supplement, enhance, and complement live training to sustain unit proficiency within the band of excellence. Based on resources available (such as time, ammunition, simulations, and range availability), commanders will determine the right mix and frequency of live, virtual, and constructive training to ensure efficient use of allocated training resources.

32. SERGEANT'S TIME TRAINING (STT). STT provides the best opportunity to build combat-ready junior leaders and teams. STT is dedicated training time for the NCO Corps to train all Soldiers on critical combat skills and develop the Warrior Ethos in junior enlisted leaders. Leaders will check STT to ensure the training is conducted to standard. NCOs must ensure STT is conducted IAW Eighth Army Command Policy Letter #13, <http://8tharmy.korea.army.mil/G1/Policy%20Letters/PL13-SGTime.pdf>.

a. Sergeants will conduct hands-on training with their elements on individual and small-unit collective tasks that will contribute to success on the battlefield.

b. STT events should be based on the unit's METL.

c. STT must be planned, prepared, rehearsed, executed in accordance with the tenets of FM 7-0 and FM 7-1. Risk assessments will be conducted on all STT to sustain Soldier safety and minimize risk without affecting the training. STT is not opportunity training.

d. Units should consolidate training for low-density MOS Soldiers no less than once a month. Senior NCOs in the most closely related low-density MOS in each battalion-level unit will serve as instructors. Training schedules must indicate when the STT is one where low-density training will be given.

e. The unit officer leadership will routinely provide oversight and assessment of STT by visiting training and by ensuring that the proper preparation is made to execute the training to standard.

33. WARRIOR TASKS AND DRILLS. The Warrior Tasks and Drills form the bedrock of individual skills that all Soldiers must master. The Warrior Tasks and Drills are located at <http://8armynew/sites/command/OMD/omdtrex/Shared%20Documents/Forms/AllItems.aspx?RootFolder=%2fsites%2fcommand%2fOMD%2fomdtrex%2fShared%20Documents%2fWarrior%20Tasks%20and%20Drill%20%2839%20and%209%29&View=%7b2EFE160D%2dFB57%2d4D05%2d9E2E%2dC84C814F259A%7d>

34. COMMON MILITARY TRAINING (CMT).

a. Because of their importance to overall force readiness, training on certain subject matter is required as CMT.

b. The CMT is required for all leaders and Soldiers at specific organizational levels. Proficiency in CMT subject matter is necessary, regardless of branch or career field or rank or grade. The CMT requirements are limited to those subject areas directed by law and Headquarters Department of the Army (HQDA). The Deputy Chief of Staff (DCS), G-3/5/7, maintains centralized control over CMT directed training requirements and reviews them biennially. The Army CMT requirements are listed in appendix G of AR 350-1.

35. PERSONNEL RECOVERY, CODE OF CONDUCT, AND SURVIVAL, EVASION, RESISTANCE, AND ESCAPE (SERE) TRAINING. Personnel Recovery (PR) is part of the Warrior Ethos: I will never leave a fallen comrade. This concept begins by ensuring every leader, soldier, DA civilian, and DA contractor is trained to survive isolating situations and trained in actions to recover those lost. We must vigorously implement the Eighth U.S. Army PR program to achieve the Army's PR guidance. Each unit will maintain a Personnel Recovery Officer (PRO) at all units Brigade and above to manage this training program.

a. All Soldiers, U.S. Civilians and contractors will receive the following PR training within 90 days of arrival in the Korean Theater of operations and annually thereafter:

(1) Level B Code of Conduct Training (SERE 100 Computer Based Training)

(2) Korean Theater SERE Briefing (PowerPoint)

b. All personnel designated High Risk of Isolation (HRI) will receive the Korean High Risk SERE briefing and complete the Isolation Preparation (ISOPREP) card IAW AK Reg 95-33, Personnel Recovery Operations, and FM 3-50.1 Personnel Recovery.

c. All units will incorporate PR events in all Operations Plan (OPLANS), mission readiness exercises (MRE/MRX), and OPORDs down to the battalion level.

d. Eighth Army CofS, G3, AVN is the proponent for Personnel Recovery within Eighth US Army.

36. LAW OF WAR TRAINING. Soldiers and leaders require law of war training throughout their military careers commensurate with their duties and responsibilities. Requirements for training at the following levels are specified in AR 350-1. There are three levels of training, as follows:

a. Level A training is conducted during Initial Entry Training (IET) for all enlisted personnel and during basic courses of instruction for all warrant officers and officers. Level A training provides the minimum knowledge required for all members of the Army. The basic law of war rules, The Soldier's Rules, will be taught during level A training.

b. Level B training is conducted in modified table of organizations and equipment (MTOE) units for all unit personnel as follows

(1) Training is conducted annually and conducted again prior to deployment when directed by a deployment order or appropriate authority.

(2) Commanders will establish specific training objectives to be taught by a qualified Judge Advocate General Corps (JAGC) officer or a paralegal noncommissioned officer.

(3) Training will reinforce the principles set forth in The Soldier's Rules. Additionally, training will emphasize the proper treatment of detainees, to include the 5 Ss and T (search, segregate, silence, speed to a safe area, safeguard, and tag).

(4) Training will be designed around current missions and contingency plans, including anticipated geographical areas of deployment or rules of engagement.

(5) Training on the law of war and detainee operations will be integrated into other appropriate unit training activities, FTXs, and unit EXEVALs.

c. Level C training will emphasize officer, warrant officer, and NCO responsibilities:

(1) Their performance of duties in accordance with the law of war obligations of the United States.

(2) Law of war issues in command planning and execution of combat operations.

(3) Measures for the reporting of suspected or alleged war crimes committed by or against US or allied personnel.

37. DRIVER'S TRAINING.

a. Designated Soldiers must train to drive day, night, aided night, off-road, and in traffic. Commanders and other leaders will integrate rollover drills, seatbelt use, fire and water evacuation drills, and PMCS into all training events. Drivers must become comfortable operating in all weather and road conditions. All assigned drivers must conduct on- and off-road training quarterly (using Night Vision Goggles (NVGs) as appropriate). Commanders are required to establish an effective and formal drivers training program at battalion and separate company level. TSAK has a driver's simulator that supports training on the Family of Medium Tactical Vehicles (FMTV), HEMTT, Heavy Equipment Transport (HET), M915 and M939. For scheduling contact your local TSC.

b. Commanders are required to establish formal drivers training programs at the battalion and separate company level that meet the requirements of this regulation, AR 350-1, AR 600-55, AK Reg 350-4, and EUSA Suppl 1 to AR 600-55. Those programs must address driving at day, night, and during inclement weather.

c. Prior to driving between 1 November and 31 March, a safe winter driving block of instruction must be given to all operators of Army vehicles in their first year of each tour in the KTO.

38. CHEMICAL, BIOLOGICAL, RADIATION, AND NUCLEAR (CBRN) TRAINING. The CBRN threat in this theater presents a special challenge to commanders. This paragraph defines, specifies, and establishes training requirements that will ensure Eighth United States Army units conduct effective training to survive in a CBRN environment.

a. All units will maintain command emphasis at all levels on individual and unit proficiency in CBRN skills and tasks.

b. All units will conduct CBRN defense training to ensure Soldiers are proficient in tasks at the appropriate skill level.

c. Units with organic decontamination equipment will conduct regular Operational Decontamination training exercises. Decontamination personnel will be trained and appointed on additional duty orders to support thorough and operational decontamination operations.

d. All units will perform training in full mission oriented protective posture (MOPP) IV when the use of collective protection is not available.

e. Eighth Army CBRN training policy is outlined in Appendix E.

39. COMBAT LIFESAVER (CLS) TRAINING.

a. CLS qualified Soldiers will make the difference between life and death for our Soldiers on the battlefield. They provide immediate medical care to sustain life until a wounded or injured Soldier enters the formal medical system. Commanders will encourage maximum participation in this program to have as many trained CLS qualified Soldiers in each unit as possible. Every crew and squad will have at least one CLS qualified Soldier with CLS bag. CLS qualified Soldiers will recertify annually. Commanders must incorporate CLS in all tactical STXs. Casualty evacuation must be included as an STX task.

b. Commanders must order sufficient CLS bags to supply each tactical vehicle.

c. 18th MEDCOM is the proponent for the CLS program for Eighth Army IAW DA Pam 351-20 and Appendix F of this regulation.

40. ANTI-TERRORISM (AT) TRAINING. Developing a high state of situation awareness and understanding of personal AT responsibilities is essential to ensure the safety and security of 8th Army personnel and facilities. An effective AT training program for personnel and family members at all echelons contributes to achieving this objective. Commanders will ensure that all personnel are aware of terrorist threat and adequately trained in the application of individual protective measures. AT training will be integrated into unit collective training regardless of unit location.

a. Anti-terrorism Training Requirements.

(1) AT Awareness Training. Commanders shall ensure that every military service member, family members, Department of Defense (DOD) employee, and invited contractors, regardless of rank, is made aware of the need to maintain vigilance for possible terrorist actions and employ AT tactics, techniques, and procedures. AT Awareness Training shall be provided to all DOD personnel annually. Family members (over the age of 14 traveling outside the United States, its territories and possessions on official business, to include a permanent change of station, will receive AT Awareness Training prior to their departure and annually thereafter. Commanders also shall offer AT Awareness Training to contractors employed by the DOD, consistent with the terms and conditions specified in the contract. AT Awareness training will be provided by either a certified Anti-Terrorism Officer (ATO) or through the DOD web course at <http://at-awareness.org/> (Password – “aware”).

(2) ATO Training and certification. ATO training is designed to produce an AT advisor to the commander and a manager of the AT program. All ATOs will attend the Eighth Army ATO course within 90 days of appointment. Each base cluster is required to have at least one trained and certified ATO.

(3) Pre-Command AT Training. Pre-Command (Level III) AT Training is designed to expose the prospective commander to AT issues. Commander's at the O5/O6 level will attend this

training at the Army Pre-Command Course (PCC) or the Garrison Commanders' Pre-Command Course.

(4) Senior Executive AT Seminar . The Senior Executive AT Seminar is designed to expose senior officers in the grades of O6-O8 and DOD civilians in equivalent grades to AT issues. Due to the uniqueness of the Eighth Army area of operations and Anti-Terrorism (AT) Command and Control (C2) structure all Base Cluster Commanders must attend the AT Executive Seminar. To arrange attendance to AT Executive Seminar, units will provide an updated prioritized listing of base cluster commanders to Eighth Army, EAGC-FP the first month of each quarter NLT the 15th.

b. Commanders at all levels will develop an AT METL and give AT the same emphasis as any wartime mission. As a minimum, the following components comprise an AT training program:

(1) Individual AT training listed above

(2) Terrorist Force Protection Condition (FPCON) System execution. All tenant units will at a minimum conduct training for camp/compound perimeter guard and patrolling; and vehicle and personnel search techniques.

(3) Incident Response (bomb threat/actual initiation) and site security operations.

c. AT training status will be presented during the quarterly training brief (QTB) and the semi-annual training brief SATB to the respective commander.

41. MINES (MINEFIELD) / EXPLOSIVE ORDNANCE AWARENESS TRAINING. Mines/explosive ordnance awareness and safety is of the utmost concern for all Eighth Army Soldiers well being and knowledge - your life and your Soldiers' lives may depend on it. Senior officers and NCOs must ensure that the program outlined in this section is adhered to and information of mines and explosive ordnance dangers is disseminated to every unit and staff section within Eighth Army.

a. Personnel will receive the following training during in-processing at the 1st Replacement Center in Yongsan, Korea.

(1) Tape on mine awareness.

(2) Tape on explosive ordnance awareness.

(3) View mine signs.

(4) View mine models.

(5) View training mines.

(6) View explosive ordnance training models.

b. Those personnel that will be training north of Seoul (higher training risk area) will receive the following additional training:

(1) Mines awareness briefing.

(2) Unit Safety/Training classes (on location - unit specific).

(3) Receive specific details (within past five years) on any/all injuries suffered by U.S. military Soldiers with regards to mines/explosive ordnance accidents (include as a minimum a summary of incident and lessons learned).

c. The Eighth Army Safety Office will incorporate 10-15 minutes of mines/explosive ordnance safety highlights during safety block of instruction during the following Eighth Army sponsored classes:

(1) WLC (Noncommissioned Officer Academy (NCOA) - Camp Jackson, Korea).

(2) Eighth Army Company Commander and First Sergeant Course (Yongsan, Korea).

d. TSAK ranges will inform the unit point of contact (POCs) of any hazards of mines in their local area. The applicable unit will ensure the following training activities include mines/explosive ordnance safety highlights as a part of safety briefings prior to conduct of training:

(1) All live fire maneuver exercises.

(2) All training activities in any training areas.

e. The following related common tasks will allow trainers to integrate this training during all training opportunities. These tasks are located in the Soldier's Manual of Common Tasks, Skill Level 1 in Subject Area 4.

(1) 052-192-1042 Perform Self-Extraction from a Mined Area.

(2) 052-192-1269 Locate Mine and Booby Trap Indicators by Visual Means

(3) 093-401-5040 React to Unexploded Ordnance Hazards

42. EMERGENCY ESSENTIAL CIVILIANS AND MISSION ESSENTIAL CIVILIANS (EEC/MEC).

a. EEC/MEC training for Eighth Army units will be in accordance with AR 690-11 and USFK Reg 690-11. Commanders, managers and supervisors will ensure the proficiency and allow training time of assigned EECs/MECs to meet the training requirements prescribed in applicable references.

b. Training will be scheduled on a FY basis as directed or cited in paragraph f below for all assigned EECs/MECs. Units are encouraged to integrate EEC/MEC training into their unit's individual and collective training programs. Training dates and subjects are to be annotated on both short and long term training calendars. Records of scheduled and completed EEC/MEC training are to be maintained by each unit or staff element for as long as the EEC/MEC is assigned, and for one (1) year after departure if PCS is to CONUS or another non-Eighth Army unit. If an EEC/MEC is reassigned to another Eighth Army unit and re-designated as an EEC/MEC, their training record will be forwarded to their gaining command.

c. Commanders, managers and supervisors should take the appropriate action if an EEC/MEC assigned employee fails to meet and maintain the mandatory training requirements. EEC/MEC employees may face disciplinary action for failure to participate in mandatory training. At the minimum, the EEC/MEC employee could be placed in a non-EEC/MEC position. If the encumbered position cannot be re-designated as non-EEC/MEC, the employee could be

terminated. Tour extensions could be denied for Department of the Army Civilians (DACs) that do not meet the mandatory training standards.

d. Units will use qualified instructors and adhere to military training standards in accordance with appropriate training manuals and publications. The EEC/MEC training programs and records will be inspected during all Eighth Army scheduled Command Inspection Programs.

e. Unit commanders must ensure that each EEC/MEC is proficient in the following survival tasks that are in Soldier Training Publication (STP) 21-1-SMCT, Soldiers Manual of Common Tasks:

- (1) Put on, wear, remove, and store protective mask
- (2) Replace canister on M40 protective mask
- (3) Maintain protective mask
- (4) Decontaminate your skin and personal equipment (both M291 and M258 decontamination kits)
- (5) Put on and wear MOPP gear
- (6) Recognize and react to chemical or biological hazard
- (7) Drink from canteen while wearing protective mask
- (8) Evaluate a casualty
- (9) Perform mouth-to-mouth resuscitation
- (10) Put on a field or pressure dressing
- (11) Prevent shock

f. Unit commanders must ensure that their EEC/MEC program addresses the following areas:

CLASS	REQUIREMENT	REFERENCE	GUIDANCE
Information Security Program	Annually	DOD Form 5200.1-6	Establish training program for all personnel entrusted with classified information. As a minimum, training will consist of initial in briefing and on-the-job training.
Code of Conduct	Annually	AR 350-30	Code of Conduct training is part of essential personal knowledge training.
Geneva Convention	Annually	Geneva Conventions United States Civilians (1949) 5 U.S.C. Chaps 43 and 75. FM 27-10	Geneva Convention training is part of essential personal knowledge training.
Rules of Engagement	Annually	Rules of Engagement	As published by USFK/Eighth Army OJA Staff Battlebook Appendix B, Appendix 5.
Status of Forces Agreement	Annually	Status of Force Agreement	SOFA is part of essential personal knowledge training.
DA Civilian Employee Deployment Guide	Annually	DA PAM 690-47	Essential part of personal knowledge training (EEC Only).

g. Additionally, commanders, managers and supervisors must budget for all EECs/MECs initial and subsequent requirements or as directed. Also, all U.S. Citizen EECs are required to undergo a Medical Examination/Screening every two years. The Anthrax Vaccine is available for all EECs/MECs on a voluntary basis.

h. Local commanders may augment this training as required to meet specific operational or threat conditions of the EEC/MEC position. However, Eighth Army will not resource any augmented training.

43. ANNUAL ETHICS AND ACQUISITION ETHICS TRAINING. Every Soldier and Army civilian employee will attend one hour of ethics training during each calendar year. Furthermore, every Soldier and civilian employee involved in the acquisition process will also be required to receive an additional hour of ethics training to address recurring and emergent acquisition and contracting issues. Only appointed ethics counselors will conduct training.

44. WATER SURVIVAL TRAINING CENTER. TSAK conducts water survival training for all soldiers and aviation crew members assigned to Eighth Army. Training consists of drown proofing for Soldiers and underwater egress procedures for aviation crew members.

45. OFFICER PROFESSIONAL DEVELOPMENT (OPD). Commanders will design their OPD programs to build warfighting proficiency. Commanders should conduct quarterly OPD sessions for commissioned and warrant officers on topics related to professional development, personal growth, and warfighting skills. Appendix G provides more guidance on the OPD program in Eighth Army.

46. NONCOMMISSIONED OFFICER DEVELOPMENT PROGRAM (NCODP). Commanders will focus their NCODP on building the warrior spirit and contributing to the professional and personal growth of all NCOs. A strong NCO support chain is the key to accomplishing all unit missions effectively. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility in any and all environments. NCODPs should be focused on the fundamentals of warfighting, performing collective combat tasks, and how to expand leadership skills. NCOs must understand the tasks and purposes at one grade above their own in order to communicate effectively to their Soldiers. Commanders should conduct quarterly NCODPs. Appendix G provides more guidance on the NCODP in Eighth Army

47. EXPERT INFANTRYMAN BADGE (EIB) TRAINING.

a. The purpose of the EIB program is to recognize outstanding infantry Soldiers who attain a high degree of professional skill, expertise, and excellence. It also identifies any infantry soldier who can expertly maintain, operate, and employ his weapons and equipment. Finally, it enhances individual training programs in infantry units by providing a difficult, yet attainable, goal for which any infantry soldier can strive.

b. All eligible Soldiers are encouraged to participate in the EIB training program. Individuals will be given one opportunity to test each year. Commanders will encourage maximum participation in this program.

c. 2ID is the proponent for EIB . A committee will conduct the test IAW United States Army Infantry Center (USAIC) Pam 350-6 and 2ID EIB memorandum of instruction (MOI).

48. EXPERT FIELD MEDICAL BADGE (EFMB) TRAINING.

a. The purpose of the EFMB program is to recognize qualified Army Medical Department (AMEDD) personnel who demonstrate a high degree of professional skill, stamina, and proficiency in performing combat medical tasks and performing common soldier tasks that support medical care in a simulated combat environment.

b. Commanders will emphasize maximum participation of all eligible Soldiers in EFMB training. Career Management Field (CMF) 68 and 18D are eligible to participate in the EFMB Program.

c. Military medical personnel in Eighth Army who have not earned the EFMB are strongly encouraged to participate in the EFMB training program. Individuals will be given one opportunity to test each year.

d. KATUSA Soldiers with a Medical CMF are eligible to earn the EFMB.

e. The Eighth US Army Surgeon is the proponent for EFMB for Eighth Army.

49. VEHICLE COMMANDER/CONVOY COMMANDER CERTIFICATION PROGRAM. Each MSC is responsible for establishing a driver's training program. The regulation that governs the Vehicle Commander/Convoy Commander Certification program is AK Regulation 350-4. This regulation provides the necessary training requirements to certify vehicle and convoy commanders. Vehicle commanders should be certified at the company level and should be a SPC (E-4) and above. The Company Commander is the only person authorized to certify Vehicle Commanders. KATUSA Soldier Corporal (CPLs) may serve as Vehicle Commanders. Convoy Commanders

should be certified at the battalion level and must be SFC (E-7) and above. Exceptions can be made for a SSG (E-6) serving in a SFC position. The Battalion Commander certifies Convoy Commanders, but this responsibility can be delegated to the Battalion Executive Officer. Each unit is responsible for maintaining vehicle commander and convoy commander training records and this training should be annotated on the Soldier's DA Form 348. These certifications require renewal on a yearly basis and each Soldier should carry an AK Form 350-4A-E authorizing them to be vehicle/convoy commanders.

50. MASTER DRIVER TRAINING. Master Driver Training is a critical component of the overall Eighth Army Driver Training Program. Units will achieve the Master Driver standards outlined in Appendix H.

51. NEW HORIZON'S DAY TRAINING. Eighth Army will conduct a peninsula wide stand down training day called New Horizons Day in order to educate and inform Soldiers about command priorities and messages and provide cultural awareness training. This is mandatory for all Eighth Army Soldiers including KATUSA Soldiers. Participation by DAC and DOD Contractors is highly encouraged, but not mandatory. New Horizons Day is a semi-annual training event that usually occurs in January and July of each calendar year.

52. KOREAN HEAD START PROGRAM. The Korean Head Start Program provides newly arrived Soldiers, DA Civilians, and family members at Camp Humphreys a cultural orientation to Korea and the surrounding Pyongtaek area. Eighth Army units with Soldiers assigned to Area III will ensure their Soldiers attend this training within the Soldier's first 30 days in Korea.

53. CADET TROOP LEADERSHIP TRAINING (CTLT).

a. CTLT is an opportunity for U.S. Military Academy and Reserve Officers Training Corps (ROTC) cadets to train with troop units following their advanced summer training. The CTLT program provides cadets with invaluable real-world training experiences.

b. Cadets will be placed with units in platoon leader positions to allow them to gain valuable leadership experience. Priority is placed on positions in units that are conducting FTXs. Cycle length for cadets is approximately 30 days. There are typically four separate cycles spread over the summer.

c. Units will provide the following:

(1) Platoon leader position, where possible.

(2) Government mess for ROTC cadets only. United States Military Academy (USMA) cadets will receive separate rations.

(3) Government quarters.

d. Information pertaining to cadet assignments will be provided to units from the ACS, G3, EAGC-TD, Unit #15236, APO AP 96205-5236.

54. COMPANY COMMANDER/FIRST SERGEANT COURSE. Eighth Army requires that company commanders attend this course prior to taking command. First Sergeants are required to take the course within 90 days of assuming responsibility, but preferably before. The 40 hour course is offered quarterly at Yongsan Garrison. Approved courses offered at the MSC level may

be substituted for this course. The point of contact for scheduling and for course curriculum is the Eighth Army G3 – Training Division, Individual Training Branch (EAGC-TD-ITB) at 723-6856.

55. WARRIOR LEADER COURSE (WLC). Eighth Army WLC is conducted at Wightman NCO Academy. Procedures for establishing the Order of Merit List (OML) and allocation of slots are as follows:

a. Eighth Army will allocate unit quotas for Soldier attendance to the WLC.

b. Commanders are responsible for ensuring that all Soldiers scheduled to attend WLC meet the established prerequisites listed in AR 350-1 and AR 614-200. Prerequisites are as follows:

- (1) Passed the Common Task Training (CTT) within the past 12 months.
- (2) Passed the Army Physical Fitness Test (APFT) within the past six months.
- (3) Meet the height and weight standards IAW AR 600-9.
- (4) Eligible for reenlistment.
- (5) Recommended by the commander.
- (6) Not have a temporary profile.
- (7) Free of major personal and financial problems and administrative or flagging actions that could result in recall while in attendance.
- (8) Have sufficient funds to defray costs of attendance.
- (9) Soldier must be in the rank of SPC or above.
- (10) Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment).
- (11) If age 30 or over, have completed a periodic physical exam within the last five years. The Preexecution Checklist must be completely filled out, initialed by the first line supervisor and signed by the Soldier and the commander.

(12) Soldiers who have a permanent profile designator of “3” or “4” must include a copy of their DA Form 3349 and the results of their military review board (MMRB) as part of the course application. Soldiers who have been before an MMRB, or similar board, awarded medical limitations, and allowed to retain their occupational classification, may attend WLC and train within the limitations of their profile – provided they can otherwise meet course prerequisites and graduation requirements. The Soldier’s profile must not prevent them from carrying 50 pounds combat load.

c. The priorities for WLC attendance are as follows:

- (1) Priority 1: Sergeants.
- (2) Priority 2A: Specialists/Corporals (P) who have met the cut-off score. A memorandum signed by their Battalion Commander (O-5) must be submitted validating their status.

(3) Priority 2B: Specialists/Corporals (P) in a MOS which would have had additional promotions if more Promotable Specialists would have been available, identified as a "Star MOS", by the monthly HRC Promotion Cut-Off Memorandum. A memorandum signed by their Battalion Commander (O-5) must be submitted validating their status.

(4) Priority 2C: Specialists/Corporals (P) in other MOSs serving in an authorized NCO position based on the highest number of promotion points. A memorandum signed by their Battalion Commander (O-5) must be submitted validating their status.

(5) Priority 2D: Specialists/Corporals (P) on the recommended promotion list based on the highest number of promotion points.

(6) Priority 3: Specialists/Corporals. In order to fill all WLC training seats, non-promotable Specialists/Corporals with demonstrated leadership potential may attend WLC only when all higher OML categories have been exhausted.

d. References. Soldiers are encouraged to reference the websites of USASMA (<https://www.bliss.army.mil/usasma/usasma.asp>) and Eighth Army's Wightman NCOA (<http://www-eusa-7.korea.army.mil/ncoa/>) for additional information.

56. BASIC NONCOMMISSIONED OFFICER COURSE (BNCOC), PHASE 1, COMMON CORE.

a. BNCOC Phase 1, Common Core, will be instructed in Korea using the capabilities provided by the Digital Training Facilities. BNCOC Phase 1 will not be taught on a permanent and continuous basis, but course dates and number will be determined by collaborative planning between Eighth Army, Human Resources Command, TRADOC, and USASMA. Eighth Army will publish BNCOC Phase 1 information to MSC Schools NCOs as appropriate.

b. Commanders are responsible for ensuring that all Soldiers scheduled to attend BNCOC Phase 1 meet the established prerequisites listed in AR 350-1 and AR 614-200. Prerequisites are as follows:

(1) Meet the height and weight standards IAW AR 600-9.

(2) Eligible for reenlistment.

(3) Recommended by the commander.

(4) Soldiers cannot have a temporary profile that prevents full participation in the course. Students with profiles that prevent full participation in BNCOC Phase 1 will be removed from the course. Soldiers must be able to complete rigorous, whole body group PT. Temporary profiles will be screened during in-processing to ensure that the profile does not hinder the student from full participation. Students with a temporary profile must provide a copy of their valid/approved DA Form 3349.

(5) Free of major personal and financial problems and administrative or flagging actions that could result in recall while in attendance.

(6) Have sufficient funds to defray costs of attendance.

(7) Soldier must be in the rank of SGT or above.

(8) Have no convictions of a misdemeanor crime of domestic violence (Lautenberg Amendment).

(9) If age 30 or over, have completed a periodic physical exam within the last five years. The Preexecution Checklist must be completely filled out, initialed by the first line supervisor and signed by the Soldiers and the commander.

(10) Soldiers who have a permanent profile designator of “3” or “4” must include a copy of their DA Form 3349 and the results of their MMRB as part of the course application. Soldiers who have been before an MMRB, or similar board, awarded medical limitations, and allowed to retain their occupational classification, may attend BNCOC and train within the limitations of their profile – provided they can otherwise meet course prerequisites and graduation requirements.

c. The priorities for BNCOC attendance are as follows:

(1) Priority 1A: Staff Sergeants who receive approved AIP.

(2) Priority 1: Staff Sergeants.

(3) Priority 2A: Sergeants (P) who receive approved AIP.

(4) Priority 2: Sergeants (P).

(5) Priority 3: Sergeants. In order to fill all BNCOC Phase 1 training seats, non-promotable sergeants with demonstrated leadership potential may attend BNCOC only when all higher OML categories have been exhausted.

d. References. Soldiers are encouraged to reference the websites of USASMA (<https://www.bliss.army.mil/usasma/usasma.asp>) and Eighth Army’s Wightman NCOA (<http://www-eusa-7.korea.army.mil/ncoa/>) for additional information.

57. ADVANCED NONCOMMISSIONED OFFICER COURSE (ANCOC).

NCOs requiring attendance to ANCOC will normally attend in a TDY enroute status. NCOs with approved AIP are eligible to attend ANCOC in a TDY and return status, but must have at least six months remaining in Korea upon successful completion of the course. In some cases, NCOs will PCS to their follow on duty stations and attend ANCOC from there. Soldiers are encouraged to reference the USASMA website for additional information (<https://www.bliss.army.mil/usasma/usasma.asp>).

58. FIRST SERGEANT COURSE (FSC).

FSC will be instructed in Eighth Army by using VTC capabilities in the Digital Training Facilities. The goal is to instruct the FSC annually for NCOs in or slated to fill first sergeant positions. Prerequisites and course curriculum is determined by AR 350-1 and directives published by TRADOC and USASMA. Soldiers are encouraged to reference the USASMA website for additional information (<https://www.bliss.army.mil/usasma/usasma.asp>).

59. BATTLE STAFF NONCOMMISSIONED OFFICER COURSE (BSNCOC).

BSNCOC will be instructed in Eighth Army by using VTC capabilities in the Digital Training Facilities and the Battle Simulation Center. The goal is to instruct BSNCOC annually for NCOs in or slated to fill staff positions. Prerequisites and course curriculum is determined by AR 350-1 and

directives published by TRADOC and USASMA. Soldiers are encouraged to reference the USASMA website for additional information (<https://www.bliss.army.mil/usasma/usasma.asp>).

60. COMMANDER'S SAFETY COURSE (CSC). DA has directed that all Company Grade officers take the online CSC prior to assuming command. Additionally, officers selected for battalion and brigade level command must complete CSC prior to attending the pre-command course. This course is optional for designated safety officers and safety NCOs. It is not necessary to wait for selection to command or be directed to take the course. Soldiers and civilians may register for CSC at any time. It is available at <https://safetylms.army.mil>. Login requires AKO username and password.

61. ADDITIONAL DUTY SAFETY COURSE (ADSC). The US Army Combat Readiness Center has developed an online ADSC. The course focuses on additional duty safety personnel from company through brigade level. Additional duty safety personnel are required to complete the ADSC within 30 days of appointment. Additional duty safety personnel who have already completed a formal course of instruction recognized by the Army Combat Readiness Center are not required to complete the online ADSC. However, all safety personnel regardless of training are highly encouraged to complete both the ADSC and the CSC in order to broaden their safety expertise. Eligible Soldiers and civilians may register for ADSC at any time. It is available at <https://safetylms.army.mil>. Login requires AKO username and password.

62. MILITARY OCCUPATIONAL SERIES INDIVIDUAL TRAINING (MOSIT) CONTRACT COURSES. HQ, Eighth Army, ACS, G3 Training Division (EAGC-TD) contracts MOSIT with an accredited civilian education/training institution. The contractor conducts MOSIT courses throughout Eighth Army and manages the program through area representatives located at installation education centers. The ACS, G3 Training Administrator serves as the Quality Assurance Evaluator (QAE) for contractor performance and support to the Eighth Army MOSIT Program. Eighth Army subordinate commanders, leaders, supervisors, training personnel and community education center staffs are responsible for coordinating, validating and scheduling MOSIT courses as well as providing required classroom space and training aids. Only courses approved by DA or other appropriate agencies will be authorized to be conducted in Eighth Army. All Soldier Training Courses are designed to provide non-credit technical/occupational skills training in job-related MOS courses to individuals and/or small groups. Training must relate to MOS or specific job or duty assignment.

a. MOSIT training will be used when "in-house" resources, personnel, and materials are not available or are insufficient at the unit level. Strict controls are to be established to ensure MOSIT is only used when a valid need exists and programs of instruction (POI) are approved by HQ, Eighth Army, ACS, G3, Training Administrator.

b. MOSIT courses will not be used to relieve unit officers and NCOs from their training roles. Tactical training or any other training that the command has an inherent responsibility to conduct will not be provided under MOSIT.

c. Refer to AR 350-1, chapter 8, for a complete listing of soldier training courses, less language training courses, approved by DA.

d. Eighth Army is presently conducting Unit Armorer, English Language Training Program for KATUSA Soldiers, and DTMS as contracted training courses through Central Texas College (CTC). Other courses may be approved and added as required. Contact ACS, G3 Training Division, Individual Training Branch for procedures for ordering and conducting courses.

63. MOBILE TRAINING TEAM (MTT) COURSES. Currently Eighth Army ACS, G3 coordinates for several courses to be conducted via MTT. MTT training is expensive and requires detailed advance planning to ensure maximum number of personnel are available and present for scheduled training. Eighth Army, ACS, G3, Training Division objective is to schedule MTT training at least 9-12 months out. MTT classes will be published in the quarterly Eighth Army, ACS, G3, Training Division Newsletter. Eighth Army, ACS, G3, will prioritize MTT training requirements and fund those of the highest priority. Limited funding prevents the scheduling and execution of numerous MTTs. MSCs requesting unit specific MTTs will fund all costs associated with the MTT. Local commanders must fund TDY costs for personnel sent to training out of their commuting area.

a. Each MSC or Installation Commander will be provided allocations for each class based on number of personnel requiring training. Every attempt will be made to conduct training on location where the majority of students are stationed.

b. MSCs and/or installations tasked to host/sponsor MTT training will provide adequate classroom space, training aids and equipment during the course.

c. Each host MSC/installation will coordinate assistance to personnel arriving TDY in locating and acquiring billeting and making dining arrangements.

SECTION V KATUSA SOLDIER TRAINING

64. PURPOSE. This chapter provides an overview of KATUSA Soldier Training in Eighth Army. Chapter 5, AK Reg 600-2 provides more detailed guidance of KATUSA Soldier Training.

65. SCOPE. Training for KATUSA Soldiers includes individual KATUSA Soldier training and collective training outlined in this regulation and training directed by ROK law and ROKA policies. ROKA Staff Officers attached to Eighth Army units will participate in ROKA directed training and are encouraged to participate in Eighth Army training. KATUSA Soldiers will participate in ROKA directed training except in special circumstances identified in subparagraph 4-5b.

66. POLICY. It is the Commander's responsibility to integrate KATUSA Soldiers into all individual and collective task training. Eighth Army will provide challenging and quality training to KATUSA Soldiers. These well-educated and highly motivated Soldiers provide Eighth Army units continuity, regional expertise, and critically needed manpower. They are essential to successful combined operations. Although some cultural and language barriers exist, they can be overcome through dedicated leadership, effective training, and progressive educational programs.

67. RESPONSIBILITIES.

a. Eighth Army, G3 Training Division will--

- (1) Act as the proponent for all directed KATUSA Soldier training.
- (2) Operate the KTA.
- (3) Provide training on the customs and operating procedures of the U.S. Army to KATUSA Soldiers at the KTA.
- (4) Provide the MOSIT contractor a copy of the annual KTA training schedule immediately after it is published. The Chief of KTA publishes the KTA training schedule.
- (5) Through the Eighth Army MOSIT Contractor, conduct the initial phase of English Language Training Program for KATUSAs (ELTPK).
- (6) Conduct staff assistance visits to MSCs to provide overall supervision and quality control for the KATUSA Soldier training program.
- (7) Resolve MOSIT contract training concerns.
- (8) Allocate class space to MSCs for KATUSA soldier attendance at WLC.
- (9) Inspect KATUSA Soldier training in MSCs as part of the Command Inspection Program.

b. Eighth Army MSCs will--

- (1) Train each KATUSA soldier on critical MOS and CTT skills. KATUSA Soldiers must be certified by unit commanders within 6 months of assignment.
- (2) Inspect KATUSA soldier training as part of the Command Inspection Program.

(3) Include KATUSA NCOs in the unit NCO Development Program (NCODP).

(4) Ensure all U.S. and KATUSA Soldiers receive training on AK Reg 600-2. This training should be conducted upon initial assignment to the unit and at least once each year thereafter.

(5) Include KATUSA Program Overview in OPD and noncommissioned Officer Professional Development (NCOPD) at least twice a year. Assistance for these classes is available from:

Eighth Army, G3 Training Division
EAGC-TD
Unit #15236
APO AP 96205-5236.

(6) Maintain an OML for attendance to the WLC.

(7) Coordinate with the Range Safety Officer (RSO) for orientation and integration instructions within 72 hours of arrival of new KATUSA Soldiers.

(8) Commanders will keep their ROKA Staff Officers / NCOs abreast of training plans. Commanders will assist and support ROKA instructors in resourcing ROKA directed training.

(9) Commanders should periodically attend ROKA directed training.

c. The ROKA Support Group (RSG) will--

(1) Coordinate with HQ, ROKA and Eighth Army, G3 Training Division to fill each KTA class and develop the KTA training schedule.

(2) Assign KATUSA Soldiers an MOS prior to graduation from the KTA. Consider each soldier's education, civilian occupation, and Eighth Army's personnel needs in making this assignment.

(3) Manage KATUSA soldier assignments IAW each soldier's assigned MOS and the current KATUSA Soldier Manning Document.

(4) Conduct KATUSA Soldier ETS training.

(5) Monitor the training climate of all units with KATUSA Soldiers.

(6) Refer to Eighth Army, G3 Training Division, all training concerns and issues for review, resolution and correction.

(7) Ensure all KATUSA Soldiers assigned to RSG and ROKA Staff Offices are trained in their MOS skills.

(8) Coordinate and provide support to MSC's for orientation training of newly assigned KATUSA Soldiers.

(9) ROKA Staff Officers/NCOs will provide the unit commander with a training schedule of subjects for ROKA directed training at least six-weeks prior to the training being conducted.

68. ROK LAW AND ROKA DIRECTED TRAINING. ROKA personnel serving with the U.S. Army remain subject to ROK law and ROKA directed training. U.S. commanders are responsible for providing time to accomplish this training. This training must be included in unit short and long-range training plans. ROKA Staff Officers and NCOs will conduct ROKA directed training.

a. Commanders will allocate two hours on Wednesday to ROKA directed training. All ROKA directed training will be conducted during normal duty hours.

b. All KATUSA Soldiers will attend ROKA directed training except when involved in unit collective field training exercises (e.g. gunnery, CPXs, FTXs) or major training exercises (i.e. UFL/RSOI). Absence from training and make-up training must be coordinated with the ROKA staff office.

c. KATUSA Soldiers who miss ROKA directed training will make up missed training within ten days. This make-up training will be conducted during normal duty hours.

69. EIGHTH ARMY TRAINING REQUIREMENTS.

a. KATUSA MOS Training.

(1) The status of KATUSA Soldier MOS certification will be reported during the unit's SATB and during monthly Eighth Army SRS briefs. Units must maintain a copy of EA Form 657-R-E, KATUSA Soldier KATUSA MOS Certification Training Record (AK Reg 600-2).

(2) KATUSA Soldier MOS Certification Procedures are described fully in AK Reg 600-2. The KTA will initiate EA Form 657-R-E for each KATUSA with complete personal data and the current FY CTT tasks. The KTA will annotate the status of any of those CTT tasks trained while at the KTA. Upon graduation, the KTA will forward that training record to the gaining unit. Commanders and First Sergeants identify critical level 1 and level 2 tasks and annotate those tasks on EA Form 657-R-E. First line leaders then train and evaluate KATUSA Soldiers on those tasks. Once a KATUSA soldier has successfully demonstrated 100% "go" on CTT and 100% "go" on level 1 duty tasks the KATUSA soldier is considered KATUSA MOS certified. Level 2 tasks are not part of KATUSA soldier KATUSA MOS certification.

b. Eighth Army Individual Training. KATUSA Soldiers will complete all Eighth Army individual training required by AK Reg 350-1, except Code of Conduct and reenlistment-related training.

c. NCOPD. Commanders will ensure that KATUSA NCOs attend NCODP training along with their U.S. NCO counterparts.

d. ELTPK. Commanders will implement and support the ELTPK. ELTPK is conducted in two phases. Phase I is 56 hours of formal classroom training conducted during initial entry training at KTA. Phase II is comprised of 12 hours of informal training conducted in the unit each month. See AK Reg 600-2 for greater detail.

70. KATUSA SOLDIER ROKA ETS TRAINING.

a. KATUSA Soldiers must complete ROKA ETS Training before separation from active duty. ROKA Staff Officers/NCOs conduct ETS Training during the last seven working days the KATUSA soldier is on active duty. This training will be three days in duration.

b. When possible, KATUSA Soldiers will remain billeted in their unit area during ETS training. If not possible, unit commanders are responsible for temporary billeting at the training site and/or transportation to and from the ETS training site. If contract or public transportation is used in lieu of unit vehicles, commanders will provide KATUSA soldiers with appropriate tickets or vouchers.

c. KATUSA Soldiers will continue to perform assigned duties until seven working days before ETS.

d. A U.S. officer in the grade of Lieutenant Colonel or higher will address all KATUSA Soldiers at the KATUSA Soldier ETS ceremony. The ROKA Liaison Officer (LNO) at each ETS training installation will coordinate for the U.S. officer speaker.

71. KATUSA SOLDIER ATTENDANCE AT WLC.

a. KATUSA Soldiers may attend WLC at the Eighth Army NCO Academy along with their U.S. counterparts.

b. Responsibilities.

(1) The Chief, Eighth Army, G3 Training Division, has overall staff responsibility for matters dealing with KATUSA Soldiers attending WLC. The Chief, G3 Training Division, exercises this responsibility through the Eighth Army, G3 Combined Training Section. Specific responsibilities are to--

(a) Coordinate with the NCO Academy and establish policy for KATUSA Soldier attendance at WLC.

(b) Allocate slots for KATUSA Soldier attendance at WLC to MSCs for the fiscal year by 1 September each year. Priority of allocations is to combat arms and military police MOSs in the following units 2ID, 8th MP, 35th ADA BDE and TANGO Security Company. Also, KATUSA Soldiers designated as assistant squad or team leaders will be given equal priority as combat arms and military police MOSs.

(c) Process academic awards for KATUSA Soldiers through the American Embassy in sufficient time to ensure awards are available for presentation at graduation.

(2) The Commandant, NCO Academy, has overall responsibility for the day to day functioning and program of instruction of WLC. Specific responsibilities concerning KATUSA Soldier attendance at WLC are to--

(a) Provide slots for KATUSA Soldier attendance at WLC during each cycle. The number may be reduced or eliminated during periods when the number of US Soldiers on promotion standing lists dictate that the slots are needed for US Soldiers.

(b) Allocation of slots for KATUSA Soldier attendance at WLC is determined through coordination between the Chief, G3 Training Division, and the Commander, ROKA Support Group.

(c) Provide S3, Troop Command, with academic information on the top KATUSA Soldier for processing of academic awards through the American Embassy at least four working days prior to graduation.

(d) Conduct WLC graduation exercises in Army Combat Uniform (ACU)/Battle Dress Uniform (BDUs) so KATUSA Soldiers will not be in a different uniform from their US counterparts.

(e) Present all KATUSA Soldiers who meet the academic standards a diploma and the KATUSA Soldier Tiger Badge.

(f) Present the KATUSA Soldier with the highest academic average a diploma and a Gold KATUSA Soldier Tiger Badge. Present the KATUSA soldier with the next highest academic average, a diploma and a Silver KATUSA Soldier Tiger Badge. KATUSA Soldiers will compete equally with their US Soldier counterparts for all other awards.

(g) Handle KATUSA Soldiers in the same manner as their US counterparts for any PT awards.

(3) The MSC Command Sergeants Major will--

(a) Allocate KATUSA Soldier WLC quotas to subordinate units immediately after receiving the MSC quota from Eighth Army, G3 Training Division. Priority of allocations is to combat arms and military police MOSs.

(b) Consolidate subordinate unit OMLs at MSC level and ensure KATUSA Soldier quotas are integrated into the OML and submit to Eighth Army, G3 Training Division, as requested by separate memorandum.

(c) Monitor the selection of KATUSA Soldiers for attendance at WLC and ensure that only the best qualified KATUSA Soldiers are being selected. Coordination with ROKA Staff Officers/NCOs will assist in determining the best-qualified KATUSA Soldiers.

(4) Unit Commanders, Command Sergeants Major, and First Sergeants will--

(a) Select KATUSA Soldiers for attendance at WLC that demonstrate leadership potential and a willingness to lead.

(b) Establish and maintain an order-of-merit list that integrates the quotas for KATUSA Soldier attendance at WLC. This OML must project attendance at least three class cycles out and may include projected KATUSA Soldiers in the grade of PFC. Commanders and First Sergeants must ensure that KATUSA Soldiers are aware of their pending attendance at WLC at least 30 days in advance.

(c) Employ KATUSA Soldier WLC graduates in leadership positions.

(d) Provide transportation to the NCO Academy for KATUSA Soldiers.

(e) Ensure that KATUSA Soldiers selected for attendance at WLC meet the following requirements:

1. Passed CTT within the past 12 months.
2. Passed the APFT within the past 6 months.
3. Meet the height/weight standards of AR 600-9.

4. Have at least 6 months retention in service upon graduation from WLC.
5. Were notified at least 30 days in advance of attendance at WLC.
6. Do not have a permanent or temporary profile that would prevent participating in training at the NCOA.
7. Are free of administrative flagging actions that could result in recall while attending WLC.
8. Have all required items of clothing and equipment to attend the course IAW the Eighth Army NCO Academy WLC Student Guide.
9. Have been issued Invitational Travel Orders and have received advance travel pay IAW USFK Reg 37-1.
10. Have been issued two haircut coupons and a KATUSA Comfort Kit (KCK), if one is to be issued during the month of the course, prior to departure for WLC.

SECTION VI TRAINING RESOURCE MANAGEMENT

72. INTRODUCTION. Commanders of separate companies, battalions, and higher level units, must know how to estimate and budget training resources to ensure optimal use. All training resources must be programmed well in advance and actively managed. Training plans will include extensive use of training devices, constructive and virtual simulators to maximize the training value from live training.

73. TRAINING RANGES AND AREAS.

a. US Managed Training Areas. Eighth Army has overall responsibility for managing US controlled training lands to ensure commanders are provided with sufficient access to training lands in Korea for continual support of US operation and maintaining combat readiness. Commanders must consider the effects of training on the environment and the communities around the training land and installations. The environment can be treated as a training resource rather than a restraint. Sustaining the resources available now provides continual use of these training lands for units now and in the future.

(1) Eighth Army has established procedures to achieve optimum, sustainable use of maneuver/training areas by implementing a uniform land management program. In Korea, there is insufficient space to support large unit exercises; commanders must examine other training alternatives.

(2) Eighth Army has established Range Control Centers throughout Korea that provide expertise to units on use of training land managed by the US. Each Range Control Center provides unique capabilities to the commander for conducting individual and unit training. Commanders should become fully aware of each Range Control Center to ensure effective use of the resources available.

b. ROK Military, ROK Government, and Local Government controlled training lands. USFK and the Korean Ministry of Defense (MND) have developed an agreement to provide US units access to training lands that are managed by ROK military, ROK government and local government. US units are to ensure good stewardship of these training lands during use. Scheduling of these training lands is accomplished annually through Eighth Army, in accordance with the ROK-US Land Partnership (LPP) Regulation 1 for the following calendar year. MSCs must submit their annual request for training lands under the LPP prior to September each year. MSCs must submit their request for use outside the LPP through Eighth Army, G3 Training, TSAK, Range and Training Land Management Branch (RTLMB) no later than eight (8) weeks prior to the training event.

c. Eighth Army has an established relationship with ROK military units to ensure an acceptable and favorable process is used to provide US units access to ROK military, ROK government, and local government managed training areas.

74. TRAINING AMMUNITION. Battalions and separate companies must synchronize their FY training ammunition authorizations with a training plan developed from weapons qualification requirements and METL analysis. They must forecast and use their FY authorized training ammunition wisely. Commanders will utilize AK Regulation 700-3, Conventional Ammunition, to assist their munitions management and accountability in their units. Commanders must understand and use the following training ammunition management tools:

a. DA Pam 350-38, Standards in Weapons Training or STRAC contains weapons standards, training strategies, and resource requirements necessary for planning and conducting individual and collective training. All units in Korea are under Training Readiness Condition (TRC) Level "A". Ammunition requested in support of training not included in DA Pam 350-38 will be requested at the beginning of the 2nd QTR for the following fiscal year. These events include but are not limited to Expert Infantry BADE (EIB) and EFMB training.

b. AK 700-3, Conventional Ammunition defines responsibilities, provides management procedures, and gives specific "how to" guidance for forecasting, accountability and control of training ammunition.

c. The Training Ammunition Management Information System – Redesigned (TAMIS-R) is a critical, Worldwide Management Information System that is part of the process used to manage Training Ammunition. TAMIS-R is Eighth Army's official database for managing training ammunition authorizations and expenditures. TAMIS-R collects and processes unclassified, non-sensitive training ammunition requirements, authorizations, expenditures, and related data. It also establishes unit annual authorizations, tracks execution, and generates reports. TAMIS-R provides real-time information to units to forecast, track, and ensure compliance with established authorization levels. Furthermore, TAMIS-R historical data assists unit commanders to program and forecast their next FY authorizations. TAMIS-R is accessed via the Internet with no additional off-line software required.

d. All Eighth Army MSCs are required to maintain their command's database in the TAMIS-R system. At a minimum, MSCs will:

(1) Identify, assign and train subordinate unit TAMIS-R operators.

(2) Ensure all users meet the following minimum system requirements:

(a) Pentium class computer with at least 32MB of RAM running under the current version of MS Windows.

(b) Internet access with a connection speed of at least 28.8kbps.

(c) Internet Explorer version 4.0 or higher.

(d) An email account with email software that supports "mail" or "group" lists.

(e) System requirements may change as TAMIS-R and technology develops. Users are required to maintain current system requirements as described by Eighth Army.

(3) Maintain the systems "user access" database (log-in ID and password).

(4) Input subordinate units initial FY training ammunition authorizations NLT 15 September of each year.

(5) Keep the authorization database updated throughout the FY by inputting changes as required.

(6) Comply with all Eighth Army policies and procedures for the operation and maintenance of TAMIS-R.

e. All Eighth Army units must have training ammunition standard operating procedure (SOPs) or command guidance concerning munitions management strategies and objectives. The SOP or guidance must have a review process to ensure that at least annually, their information is current, and that their unit manager is familiar with the command's SOP or guidance.

f. The Training Ammunition Projected Expenditure Report (TAPER) provides commanders who are authorized training ammunition by Eighth Army, a sound approach to controlling the high request/low expenditure ratio that historically exists in training ammunition usage. Commanders must project usage rates annually (broken out by quarter) that support training plans, rather than trying to meet an objective established by a higher HQ. Commanders must then monitor their usage rates quarterly with the goal of meeting their projection within plus or minus five (5) percent. This decentralized system helps manage expenditures and report excesses.

g. The Eighth Army training ammunition expenditure goal is 100% usage of authorized ammunition each FY. However, use ammunition for only valid training. Do not expend training ammunition solely to meet our goal. The TAPER is one management tool that will help you achieve our goal. As noted above, it allows you to estimate quarterly training ammunition expenditure based on your training plan. By using the TAPER, you can make decisions early to either reshape training, cross-level or turn-in ammunition.

h. AR 5-13, Training Ammunition Management System and AK Reg 700-3, Conventional Ammunition directs units to draw only the quantities of ammunition needed to conduct planned training. Units will only expend training ammunition necessary to conduct valid training and achieve STRAC training strategies. Commanders must ensure maximum training value is obtained from all ammunition expenditures. Do not expend ammunition solely to prevent turning it back to the Ammunition Supply Point (ASP).

i. The Eighth Army, G3 Training Division, Ammunition Branch, hosts a Quarterly Ammunition Manager's Conference for Training and Ammunition Basic Load (ABL) ammunition managers. The objectives of this quarterly conference are to educate managers about Training and ABL munitions management, cross-level training ammunition among Eighth Army units, (ammunition cannot be transferred between Eighth Army and CONUS-headquartered units) and discuss topics relating to better management of ammunition in Eighth Army.

75. TRAINING PUBLICATIONS. Appendix A provides a list of required training publications

76. TRAINING AIDS, DEVICES, SIMULATORS, AND SIMULATIONS (TADSS). Battalion-level involvement is the key to the success of employing TADSS at unit level. The battalion commander must ensure that TADSS are properly used to achieve maximum benefit and cost efficiency. To this end, he must incorporate TADSS into training objectives. The unit staff should become the functional expert on TADSS for its subordinate units. This will involve key staff members coordinating with TASK personnel to become familiar with all aspects of TADSS. As a minimum, the unit staff should be familiar with each element of TADSS that its units regularly use. The staff can then guide their units on the successful planning, preparation, and execution of TADSS-assisted training. It is also critical for the unit staff to have knowledge of a TADSS system before its initial use by a subordinate unit. TADSS should not be used unless they enhance training. Otherwise, they become training distracters. Training aids and devices are generally simple devices that merely augment training. Units can normally use them effectively with minimal guidance from the unit staff. Simulators and simulations, however, may make up a large part of the total training and require extensive support from the units higher command staff. Every Eighth Army range complex has a TSC co-located that will provide TADSS support during training events. For additional information on TADSS equipment available for your use please review the

documents located at <http://8armynew/C3/TSAK/default.aspx>. The site also contains a POC Roster for all the Range Control/Training Support Centers in Korea. TADSS have four elements-- training aids, devices, simulators, and simulations.

- a. Training Aids and Devices. Training Aids and Devices are three-dimensional objects that improve training. Generally, devices do this by giving the soldier something that substitute for actual equipment that cannot be provided otherwise. Available training devices in Korea can be found in the TSAK TADSS Catalog located at the following site: (<http://8armynew/C3/TSAK/default.aspx>). DA Pamphlet 350-9 identifies training devices that support specific soldier and collective tasks. Some examples are Pneumatic Machine Guns, OPFOR weapons and uniforms, training mines, Pre-Marksmanship Instruction (PMI) aids, ESTs, Multiple Integrated Laser Engagement System (MILES) equipment and Javelin Missile Simulation Rounds.
- b. Simulators. Simulators are a special category of training devices that replicate all or most of a system's functions. Available simulations systems in Korea can be found in the TSAK TADSS Catalog located at the following site: (<http://8armynew/C3/TSAK/default.aspx>). Some examples are UCFT, Heavy Expanded Mobility Tactical Truck (HEMMT) Driving Simulator, Javelin Basic Skills Trainer, Javelin Field Tactical Trainers, EST and Guard Unit Armory Device Full Crew Interactive Simulation Trainer (GUARDFIST).
- c. Simulations. Simulations provide leaders effective training alternatives when maneuver and gunnery training opportunities are limited. When used properly, simulations can create the environment and stress of battle needed for effective command and battle staff training. Available simulations systems in Korea can be found in the TSAK TADSS Catalog located at the following site: (<http://8armynew/C3/TSAK/default.aspx>). Proper use of simulation helps commanders ensure quality battle training that can compensate for the following constraints to field training:

- (1) Limited opportunities for field maneuver.
- (2) Lack of a trained OPFOR.
- (3) Inability to replicate full logistics battle.

Simulations do not totally replace traditional field training but can provide an alternative, realistic training environment. Simulations can help do the following:

- (4) Support mission training evaluation plan (MTEP) preparation at less cost.
- (5) Validate internal staff training and SOPs.
- (6) Expose battle staffs to a lethal, complex, modern battlefield.
- (7) Build battle staff and leader flexibility and responsiveness.

For additional information on what simulations are available and how to schedule your units, contact the Battle Simulation Center (FKJ3-ED-BSC) ext 725-8020.

77. UNIT LEARNING CENTERS. Unit Learning Centers, which make extension training materials available to all Soldiers, are a means of providing training support to trainers and individual

Soldiers to sharpen MOS skills and prepare for self-development testing (SDT). ATC 25-5 provides guidance for establishing such centers in support of individual and collective training.

78. DIGITAL TRAINING MANAGEMENT SYSTEM (DTMS).

a. DTMS is a web-based, computerized training and training resource management tool. It assists commanders to--

(1) Plan training events effectively, optimize use of unit training resources, record use of resources during training, and evaluate effectiveness of training resource use.

(2) Develop and track training input for the command operating budget.

(3) Project their annual training program, its associated command operating budget estimate, and the supporting commitment authority program.

(4) Provide actual training event data for the development of more accurate training resource needs in terms of repair parts costs, fuel, and ammunition requirements.

(5) Determine operating tempo (OPTEMPO) for major weapons systems/equipment for use in documenting the cost of training under the Training Resource Model (TRM).

b. Responsibilities. MSCs and other subordinate commands will--

(1) Implement DTMS within the command down to battalion/separate company level.

(2) Update/change resource cost factors and other applicable unit level DTMS tables as required.

(3) Review and update monthly training events.

(4) Designate and train DTMS coordinators at MSC/subordinate command level.

Monitor appointment of DTMS coordinators and machine operators at all levels of the command, ensuring they are replaced and trained on a timely basis.

SECTION VII EIGHTH ARMY TRAINING SUPPORT AND ASSISTANCE

79. INTRODUCTION. Numerous tools and resources are available to assist units in Eighth Army to conduct effective training. Effective training programs capitalize on use of available range and maneuver land, as well as TADSS. Commanders and training managers must be aware of what training aids are available and how to obtain them. The single point of contact for obtaining these resources is the ACS, G3 Training Division, Training Support Activity-Korea (TSAK). Training managers should identify and request support requirements as early as possible during the preparation and review of training forecasts.

80. TRAINING SUPPORT ACTIVITY KOREA (TSAK).

a. TSAK is a Field Operating Activity (FOA) that is OPCON to HQ Eighth Army, G3 Training Division (EAGC-TD). The TSAK HQ is located on Camp Coiner, Building 1164, with Range Control/Training Support (RC/TS) centers located at Camp Casey, Camp Coiner, Camp Humphreys, Camp Carroll, Rodriguez Live Fire Complex and Story Live Fire Complex. TSAK also operates the Eighth Army Water Survival Center at Camp Humphreys. For operating hours call your local RC/TS center. Contact numbers are located in the TSAK Smart Book located at <http://8armynew/C3/TSAK/default.aspx>.

b. The following services are provided by TSAK:

- (1) Manage the HQDA Range and Training Land Programs within Eighth Army.
- (2) Conduct 5 Year planning for the range development plan (RDP) and “Live” portion of the Integrated Training Investment Strategy (ITIS).
- (3) Provide Eighth Army Range Safety Staff Officers.
- (4) Operate and maintain Eighth Army ranges and training areas peninsula wide.
- (5) Coordinates directly with ROK military to secure use of ROK ranges and training areas.
- (6) Establishes Range Priority Review Board to identify, prioritizes range construction projects and approves the Five-Year Range Development Plan (FYRDP).
- (7) Establish and implement procedures to review all proposed ranges for compliance with established training, environmental, and safety requirements.
- (8) Participate in the HQDA range prioritization process.
- (9) Maintain Army in Korea Regulation 350-10 and AK Pam 350-20.
- (10) Program range requirements resulting from the introduction of weapons systems identified in TC 25-8.
- (11) Obtain host-nation approval for use of weapon systems within host-nation training areas, as required.

(12) Conduct range safety certification examination and issues range certification cards.

(13) Approve and forward installation Range and Training Facilities Reports to the Department of the Army. Assists/advises units in the formulation and consolidation of all Surface Danger Zone Waivers for ranges, training areas, and firing points.

(14) Issue and maintain TADSS.

(15) Provide instructions on specified TADSS.

(16) Schedules and provides certification training on marksmanship training and MILES systems.

(17) Fabricate non-standard training devices.

(18) Manage contracts in support of simulators and MILES; perform duties as COR/TOR for in-country and DA/CONUS contracts.

(19) Perform and manage TADSS maintenance data.

(20) Schedule usage of specified simulators.

(21) Operate training support centers and marksmanship training facilities using the Range Facility Management Support System (RFMSS) program as well as deconflicting the RFMSS schedule.

(22) Oversee Life Cycle Management of Major Command (MACOM) TADSS.

(23) Program for maintenance, acquisition and fielding of TADSS.

(24) Operate command conference facilities.

(25) Operate the MACOM's Water Survival Training Center.

c. The TSAK Smart Book is located at <http://8armynew/C3/TSAK/default.aspx> and contains information on all ranges, training areas and Training Aids, Devices and Simulators (TADSS) equipment under the control of TSAK. It also contains a POC Roster that list all the contact numbers for each of the Range Control/Training Support Centers.

d. Simulations provide leaders with effective alternatives to the problem of limited maneuver training areas in Korea. Simulations also provide cost effective means to improve command and staff tactical proficiency as OPTEMPO resources become limited. For additional information on what simulations are available and how to schedule your units, contact the KBSC at 725-8020.

SECTION VIII ARMY MODERNIZATION TRAINING (AMT) NEW EQUIPMENT TRAINING (NET)

81. POLICIES AND PROCEDURES. This chapter supplements AR 350-1 (Chapter 5) and EUSA Reg 71-1 for conducting NET in Eighth US Army. This chapter is not designed to replace EUSA Reg 71-1, Force Modernization Program, and the specific responsibilities stated for Eighth Army Staff Sections and Major Subordinate Commands in that regulation. Units conducting the fielding of new equipment should reference the above regulations as early as possible in the fielding timeline. For this regulation specifically, NET is synonymous with Displaced Equipment Training (DET). As defined, NET is the initial transfer of knowledge on the operation and maintenance of new and/or improved equipment from the project management team to the tester, trainer, supporter, and user.

82. NEW EQUIPMENT TRAINING OBJECTIVE. NET is designed to support force integration and modernization for Army units in the Republic of Korea (ROK) through identification of personnel, training, facilities, and training devices required to support new or improved equipment; by planning for the orderly transfer of knowledge from the Materiel Developer (MATDEV) to the trainer, user, and supporter by documenting requirements in NET plans new equipment training plans (NETP); and the deployment of NET teams (NETT) to train soldiers to operate, maintain, and provide instruction on modernized equipment. As part of AMT, the NET program will assist commanders in achieving an acceptable level of operational capability in the shortest time possible.

83. ROLE OF THE NET MANAGER (NM). The NM is a person at each level of the chain of command who has been designated as the primary POC for NET in the fielding aspects of a weapon /equipment system requiring NET. The NM's primary mission is to monitor all aspects of fielding for their command. The NM must coordinate with system managers and or contractors to perform and/or encourage timely actions so that system fielding milestones may be achieved in conjunction with NET. NMs are assigned at each level of command, as appropriate.

84. NEW EQUIPMENT TRAINING POLICY. The following guidance directs the conduct of the NM and execution of NET -

- a. Begin planning NET upon receiving Memorandum of Notification (MON).
- b. Include training on system software, training devices, and supporting documentation during the conduct of NET, as required.
- c. Employ the most cost effective and feasible training strategy to conduct NET.
- d. Coordinate training requirements with the project manager and development teams in order to ensure training products are validated before the conduct of NET.
- e. Include instruction on training aids, devices, simulators, simulations, and distance learning techniques during the conduct of NET and include the information on these resources in the distributed documentation.
- f. Request ammunition and consumables, that exceed unit capabilities, to support NET at the onset of program initiation through the appropriate echelon and staff section.
- g. Request ranges, training areas, and facility support at the onset of program initiation.

h. Consider the use of Distance Learning Facilities (DLF) as a cost-effective approach to reducing fiscal and manpower resources. Use of DLFs can potentially reduce the travel, per diem, and TDY costs associated with NET.

i. Soldiers attending NET focused on key personnel should have 6 months retainability in the Republic of Korea. Exception to this policy can be approved by Battalion Commanders (LTC).

j. Maintain a by name roster (may be automated) at Brigade size units and below of Soldiers that attend leader and key personnel specific NET instruction. Maintain roster for 2 years following the completion of NET on the respective weapon/equipment.

k. Address leader, key personnel, support personnel, organizational, and total unit training in the NET plan, as appropriate.

l. NM coordinate all NET with Eight Army G3 Training Division and G3 Force Integration Section in order to ensure continuity of effort.

85. SUSTAINMENT TRAINING. Units must sustain or increase knowledge gained as a result of NET and other Army Training Programs.

a. Commanders are responsible for establishing plans to sustain the proficiency gained through NET and integrating the equipment into collective training events.

b. Sustainment training program planning and execution should begin as early as possible so that sustainment training is part of the unit's training program immediately following fielding. Unit training managers should continually revise and update the unit's training plan in order to maintain and increase proficiency.

c. Commanders must recognize the impact of sustainment training on units receiving new or displaced equipment or undergoing organizational changes.

d. Commanders should maximize the use of training aids, devices, simulators, and simulations in order to maintain proficiency and reduce costs associated with sustainment training. DLFs are available to units upon coordination.

86. TRAINING STRATEGY. The weapons/equipment fielded must be included in the unit's comprehensive training strategy in order to ensure tactics, techniques, and procedures can be developed and integrated into doctrine. It is of utmost importance that leaders, staffs, and operators are fully knowledgeable of how to employ the combat capabilities of new and/or improved weapons/equipment. The endstate of NET is a force fully prepared to execute its wartime mission while maximizing the lethality and capabilities of the systems on-hand.

APPENDIX A

REFERENCES

SECTION I REQUIRED PUBLICATIONS

REGULATIONS

AR 11-40 (http://www.army.mil/usapa/epubs/pdf/r11_40.pdf)

Functional Area Assessment

AR 135-175 (http://www.army.mil/usapa/epubs/pdf/r135_175.pdf)

Separation of Officers

AR 135-178 (http://www.army.mil/usapa/epubs/pdf/r135_178.pdf)

Enlisted Administrative Separations

AR 350-1 (http://www.army.mil/usapa/epubs/pdf/r350_1.pdf)

Army Training and Leader Development

AR 350-2 (http://www.army.mil/usapa/epubs/pdf/r350_2.pdf)

Opposing Force (OPFOR) Program

AR 350-3 (http://www.army.mil/usapa/epubs/pdf/r350_3.pdf)

Tactical Intelligence Readiness Training Program

AR 350-19 (http://www.army.mil/usapa/epubs/pdf/r350_19.pdf)

The Army Sustainable Range Program

AR 350-21 (http://www.army.mil/usapa/epubs/pdf/r350_21.pdf)

Instruction in Benefits of an Honorable Discharge

AR 350-30 (http://www.army.mil/usapa/epubs/pdf/r350_30.pdf)

Code of Conduct/Survival, Evasion, Resistance and Escape (SERE) Training

AR 350-38 (http://www.army.mil/usapa/epubs/pdf/r350_38.pdf)

Training Device Policies and Management

AR 380-5 (http://www.army.mil/usapa/epubs/pdf/r380_5.pdf)

Department of the Army Information Security Program

AR 380-53 (http://www.army.mil/usapa/epubs/pdf/r380_53.pdf)

Information Systems Security Monitoring

AR 381-10 (https://akocomm.us.army.mil/usapa/epubs/dr_pubs/dr_b/pdf/r381_10.pdf)

US Army Intelligence Activities

AR 381-12 (http://www.army.mil/usapa/epubs/pdf/r381_12.pdf)

Subversion and Espionage Directed Against U.S. Army (SAEDA)

AR 40-501 (http://www.army.mil/usapa/epubs/pdf/r40_501.pdf)

Standards of Medical Fitness

AR 5-13 (http://www.army.mil/usapa/epubs/pdf/r5_1.pdf)

Training Ammunition Management

AR 600-8-2 (http://www.army.mil/usapa/epubs/pdf/r600_8_2.pdf)

Suspension of Favorable Personnel Actions (Flags)

AR 600-9 (http://www.army.mil/usapa/epubs/pdf/r600_9.pdf)

The Army Weight Control Program

AR 600-55 (http://www.army.mil/usapa/epubs/pdf/r600_55.pdf)

The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)

AR 614-200 (http://www.army.mil/usapa/epubs/pdf/r614_200.pdf)

Enlisted Assignments and Utilization Management

AR 621-5 (http://www.army.mil/usapa/epubs/pdf/r621_5.pdf)

Army Continuing Education System

AR 635-200 (http://www.army.mil/usapa/epubs/pdf/r635_200.pdf)

Active Duty Enlisted Administrative Actions

AR 670-1 (http://www.army.mil/usapa/epubs/pdf/r670_1.pdf)

Wear and Appearance of Army Uniforms and Insignia

AR 690-11 (http://www.army.mil/usapa/epubs/pdf/r690_11.pdf)

Use and Management of Civilian Personnel in Support of Military Contingency Operations

Eighth Army Reg 71-1

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/EUSA/EA%20Reg%2071-1%20Force%20Management.pdf>)

Force Management

Army in Korea Reg 95-33

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/AK/AK%20Reg%2095-33%20Personnel%20Recovery%20Operations.pdf>)

Personnel Recovery Operations

Army in Korea Reg 350-4

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/AK/AK%20Reg%20350-4%20Eighth%20U.S.%20Army%20Tactical%20Vehicle%20Movements%20in%20the%20Korean%20Theater%20of%20Operations.pdf>)

Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations

Eighth Army Reg 350-10

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/EUSA/EA%20Reg%20350-10%20EUSA%20Ranges%20and%20Training%20Areas%20Policy%20and%20Pro.pdf>)

Eighth Army Ranges and Training Areas Policy and Procedures

Eighth Army Reg 600-2

[http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/EUSA/EA%20Reg%20600-2%20\(Eng\)%20ROK%20Army%20Pers%20with%20the%20US%20Army.pdf](http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/EUSA/EA%20Reg%20600-2%20(Eng)%20ROK%20Army%20Pers%20with%20the%20US%20Army.pdf)

Republic of Korea Army Personnel with the United States Army

Army in Korea Reg 700-3

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/AK/AK%20Reg%20700-3%20Conventional%20Ammunition.pdf.pdf>

Conventional Ammunition

Army in Korea Reg 725-360

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/EUSA/EA%20Reg%20725-360%20EUSA%20Nuc.%20Bio%20&%20Chem%20Def%20Readiness.pdf>

Eighth Army Nuclear, Biological, and Chemical Defense Readiness

LPP Reg 1

ROK – US Land Partnership Plan

TRADOC Reg 350-18 (<http://www.monroe.army.mil/tpubs/regs/r350-18.htm>)

The Army School System

USFK Reg 37-1

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/USFK/USFK%20Reg%2037-1%20Travel%20Policies%20and%20Procedures.pdf>

Travel Policies and Procedures

USFK Reg 690-11

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Regulations/USFK/USFK%20Reg%20690-11%20Civ%20Pers%20Mobilization%20Planning%20&%20Execution.pdf>

Civilian Personnel Mobilization, Planning and Execution

Army in Korea Pam 1-201

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Pamphlets/AK%20Pam%201-201%20Introduction.pdf>

Command Inspection Program

Eighth Army Pam 350-20

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Pamphlets/EUSA%200Pam%20350-20%20EUSA%20Range%20&%20Training%20Area%20Operating%20Policies%20&%20Procedures%20Contents%20-%20Chap%205.pdf>

Eighth Army Range and Training Area Operating Policies and Procedures

DA Pam 350-38 (<http://www.atsc.army.mil/atmd/strac/MenuFY06.asp>)

Standards in Weapons Training

DA Pam 350-9 (http://www.army.mil/usapa/epubs/pdf/p350_9x.pdf)

Index and Description of Army Training Devices

DA Pam 350-59 (http://www.army.mil/usapa/epubs/pdf/p350_59.pdf)
Army Correspondence Course Program Catalog

DA Pam 351-4 (http://www.army.mil/usapa/epubs/pdf/p351_4.pdf)
US Army Formal Schools Catalog

DA Pam 690-47 (http://www.army.mil/usapa/epubs/pdf/p690_47.pdf)
DA Civilian Employee Deployment Guide

TRADOC Pam 350-9 (<http://www.monroe.army.mil/tpubs/pdf/pams/p350-9.pdf>)
TRADOC Training Devices for Army Wide Use

USAIC Pam 350-6 ([https://www.infantry.army.mil/DOT/download/eib/USAIC%20Pam%20350-6%20\(EIB\).pdf](https://www.infantry.army.mil/DOT/download/eib/USAIC%20Pam%20350-6%20(EIB).pdf))
Expert Infantry Badge

EUSA Supplement 1 to AR 600-55
(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/Supplements/EUSA%20Sup%201%20AR%20600-55%20The%20Army%20Dvr%20&%20Opr%20Stand%20Pgm.pdf>)
The Eighth Army Driver and Operator Standardization Program

TC 25-1 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/tc25_1.pdf)
Training Land

TC 25-8 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/tc25_8.pdf)
Training Ranges

FM 3-0 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_0.pdf)
Operations

FM 3-3 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_3.pdf)
Chemical and Biological Contamination Avoidance

FM 3-5 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_5.pdf)
CBRN Decontamination

FM 3-04.140
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_d/pdf/fm3_04x140.pdf)
Helicopter Gunnery

FM 3-22.1 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_22x1.pdf)
Bradley Gunnery

FM 3-22.9 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_22x9.pdf)
Rifle Marksmanship for M16A1, M16A2/3, M16A4, and M4 Carbine

FM 3-22.31
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_22x31.pdf)
40mm Grenade Launcher, M203

FM 3-22.34
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_22x34.pdf)

TOW Weapon System

FM 3-22.65 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_c/pdf/fm3_22x65.pdf)
Browning Machine gun, Caliber .50 HB, M2

FM 3-22.68
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_22x68.pdf)
Crew Served Machine Gun, 5.56mm and 7.62

FM 3-23.24
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_23x24.pdf)
M47 Dragon Medium Antitank Weapon System

FM 3-23.25
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_23x25.pdf)
Shoulder-launcher munitions

FM 3-23.35
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_23x35.pdf)
Combat Training with Pistols, M9 and M11

FM 3-25.150
(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm3_25x150.pdf)
Combatives

FM 3-50.1 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_c/pdf/fm3_50x1.pdf)
Personnel Recovery

FM 22-100 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm22_100.pdf)
Army Leadership

FM 7-0 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm7_0.pdf)
Training the Force

FM 7-1 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm7_1.pdf)
Battle Focused Training

FM 7-15 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm7_15.pdf)
The Army Universal Task List

FM 21-20 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm21_20.pdf)
Physical Fitness Training

FM 25-4 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm25_4.pdf)
How to Conduct Training Exercises

FM 25-5 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm25_5.pdf)
Training for Mobilization and War

FM 27-10 (https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/fm27_10.pdf)
The Law of Land Warfare

SECTION II REQUIRED FORMS

FORMS

DA Form 2028 (<http://www.army.mil/usapa/eforms/pdf/A2028.PDF>)

Recommended Changes to Publications and Blank Forms

DA Form 348 (<http://www.army.mil/usapa/eforms/pdf/A348.PDF>)

Equipment Operator's Qualification Record

DA Form 3349 (<http://www.army.mil/usapa/eforms/pdf/A3349.PDF>)

Physical Profile

DA Form 705 (http://www.army.mil/usapa/eforms/pdf/A705_A.PDF)

Army Physical Fitness Test Scorecard

EA Form 657-R-E

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/EA%20Form%20657-R-E%20KATUSA%20Soldier%20KATUSA%20MOS%20Cert%20Training%20Recd.pdf>)

KATUSA MOS Certification Training Record

AK Form 350-4A-E

(<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/Forms/AK%20FORM%20350-4A-E%20EUSA%20Convoy%20&%20Vehicle%20TC%20Certification%20Card.pdf>)

Vehicle/Convoy Commander Certification Card

SECTION III RELATED PUBLICATIONS

2ID EIB MOI (not available electronically)

Expert Infantryman's Badge Training

Eighth Army Command Policy Letter #13

(<http://8tharmy.korea.army.mil/G1/Policy%20Letters/PL13-SGTTime.pdf>)

Sergeant's Time Training

OPLAN (not available electronically)

Classified document

STP 21-1-SMCT

(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/stp21_1.pdf)

Soldier's Manual of Common Tasks Skill Level 1

STP 21-24-SMCT

(https://akocomm.us.army.mil/usapa/doctrine/DR_pubs/dr_aa/pdf/stp21_24.pdf)

Soldier's Manual of Common Tasks Skill Levels 2, 3, and 4

121 General Hospital Training Program for Pregnant Soldiers (not available electronically)

SECTION IV RELATED WEBSITES

WEBSITES

17th Operational Weather Squadron

<https://17ows.hickam.af.mil>

Anit-Terrorism Website

<http://at-awareness.org>

TSAK Website

<http://8armynew/C3/TSAK/default.aspx>

Eighth Army Training Division Website

<http://8armynew/C10/OMDTREX/default.aspx>

Eighth Army Publications Website

<http://8tharmy.korea.army.mil/Publications/PRMWebApplication/prmFrameset.htm>

Army Publications Website

<http://www.army.mil/usapa/index.html>

Digital Training Management (DTMS) Website

<https://dtms.army.mil/>

Army Training Digital Library Website

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

Personnel Recovery Website

https://www.hqda-aoc.army.pentagon.mil/AOC_Org/odo-pr/PR-website-main/PR_Website_Main.htm

Commander's Safety Course and Additional Duty Safety Course Website

<https://safetylms.army.mil>

USASMA Website

<https://www.bliss.army.mil/usasma/usasma.asp>

Eighth Army Wightman NCOA

<http://www-eusa-7.korea.army.mil/ncoa/>

US Army Combat Readiness Center Website

<https://crc.army.mil/home/>

APPENDIX B

EXTERNAL EVALUATION (EXEVAL) PROGRAM

This appendix identifies duties and responsibilities for the Non-divisional EXEVAL program.

1. GENERAL. The Eighth Army non-divisional EXEVAL program is a mandatory training event for MSCs and other units directly subordinate to Eighth Army and is normally executed in simulation. Each unit will receive an EXEVAL once every 24 months. Ideally, each commander will conduct this training during the first 6 months of command tenure. The intent of this program is to provide each MSC the opportunity to train exclusively on its unique METL and OPLAN missions. The primary training target audience is the MSC commander and his staff.

2. PURPOSE. To evaluate unit METL with priority to Eighth Army battle tasks.

- a. Train units to fight, support, and win in the Joint and combined environment.
- b. Measure proficiency at synchronizing operating systems necessary to accomplish METL.
- c. Exercise wartime supporting and C2 relationships.
- d. Provide a foundation for commanders' assessment and training management.
- e. Monitor issues requiring staff action or coordination and identify war fighting issues (as applicable).
- f. Exercise battle tasks that alert and deploy personnel to wartime locations.

3. RESPONSIBILITIES.

a. The Commander, Eighth Army or designated representative is the Exercise Director for each Non-divisional EXEVAL.

b. ACS, G3, Eighth Army is the Office of Primary Responsibility for the non-divisional EXEVAL program.

c. G3 Training Division, Exercise Branch.

- (1) Proponent for non-divisional EXEVAL program.
- (2) Review and approve the evaluation plan for the non-divisional EXEVAL program.
- (3) Establish policies and procedures for the Eighth Army non-divisional EXEVAL Program.
- (4) Prioritize and select units for EXEVAL.
- (5) Establish and schedule EXEVALs in coordination with KBSC operations and evaluated units.
- (6) As required, assist KBSC in performing control duties during the conduct of EXEVALs.

(7) Coordinate scenarios of EXEVALs embedded in theater exercises with CFC/USFK CJ37 to ensure consistency of objectives.

(8) Host the Quarterly Training Conference (TRAINCON) to assist in scheduling EXEVALs.

d. KBSC

(1) Executive agent for the Eighth Army non-divisional EXEVAL program.

(2) In coordination with G3 Training Division, schedule non-divisional EXEVAL dates. KBSC will use TRAINCON as the mechanism to develop EXEVAL dates.

(3) Provide centralized coordination for planning conferences and exercise design for all unit EXEVALs.

(4) In coordination with the exercising unit, develop requirements and request augmentation support, both within theater and out of theater.

(5) Insure accomplishment of EXEVAL milestones.

(6) Develop and publish the Exercise Directive with input from the exercise unit.

(7) Schedule and coordinate planning conferences with the exercise unit.

(8) Provide model simulation support i.e., Corps Battle Simulation (CBS), Battalion/Brigade Simulation (BBS), Combat Service Support Training Simulation System (CSSTSS).

(9) Develop model simulation architecture.

(10) Develop exercise database.

(11) Provide Joint Master Scenario Events List (JMSEL) support.

(12) Identify AAR requirements and develop collection management plans.

(13) Develop and implement exercise training program for participants, gamers, controllers, and observers.

(14) Assist in the preparation and execution of formal EXEVAL AARs. Produce an exercise reference book for the unit within 14 days after EXEVAL ENDEX.

e. Eighth Army Staff.

(1) When requested, provide augmentees to assist with response cell and observer duties during EXEVALs. EXEVALs will require no more than two augmentees per any staff section.

(2) The ACS, G3, is the tasking authority for the Eighth Army EXEVAL program.

(3) The ACS, G2, is responsible for developing and publishing the exercise road to war scenario in conjunction with the EXEVAL unit and the KBSC.

f. EXEVAL unit.

(1) Program EXEVAL dates on long range planning calendars within 6 months after change of command.

(2) Include EXEVAL with major (theater level) exercises when appropriate (include EXEVAL with overall exercise objectives). The EXEVAL objectives must be consistent with CDR, CFC directed exercise objectives.

(3) Expand EXEVAL to include dynamic OPFOR when applicable.

(4) Brief CG, Eighth Army, on EXEVAL plans during SATB prior to execution.

(5) Schedule EXEVAL dates and initial planning conference in coordination with the KBSC and G3 TD.

(6) If relief is required from conducting the EXEVAL, the EXEVAL unit must obtain approval from the Commanding General, Eighth Army via ACS, G3.

(7) Provide commander's training objectives, current implementing OPLAN, tactical SOP, and the unit METL to KBSC Operations at the initial planning conference.

(8) Develop augmentation requirements, in coordination with KBSC Operations.

(9) Develop and publish EXEVAL warning order and operations order.

(10) Develop communications plan in coordination with KBSC Operations. Provide all communications equipment to support the EXEVAL.

(11) Complete all exercise milestones IAW guidance published in this appendix.

(12) Provide internal exercise support during all phases of the EXEVAL.

(13) Establish coordination with partnership units outside theater for AAR facilitator and observers.

(14) Develop exercise Master Events List (MEL) and Master Events Scenario list (MESL) injects to support the commander's training objectives and exercise events.

4. SIMULATION SUPPORT. KBSC provides computer simulation models to exercise staff functions at brigade level.

a. The Army Constructive Training Federation (ACTF), in its two versions: Multi-Resolution Federation (MRF) and Entity Resolution Federation (ERF), is a federation of constructive simulations and simulators that uses Distributed Interactive Simulations (DIS) and other state-of-the-art-technologies to collectively simulate military operations. ACTF creates, operates, tunes, and maintains a synthetic operational environment, which stimulates Command and Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) systems in a unit's tactical operations center. ACTF enhances the effectiveness of commander and staff training, exercises, and mission rehearsals by increasing the realism and scope of available training environment.

b. The CBS model is specifically designed to exercise brigade and higher staff functions. It is a free play computer simulation model that encompasses combat, combat support, and combat service support functions.

c. The CSSTSS model is designed to exercise staffs by replicating the CSS Warfighting Functions (Movement and Maneuver, Intelligence, Fires, Sustainment, C2, and protection). It is an operational planning tool to support the commander's decision making process.

d. JMSEL is DOD software used to develop and control MSEL's. It can be accessed via Global Command and Control System Korea (GCCSK) and KBSC simulation C4ISR computers.

5. MILESTONES. The following lists are the milestones for planning Non-divisional EXEVALs (Numbers denote days from Start of Exercise (STARTEX)).

a. 270 days. Warning Order to EXEVAL MSC Commander.

b. 210 days. Initial Planning Conference.

(1) Identify initial information (unit).

- Commanders training objectives.
- Mission Essential Task List.
- Submit Tactical SOP (TACSOP) for KBSC review.
- Submit OPLAN for KBSC review.

(2) Identify augmentation requirements.

(3) Assign roles and responsibilities.

c. 120 days. Mid Planning Conference.

(1) Identify primary training tasks MEL.

(2) Identify scenario time frame.

(3) Request facilitator and observer package from CONUS.

(4) Publish KBSC Planning Guidance.

(5) Identify exercise location.

(6) Draft task organization for friendly forces/OPFOR.

(7) Task in-theater augmentation personnel (Controllers, Response Cell, etc.).

(8) Identify personnel requirements (Gamers).

(9) Identify data base requirements.

(10) Identify communication requirements.

d. 30 days. Final Planning Conference.

- (1) Exercise Directive published.
- (2) Approve exercise scenario.
- (3) Draft OPORD (Unit).
- (4) Draft AAR Collection Management Plan (CMP).
- (5) Finalize task organization for friendly forces/OPFOR.
- (6) Finalize personnel requirements.
- (7) Review database build status.
- (8) Finalize OPORD/exercise scenario.
- (9) Finalize training plan for augmentees.
- (10) Finalize OPFOR campaign plan.
- (11) Finalize AAR CMP.
- (12) Publish road-to-war scenario.
- (13) Distribute communications plan.
- (14) Issue warning order to exercise unit.
- (15) Finalize database.

6. PERSONNEL REQUIREMENTS. The personnel required to execute a simulation supported EXEVAL are divided into five groups: players, gamers, OPFOR, observers, and controllers. Each group has unique positions and responsibilities, as described below--

a. **Players.** Players are the training audience and include the unit commander, commander's staff and those attachments that would support the unit during hostilities. Extensive planning by the players is the key to a successful exercise.

b. **Gamers.** Gamers represent the friendly subordinate units who "fight the battle". The gamers receive orders from the players and execute them on the electronic battlefield. The gamers transmit the results and the battlefield intelligence back to the players in unit SOP format. The gamers primary mission is to assist the players in meeting their training objectives. The gamers must make the simulation invisible to the players.

c. **Opposing Force.** The OPFOR represents the enemy. They plan and conduct threat operations and battle IAW OPFOR doctrine and the exercise scenario. The OPFOR's mission is to facilitate the exercise training by portraying a competent professional enemy.

d. **Observers.** Observer augmentees are requested based on expertise needed for the analysis effort and are assigned a functional responsibility consistent with their background and

training. Guidance, direction, and focus are provided to the observers by the Facilitator and Chief of Observers assisted by the KBSC exercise analysts.

e. Controllers. The controllers regulate and control the game play. Controllers act as umpires by interpreting rules and making decisions relating to functional areas. The Senior Control cell insures that simulation play is focused to support attainment of the training objectives. As required, controllers role-play higher HQ and units external to the training audience. Controllers also promote and insure realism during combat activities modeled in the simulation.

APPENDIX C

PHYSICAL FITNESS TRAINING

1. GENERAL. Eighth Army physical fitness training does not emphasize any one type of activity, such as running, unit sports, weight training, or combatives over any other activity. Rather, it is a total "system" designed to increase the physical fitness of the whole soldier through a combination of:

- a. Physical conditioning and testing.
- b. Unit sports.
- c. Nutrition and diet.
- d. Weight control.
- e. Education, incentives, and motivation.

2. OBJECTIVE. The objective of physical fitness training is to enhance combat readiness by developing and sustaining a high level of physical fitness as measured by the following criteria:

- a. Cardio respiratory endurance.
- b. Muscular strength and endurance.
- c. Flexibility.
- d. Self-discipline.
- e. Anaerobic conditioning.
- f. Competitive spirit, the will to win and unit cohesion.
- g. Body composition as required by AR 600-9.
- h. A healthy lifestyle that includes good nutrition and stress management.

3. POLICIES.

- a. All Soldiers will take part in either unit or individual physical fitness training year-round.
- b. Soldiers will be excused from participation in physical fitness training only during periods of temporary or permanent medical limitations established according to AR 40-501. Commanders will enroll Soldiers who cannot take part in PT because of these limitations into a rehabilitative program designed by health and physical fitness personnel.

4. GUIDELINES FOR PHYSICAL FITNESS TRAINING PROGRAMS.

- a. While there is no set amount of physical fitness training to be conducted, commanders, supervisors, and individuals must determine how standards are to be achieved and maintained.

As a minimum, Eighth Army Soldiers will conduct PT three times per week for a minimum of 45 minutes each session.

b. Leaders at all levels will make physical fitness training a priority. They must ensure that their goals and standards for PT are understood and met. At least 5 percent of unit personnel should qualify for the physical fitness badge. MSC commanders will publish clear guidance to assist their units in maintaining an effective physical fitness program. This guidance will address, but not be limited to, areas such as traffic control, safety, and PT in cold weather (cut-off temperature for running outdoors). Battalion Commanders may cancel PT when the ambient air temperature or the air temperature with wind chill is below 15 degrees Fahrenheit.

c. Conducting physical training in the cold environment provides physical and mental conditioning that is a proven combat multiplier. Leaders should use every opportunity to push the envelope of tolerance and confidence while building continuity in cold weather training programs. Acclimatization, conditioning, and confidence will increase a soldier's ability to fight and win in the cold.

d. Master Fitness Trainers are valuable training assets for designing and implementing good physical fitness programs. Identify and use them.

e. Soldiers who reach 40 years of age must take the APFT unless prohibited by a medical profile. Upon reaching 40 years of age, all Soldiers will be screened and undergo periodic physical examinations for cardiovascular risk factors IAW AR 40-501. It is the Soldier's responsibility to ensure that the Cardiovascular Screening Program (CVSP) is conducted as close to the 40th birthday as possible and as promptly as medical facilities permit.

f. Tae-Kwon-Do training for KATUSAs is an excellent training opportunity for all Eighth Army Soldiers. ROKA Support Group staff officers/NCOs are responsible for the training that is conducted during non-duty hours or during ROKA mandatory training periods. U.S. Soldiers are authorized and encouraged to participate in Tae-Kwon-Do training.

g. In order to improve and maintain the physical conditioning of pregnant Soldiers assigned within Eighth Army, commanders must develop a meaningful PT program that takes into account their special needs. The Pregnant Soldiers Physical Training Program (PSPTP) will be IAW 121st General Hospital's Training Program for the Pregnant Soldier and the amendments to FM 21-20.

h. Individual Mobilization Augmentee Soldiers who are on tours of active duty special work and assigned to units for 30 consecutive days or more will follow the physical fitness program for that unit or organization.

i. Physical fitness training programs for deployed or deploying units in support of ongoing combat operations should be based on the most physically demanding tasks from the unit's METL. Units should follow the principles of exercise outlined in FM 21-20, especially progression and recovery when designing exercise programs for pre-deployment, deployment, and post-deployment.

(1) Pre-deployment.

(a) Units should use the backward planning process based on the number of days they will have to conduct PT before deployment.

(b) Basing the PT on the unit's most physically demanding METL.

(c) The program should incorporate activities such as foot marching short distances (3-5 miles) under fighting load, lifting and loading equipment, conditioning for obstacle course negotiation and individual movement techniques. The PT should be conducted 5 days per week. All unit types should alternate aerobic activities with muscular strength and endurance exercises IAW FM 21-20.

(2) During deployment, units should plan for and conduct PT as mission and conditions permit.

(3) Post-deployment.

(a) Units should resume PT as soon as practicable after redeployment. Long deployments often contribute to a decline in unit fitness levels. Therefore, Soldiers should re-enter the physical fitness program at a lower intensity and rationally progress back to predeployment training intensities over a period of 60-90 days.

(b) Upon return from deployment, Soldiers will be administered a record APFT no earlier than 3 months.

5. TEST AND STANDARDS. The APFT is an indicator of individual and unit physical fitness and is an aid in evaluating the effectiveness of fitness programs.

a. Units will maintain an APFT qualified rate of not less than 95 percent. The unit percentage qualified rate is the number of Soldiers passing the APFT within the last six months divided by the unit assigned strength minus the number of Soldiers with profiles prohibiting the APFT.

b. All Soldiers will be administered the APFT twice annually. At least four months will elapse between record tests, except for retesting those who failed the test and Soldiers TDY to a school. Soldiers who fail a record APFT or fail to take the APFT within the required period will be flagged IAW AR 600-8-2. In the event of test failure, commanders may allow Soldiers to retake the test as soon as the Soldier and his commander feel they are ready, however, they must retest within three months of test failure.

c. Soldiers who are unable to perform one of the events due to a valid permanent physical profile will be administered an alternate event prescribed by medical authorities. An alternate APFT is defined as push-ups, sit-ups and an alternate aerobic event (2.5-mile walk, 800-yard swim, or 6.2-mile bicycle ride – stationary or track). Soldiers must earn at least 60 points on the push-up and the sit-up events. Soldiers must also complete the alternate event in a time equal to or less than the time for his/her age group as listed in FM 21-20.

d. Soldiers unable to perform one of the events due to a temporary physical profile will not be required to take the test. These Soldiers will be administered the test upon cancellation of the temporary profile or upon receiving a permanent profile with an alternate event listed on their permanent profile. Soldiers tested after being on temporary profile will be given a period of time equal to twice the time they were on profile (but not to exceed 90 days) to prepare for the APFT.

e. Soldiers 55 years of age and older have the option of taking the 3-event APFT or the alternate APFT. Soldiers 60 years of age and older have the option of not taking the APFT; however, they must maintain a personal physical fitness program approved by a physician and remain within Army height and weight standards.

f. Results of the APFT will be recorded on DA Form 705 (Army Physical Fitness Test Scorecard) for each soldier and maintained in the unit training files until the individual departs the command, at which time it will be given to the individual or forwarded to the gaining command.

g. Unit commanders will conduct special conditioning programs for those Soldiers who fail to attain the minimum score on each event. Personnel action, under the provisions of AR 635-200, AR 135-175, AR 135-178, or medical dispositions, may be appropriate in those cases where a Soldier's repeated failure of the APFT is indicative of apathy, medical complications, or other underlying causes.

h. Units will award the Physical Fitness Badge to Soldiers who obtain a score of at least a 90 or above in each event on the APFT and meet their height and weight standards. This badge will be IAW AR 670-1. The badge is authorized as long as a passing score is achieved in subsequent APFTs and Soldiers continue to meet the height and weight standards.

APPENDIX D

COMBATIVES

1. REFERENCE. FM 3-25.150, Combatives, 18 January 2002.

2. GENERAL. The Combatives Program is designed to instill the Warrior Ethos in Soldiers. The program will increase Soldier's war fighting skills while building on a unit's physical fitness program. Combatives enhances individual strength, flexibility, balance, and cardio respiratory fitness as well as increases personal courage, self confidence, self-discipline, and esprit de corps. A successful combatives training program empowers Soldiers with the ability to conquer fear and anger, allowing for controlled actions and enhanced situational awareness. MSC Combatives Programs are subject to inspections, to include staff assisted visit (SAV) and Command Inspection Program (CIP).

3. PROGRAM LEVELS OF INSTRUCTION. There are four levels of combatives instructors, each designed to not only expand individual fighting skills, but also enhance the teaching aspects of combatives. MSCs will meet the student to instructor ratio and guidelines outlined in FM 3-25.150 and published by the U.S. Army Combatives School (USACS), while certifying combatives level I and II instructors.

a. Level I is a one week (40 Hour) course designed to teach basic combatives techniques. The level I instructor training course should be taught at the battalion level by a level III instructor and certified by a LTC (05) Commander. Level I qualified instructors can teach the basic combatives drills and tasks.

b. Level II is a two week (80 Hour) course designed to teach advanced techniques, teaching methodologies and philosophies. The level II instructor course is meant to be taught at the brigade level by level IV qualified instructors and certified by a COL (06) Commander. Level II qualified instructors can supervise level I instructors and referee basic competitions.

c. Level III is a four week (160 Hour) course designed to integrate fighting skills into battle drills and Close Quarters Battle (CQB). Level III qualified instructors have the authority to instruct the level I course, referee post events, and serve as Battalion Master Trainers. Level III is instructed by the USACS.

d. Level IV is a four week (160 Hour) course designed to teach management skills with a special emphasis on teaching methodologies and safety. Instruction focuses on how to design, manage, execute, and promote a safe combatives program. Level IV is instructed by the USACS.

4. COMBATIVES INSTRUCTOR MANNING REQUIREMENTS. Eighth Army's goal is for units to meet the following quantity of instructors at the respective level:

- a. One Level I instructor per platoon.
- b. One Level II instructor per company.
- c. One Level III instructor per battalion.
- d. One level IV instructor per brigade.
- e. Two Level IV instructors per division.

5. COMBATIVES TRAINING CONCEPT. Achieving the appropriate number of instructors within units is only one part of the overall combatives program. Certified combatives instructors are the primary instructors of combatives training within their organizations. Combatives instructors develop, coordinate, and execute unit combatives training in accordance with the guidance received by their respective commanders. Combatives instructors will teach combatives training in accordance with FM 3.25.150 and Combatives Instructional Handbooks published by USACS. In addition, combatives instructors provide assistance to commanders in the development of scenario-based training, which includes combatives.

6. TRAINING REQUIREMENTS. Eighth Army MSCs will-

- a. Implement combatives training programs that build upon the principles and basic combative skills taught to Soldiers during IET.
- b. Establish unit level combatives programs that certify combatives level I and II instructors. Level I and II courses will be held frequently enough to achieve the goals outlined in paragraph D-4.
- c. Post combatives training on unit training schedules at the platoon and company level.
- d. Conduct combatives refresher/familiarization training prior to deployment into a combat theater of operation in order for Soldiers to experience the physical and emotional demands of hand-to-hand fighting before engaging in combat.
- e. Ensure instructors are properly trained and supervised to conduct safe and professional combatives training and competitions.
- f. Maintain a combatives register that records the names and certification level of combatives instructors.
- g. Appoint a combatives point of contact to administer combatives program guidance.

7. FREQUENCY. MSC Commanders will determine the appropriate frequency of combatives training to support mission readiness.

8. SAFETY. The most important safety consideration is proper supervision. Because of the potentially dangerous nature of the techniques involved, combatives training must always be conducted under the supervision of qualified leaders. Units will comply with the safety standards outlined in FM 3-25.150 and the USACS risk assessment worksheets.

APPENDIX E

CHEMICAL, BIOLOGICAL, RADIATION, AND NUCLEAR TRAINING

- 1. PURPOSE.** To prescribe policies for CBRN defense and chemical warfare training.
- 2. OBJECTIVES.** CBRN defense and chemical warfare training objectives are to ensure--
 - a. Units are training to perform their missions under conditions produced by the employment of CBRN weapons, smoke, and flame.
 - b. All personnel are proficient in CBRN defense tasks at their appropriate skill level.
 - c. All personnel can perform their common and MOS specific tasks in full MOPP 4.
 - d. Command emphasis at all levels is maintained on individual and unit proficiency in CBRN skills and tasks.
 - e. Force survivability and sustainability under active CBRN conditions are consistent with contingency and threat.
 - f. Unit with organic decontamination equipment can perform Operational Decontamination and support thorough decontamination to sustain combat operations in a CBRN environment.

3. POLICIES.

- a. Commanders will design and implement CBRN defense training programs that ensure--
 - (1) Individuals, leaders, and units achieve and maintain CBRN proficiency for combat operations.
 - (2) Individuals and units achieve and maintain the standards in soldier's training publications, military qualification standards, ARTEPs, and civilian training programs.
 - (3) CBRN defense is integrated into FTXs and command post exercises (CPXs).
 - (4) The EXEVALs of overall unit proficiency must, in part, measure how well the unit performs in a CBRN defense environment.
- b. Individual training.
 - (1) Each MTOE unit level organization will have a CBRN adviser staff. The unit (company, battery, or troop) CBRN defense officer, NCO and enlisted alternate must successfully complete the CBRN Defense Course program developed by the U.S. Army Chemical School. For TDA units authorized CBRN defense equipment units will appoint at least one school-trained soldier at each command level.
 - (a) Chemical officers (Branch Code 74) or chemical NCOs (MOS 54B) are not required to be graduates of the above course.

(b) Prerequisites for personnel attending the CBRN Defense Course are outlined in Eighth Army Cir 350-97-1. The proponent for the CBRN Defense Course is the 38th Chemical Detachment (EAGC-PL-CD).

(2) Commanders will ensure emergency-essential Army civilians' (EEC) and mission essential civilians (MEC) are trained in CBRN defense survival skills.

c. Unit Training.

(1) CBRN training must be fully integrated in unit exercises during offensive and defensive operations.

(2) Training in chemical and biological warfare will be fully integrated in exercise situations.

(3) All personnel will conduct weapons qualification annually on individual and crew-served weapons wearing MOPP 4 IAW the STRAC.

(4) Avoidance, protection, and decontamination training will be conducted IAW following guidelines:

(a) Unit responsibility for monitoring CBRN hazards IAW FM 3-3.

(b) Planning and control of chemical biological sampling at battalion or higher.

(c) Maintain individual and unit decontamination training proficiency on operational and thorough decontamination procedures IAW FM 3-5.

(5) Train personnel on the doctrinal procedures for entry and exit of collective protective equipment.

(6) Individuals will train on the operation and maintenance of chemical defense equipment (CDE) items IAW EQUIPMENT Technical Manual (TM) and Eighth Army Reg. 725-360.

4. SAFETY. Realistic CBRN training, like all training, has inherent risks. Commanders must be aware of these risks and apply risk management to training.

a. When wearing protective clothing, (especially during warm weather):

(1) Be alert for heat casualties.

(2) Enforce a command drinking policy.

b. Wear the protective mask when exposed to high concentration smoke or when exposed to any smoke for an extended period of time.

c. Do not use chemical agent stimulants when they may affect unprotected personnel, operating aircraft, or non-military personnel.

APPENDIX F

COMBAT LIFESAVER PROGRAM

1. PURPOSE. To establish Eighth Army policies, responsibilities and procedures for the implementation of the CLS Program.

2. GENERAL.

a. The Eighth Army CLS Program is operated by 18th MEDCOM. The 18th MEDCOM units will provide CLS instructors per published schedules and conduct quality control of area CLS programs.

b. Area coordinators will maintain an active roster of personnel qualified to instruct within the geographic area. Instructors must meet standards outlined in this regulation and the CLS Instructor's Manual.

c. Non-divisional units, without organic medical personnel, will schedule Combat Lifesaver courses through the area coordinator in their respective area. Units who schedule a CLS course must enroll their students in accordance with DA Pam 350-59, and obtain necessary Class VIII supplies, prior to scheduled training. Units should order supplies sixty days in advance from 16th MEDLOG Battalion, Medical Material Support Section, 765-8199.

d. The Eighth Army goal is to have one CLS trained Soldier per wheeled and tracked vehicle, helicopter, squad, crew, team or equivalent-sized deployable element.

3. RESPONSIBILITIES.

a. Commander, 18th MEDCOM will:

(1) Serve as the proponent for CLS within Eighth Army. Responsible for ensuring the course is readily available to units without organic medics. Ensure instructors and course standards are maintained to ensure the quality of the CLS graduates.

(2) Appoint area coordinators throughout the Republic of Korea (less the 2nd Infantry Division).

(3) NCOIC, Clinical Education Division, 121 General Hospital, will advise Area Coordinators.

(4) Appoint a Quality Control Board responsible for performing periodic audits of training performed within the scope of the Eighth CLS program.

(5) Ensure area coordinators provide an adequate number of courses to fill unit requirements.

(6) Ensure that local commanders are aware of CLS course dates; course should be scheduled at least four months prior to the desired class date. Coordination for class dates should be made directly with the area coordinator.

(7) Provide an exception mechanism where un-forecasted requirements for CLS courses can be met.

b. Area Coordinators have been designated to advise, assist and support units in the execution of CLS training. The duties of the area coordinators are as follows:

(1) Schedule and teach courses to allow the achievement of the Eighth Army goals for the CLS program.

(2) Maintain a list of certified instructors within their area and project requirements for new instructors.

(3) Ensure instructors from non-divisional units with organic medics are certified to instruct.

(4) Conduct quality control of CLS training within their area.

(5) Identify target population of CLS requirements in their specific area.

(6) Submit Enrollment Memorandum to Newport News, VA in accordance with DA PAM 350-59.

(7) Commissioned officers, LTC or higher, will sign "Certificates of Training" for completion of the Combat Lifesaver Course. These certificates must state "40 Hours" in course length for the Soldier to receive the maximum 4 promotion points. Soldiers will receive an additional 8 points because the course is taught to correspondence course standards. Course completion memorandums will be forwarded to the US Army Training Support Center and annotated in the Soldier's official record.

(8) Track CLS Certification/Recertification for their respective area.

c. Non-divisional major subordinate command commanders have the following responsibilities:

(1) Project CLS requirements for training slots.

(2) Obtain course literature and materials.

(3) Coordinate/resource CLS training conducted within their commands.

(4) Notify Area Coordinators of dates for CLS to be taught by organic medics.

(5) Conduct internal CLS course, if assigned qualified instructors.

(6) Schedule CLS course with appropriate area coordinator.

(7) Provide facilities and non-Class VIII equipment support to CLS training. If the supported unit fails to provide adequate training facilities, the area coordinator will cancel CLS class.

(8) Submit a quarterly training report to Eighth Army G3, Training Division, Individual Training Branch, at the end of each quarter. This report should summarize the command's CLS training and highlight the number of Soldiers, KATUSA and Korean Service Corp (KSC's) trained and certified. The report also should identify the target of CLS trained personnel the command requires in order to meet Eighth Army's goal.

(9) Track CLS Certification/Recertification.

d. The Commanding General, 2ID has the following responsibilities:

- (1) Ensure the effective implementation of the CLS program within 2ID.
- (2) Ensure the functions assigned to 18th MEDCOM within this appendix are performed for Division elements.
- (3) Appoint an area coordinator for all 2ID elements.
- (4) Ensure 2ID units establish and maintain Class VIII accounts for appropriate medical supplies in support of training.
- (5) Submit a quarterly training report to Eighth Army G3, Training Division, Individual Training Branch at the end of each quarter.
- (6) Track CLS Certification/Recertification within 2ID.

e. Eighth Army G3, Training Division:

- (1) Staff Proponent for the Combat Lifesaver portion of AK Reg 350-1.
- (2) In conjunction with 18th MEDCOM, coordinate for the assessment of CLS training within Eighth Army and revision of the CLS portion of this manual annually.
- (3) Ensure that local commanders are aware of CLS course dates through quarterly publication of the G3 Training Division Newsletter. Course should be scheduled at least four months prior to the desired class date. Coordination for class dates should be made directly with the area coordinators, which will also be listed in the G3 Training Division Newsletter

4. COURSE GUIDANCE.

a. Combat Lifesaver Instructor Requirements:

- (1) Combat Lifesaver Instructors must meet the following criteria: either hold primary MOS 91W (BNCOC graduate) or 18D or be a licensed paramedic (state or national), registered nurse, physician assistant or physician.
- (2) Combat Lifesaver Instructors will be qualified to instruct within their respective geographical areas. Coordination for qualification of instructors will be made through respective area coordinators who will ensure instructors are qualified.

b. Course Structure. The courses may be taught differently depending on the qualification of available instructors. The course will be conducted in the following format:

- (1) For units with certified CLS, the course can be conducted in three phases:
 - (a) Phase 1 – consists of buddy-aid tasks (SC IS0824) that can be taught in two days by certified and current combat lifesavers within the unit.
 - (b) Phase 2 – consists of medical tasks (SC IS0825) that will be taught by medical personnel that have been qualified as Combat Lifesaver instructors. Phase 2 will take three days. Phase 2 instructors will conduct all testing, including testing of Phase 1 tasks.

(c) Phase 3 – consists of a mass casualty scenario in order to give students a means to put lectures and individual skills learned into a hands-on training scenario.

(2) If a unit has no certified combat lifesavers, then medical personnel that have been qualified as Combat Lifesaver Instructors will teach all three phases. The medical personnel qualified CLS instructor will be provided by the area coordinator.

(3) Recommended student/instructor ratio is 10:1

c. Recertification:

(1) Recertification can be accomplished by unit instructors. The instructor manual includes an examination for recertification. The examination can be reproduced.

(2) Recertification must occur on an annual basis.

(3) When requesting CLS training, the unit will annotate separately the standard name line of each Soldier and the total number of personnel requiring recertification.

(4) Upon completion of recertification, Soldiers will receive a Certificate of Training signed by a LTC or higher that states the Soldier has met recertification standards.

d. Retest Policies:

(1) Retests are allowed for both hands-on and written tests.

(2) Each test, either hands-on or written, can be retested once. If a student fails the retest, they are a training failure and must repeat the entire block of instruction.

(3) All testing will be administered and conducted by medical personnel that have been qualified as Combat Lifesaver Instructors.

e. Class VIII Supplies:

(1) Any unit requesting Medical Equipment Set, Combat Lifesaver must obtain this item directly from the 16th MEDLOG Battalion using their own medical supply accounts, funds and fiscal resources.

(2) 18th MEDCOM units will not issue or process requests for non-expendable or durable medical material. The requesting unit's Battalion S-4 or PBO must make replenishment requisitions for large quantities of expendable medical supplies directly to 16th MEDLOG Battalion. 2ID units will draw Class VIII from Division Medical Supply Office (DMSO).

(3) 18th MEDCOM units will not accept Military Interdepartmental Purchase Requests (MIPR's) from non-divisional units for medical supplies. Procedures for establishing accounts with 16th MEDLOG Battalion are outlined in their Customer Assistance Manual. The 18th MEDCOM units will contact 16th MEDLOG Battalion, Medical Material Support Section, at DSN 765-8199.

(4) Units will establish a Class VIII account with 16th MEDLOG Battalion and procure all required Class VIII supplies to support CLS training.

APPENDIX G

PROFESSIONAL DEVELOPMENT IN EIGHTH ARMY

This appendix outlines the mandatory requirements of the two phases of the Eighth Army Professional Development Program. You may add to these requirements. This program applies to all Soldiers assigned in Eighth Army.

a. Assimilation phase.

(1) Mandatory tasks within 30 days.

- (a) Execute alert procedures.
- (b) Read war plans and demonstrate knowledge of mission essential tasks.
- (c) Demonstrate knowledge of pertinent sections of unit SOP.
- (d) Zero weapon.
- (e) Demonstrate CBRN proficiency.
- (f) Individual performance counseling by immediate supervisor.
- (g) Determine individual CTT status.
- (h) Current APFT.

(2) Additional tasks that may be incorporated in this phase.

- (a) Demonstrate knowledge of threat capability.
- (b) Be familiar with unit lineage/history.
- (c) Conduct PMCS on assigned equipment.

b. Development phase.

- (1) Participate in FTX/CPX/no-notice alerts.
- (2) Participate in a TEWT (SGT and above).
- (3) Conduct training in evaluations (SGT and above).
- (4) Supervise training (SGT and above).
- (5) Coordinate training support requirements.
- (6) Participate in an internal or external unit evaluation.
- (7) Participate in command inspection.

- (8) Conduct personal and performance counseling.
- (9) Conduct a training session (SGT and above).
- (10) Participate in train-the-trainer programs.
- (11) Complete WLC, if applicable.
- (12) Complete education requirements for retention and promotion.
- (13) Perform special and additional duties as assigned.
- (14) Enhance knowledge through professional reading.
- (15) Conduct individual performance counseling every 90 days.

APPENDIX H

MASTER DRIVER PROGRAM

1. REFERENCES.

- a. AR 600-55, The Army Driver and Operator Standardization Program, dated 31 Dec 93.
- b. EUSA Suppl 1 to AR 600-55, The Army Driver and Operator Standardization Program, dated 13 Sept 94.
- c. AK 350-4, Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations, dated 19 Oct 05.

2. GENERAL.

- a. The Master Driver Training Course is designed to produce skilled noncommissioned officers to fill the role of unit Master Drivers at each echelon of the Eighth Army command structure. The program will increase the knowledge of selected noncommissioned officers in the following areas: safety, PMCS/maintenance, licensing/certification, training and driving/operator standards. Training focuses on conducting driving operations under day, night, and inclement weather conditions. Once certified, graduates of the Master Driver Course will fill the role of unit Master Drivers.
- b. The Eighth Army Master Driver Program will be conducted through centralized planning and decentralized execution, thus Eighth Army MSC level commands will operate Master Driver Courses that are conducted within the limits of Eighth Army guidance.
- c. MSCs that do not have the resources to operate their own Master Driver Courses will coordinate with other MSC headquarters that have programs for course availability. Master Drivers will complete a Master Driver Course prior to assuming the role of unit Master Driver.
- d. Unit Master Driver Programs are subject to inspections, to include SAV and CIP.

3. PROGRAM OF INSTRUCTION (POI).

- a. Eighth Army Master Driver Courses will include the following blocks of instruction in their Master Driver Course POI -
 - (1) Overview of course and applicable regulations/publications
 - (2) Driver selection and unit commander interview process
 - (3) Military licensing (to include POV, NTV, and tactical vehicles)/required forms
 - (4) U.S. Installation and Host Nation traffic laws and road signs
 - (5) Road test procedures
 - (6) Driver testing station procedures/Driving range as set up by local command
 - (7) Safety regulations

- (8) Vehicle commander certification
- (9) Convoy commander certification
- (10) Roadside inspection program
- (11) Vehicle recovery/Self-recovery methods
- (12) Troop transport
- (13) Off-Road operations
- (14) Establishment of unit driver training programs
- (15) Night vision device training (blackout, Night Vision Device (NVDs), etc.)
- (16) HAZMAT procedures/Ammo handling/Environmental considerations
- (17) Seasonal driver training
- (18) Risk Management/Safe driving practice/Accident avoidance/Rollover training
- (19) PMCS/Properly complete PMCS Worksheet/Dispatch procedures
- (20) Convoy Operations, including night operations
- (21) Response to emergency situations (i.e. Vehicle accident)/reporting procedures
- (22) Driver Award program
- (23) Written Examination

b. MSCs are encouraged to use videos and other training enablers available at local safety offices and TSAK to maximize the effectiveness of training.

<http://8tharmy.korea.army.mil/safety/motorvehicles/drivekorea.htm>

c. Master Driver Training Programs will generally be conducted over a five (5) day, 40 hour period. Commanders are authorized to lengthen or shorten the number of training days that it takes to instruct the course, but all curriculum outlined in this chapter will be instructed.

d. Master Driver Courses must prepare graduates to confidently and competently instruct driver/operator training, convoy commander certification, and vehicle commander certification. Master Drivers at the battalion and higher levels must be trained to conduct inspections (SAV or CIP) of subordinate units. Furthermore, the Master Driver Course must prepare unit Master Drivers to fulfill the numerous other responsibilities associated with being a unit Master Driver.

e. The Master Driver Course is primarily focused on tactical vehicle operations, but will include blocks of instruction on POV and NTV licensing procedures (IAW POI line 3). Master Drivers must possess the subject matter expertise to ensure unit compliance in all matters in the area of driving.

f. Soldiers that complete a Master Driver Course will receive a certificate of training signed by an O-5 (LTC) or higher. The signing officer is responsible for ensuring that the Course was conducted IAW this regulation. Certificates of training must be kept on file with the Soldier's command.

4. MASTER DRIVER SELECTION.

a. Master Drivers will be selected IAW AR 600-55, Chapter 4, Paragraph 2. The criteria outlined in AR 600-55 will be used to select instructors for the Master Driver Course as well as unit Master Drivers. Selecting the best noncommissioned officers available is essential for establishing quality programs.

b. As stated in AR 600-55, one of the prerequisites for any driver/operator instructor is possessing a license for the vehicle or equipment on which he or she will train or test.

c. KATUSA noncommissioned officers are not authorized to be unit Master Drivers.

5. APPOINTMENT ORDERS. Commanders are responsible for ensuring unit Master Driver candidates meet the prerequisites prior to appointing them to the position. Masters Drivers must –

a. Be appointed by orders to the position of unit Master Driver, both primary and alternate.

b. Have orders that specifically allow them to train and/or test drivers/operators, convoy commanders, and vehicle commanders. Appointment orders must specifically state what certification/testing is permitted for the Master Driver (for example, the appointment orders for Company Master Drivers should not allow them to conduct operator testing because that is a battalion or higher level task).

6. MANNING REQUIREMENTS. Eighth Army's goal is for units to have a Master Driver at the battalion, brigade, and division level. MSCs may direct Master Drivers be placed at the company level based on unit mission statement and METL. MSCs may add to the prerequisites for becoming a Master Driver, but not reduce them.

a. MSCs that direct companies to have Master Drivers will ensure that they are in the rank of SGT or above. Company level Master Drivers are not authorized to license drivers/operators IAW AR 600-55, Chapter 1, and Paragraph 4.

b. Battalion through Division Master Drivers will be in the rank or SFC or above. MSCs are authorized to downgrade this requirement to SSG if manning shortfalls prevent units from achieving this standard. MSCs will establish procedures to have at least an O-6 (COL) or higher sign the subordinate command's written request.

7. MASTER DRIVER CONCEPT. Master Drivers at the battalion and brigade level are the primary certifying officials of drivers/operators. Master Drivers develop, coordinate, and execute unit drivers/operators training in accordance with the guidance received by their respective commanders and regulations. Master Drivers will teach driver/operator training in accordance with AR 600-55, EUSA Suppl 1 to AR 600-55 and AK 350-4. In addition, Master Drivers will provide assistance to commanders in the development of METL based training.

8. SAFETY. Master Driver Courses instructed by MSCs must place emphasis on safe driving in Korea. Eighth Army's goal is to prevent vehicle and other types of accidents through a composite risk management processes that aggressively identifies hazards and establishes procedures to

mitigate risks. Critical to preventing future vehicle accidents is applying lessons learned from past experiences and properly training vehicle operators. The importance of safety must be stressed during all portions of the Master Driver Course and while operating vehicles. MSCs are encouraged to further train Master Drivers in the area of safety by having them attend and/or complete local installation safety courses and the additional duty safety officer course, available online through the U.S. Army Combat Readiness Center at Ft. Rucker, AL.
<https://crc.army.mil/home/>

APPENDIX I

MANDATORY TRAINING REQUIREMENTS

TASK/REQUIREMENT	PARTICIPATION	FREQUENCY
1. Conduct an external evaluation.	All battalions.	Annually
2. Conduct a command and control exercise	All Battalion and higher	Annually
3. Conduct APFT	All personnel	Semiannually
4. Conduct individual weapon qualification/familiarization.	All personnel	IAW DA Pam 350-38
5. Conduct crew-served weapon qualification/familiarization.	All units assigned crew-served weapons.	IAW DA Pam 350-38
6. Conduct CMT.	All personnel/units as appropriate.	IAW AR 350-1
7. Personnel Recovery Training	All personnel	IAW AK Reg 95-33 & Sec 3-14
8. Law of War Training	All personnel	IAW AR 350-1
9. Anti-Terrorism Awareness Training	All personnel	Annually
10. Mines (Minefield)/ Explosive Ordnance Awareness.	All personnel	IAW Section 3-20
11. Ethics and Acquisition Ethics Training	All personnel	Annually
12. Korean Head Start Program	All Area III Personnel	IAW Sec 3-32
13. Company Commander/ 1SG Course	All Company CDRs/ 1 st Sergeants	IAW Sec 3-33

GLOSSARY

SECTION I ABBREVIATIONS

2ID	Second Infantry Division
AAR	After Action Review
ABL	Ammunition Basic Load
ACS	Assistant Chief Of Staff
ACTF	Army Constructive Training Federation
ADSC	Additional Duty Safety Course
AIDS	Acquired Immune Deficiency Syndrome
AIP	Assignment Incentive Program
AK	Army in Korea
AKO	Army Knowledge Online
AMA	Ammunition for Miscellaneous Activities
AMT	Army Modernization Training
ANCOC	Advanced Noncommissioned Officer Course
APFT	Army Physical Fitness Test
ARFOR	Army Forces
ARFORGEN	Army Force Generation
ARTEP	Army Training And Evaluation Program
ASCC	Army Service Component Commander
ASI	Additional Skill Identifier
AT	Anti-Terrorism
ATO	Anti-Terrorism Officer
BNCO	Basic Noncommissioned Officer Course
BSNCO	Battle Staff Noncommissioned Officer Course
C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CATS	Combined Arms Training Strategy
CBRN	Chemical, Biological, Radiation, and Nuclear
CBS	Corps Battle Simulation
CFC	Combined Forces Command
CG	Commanding General
CI	Counterintelligence
CIP	Command Inspection Program
CLEP	Combined Long-Range Exercise Plan
CLS	Combat Lifesaver
CMF	Career Management Field
CMP	Collection Management Plan
CMT	Common Military Training
CONUS	Continental United States
CPX	Command Post Exercise
CRM	Composite Risk Management
CSC	Commander's Safety Course
CSS	Combat Service Support
CSSTSS	Combat Service Support Training Simulation System
CTLT	Cadet Troop Leader Training
CTT	Common Task Training
DA	Department of the Army
DAC	Department of the Army Civilian

DCS	Deputy Chief of Staff
DLF	Distance Learning Facility
DOD	Department of Defense
DSN	Defense Switched Network
DTMS	Digital Training Management System
EEC	Emergency Essential Civilian
EFMB	Expert Field Medical Badge
ELTPK	English Language Training Program (For KATUSAS)
ENDEX	End of Exercise
EST	Engagement Skills Trainer
ETS	Expiration Term of Service
EXEVAL	External Evaluation
FM	Field Manual
FSC	First Sergeant Course
FTX	Field Training Exercise
FY	Fiscal Year
HQDA	Headquarters Department of the Army
HRC	Human Resources Command
IAW	In Accordance With
IET	Initial Entry Training
JCS	Joint Chiefs of Staff
JMSEL	Joint Master Scenario
KATUSA	Korean Augmentation to the U.S. Army
KBSC	Korean Battle Simulation Center
KTA	KATUSA Training Academy
KTO	Korean Theater of Operations
LPP	Land Partnership Program
MACOM	Major Command
MEC	Mission Essential Civilian
MEL	Master Events List
MEDCOM	Medical Command
METL	Mission Essential Task List
MILES	Multiple Integrated Laser Engagement System
MMRB	Military Medical Review Board
MND	Ministry of Defense (ROK)
MOPP	Mission Oriented Protective Posture
MOS	Military Occupational Specialty
MOSIT	MOS Improvement Training
MSC(s)	Major Subordinate Command(s)
MTOE	Modified Table of Organizations and Equipment
MTSA	Military Training Specific Allotment
MTT	Mobile Training Teams
NCO	Noncommissioned Officer
NCOES	Noncommissioned Officer Education System
NCOA	Noncommissioned Officer Academy
NCOPD	Noncommissioned Officer Professional Development
NET	New Equipment Training
NM	NET Manager
OML	Order of Merit List
OPD	Officer Professional Development
OPFOR	Opposing Forces
OPLAN	Operations Plan

OPTEMPO	Operating Tempo
PMCS	Preventive Maintenance and Check Services
POC	Point Of Contact
POI	Program of Instructions
PR	Personnel Recovery
PRO	Personnel Recovery Officer
PT	Physical Training
RC/TS	Range Control/Training Support
RDP	Range Development Program
RFMSS	Range Facility Management Support System
ROK	Republic Of Korea
ROKA	Republic Of Korea Army
ROTC	Reserve Officer Training Corps
RSG	ROKA Support Group
RSOI	Reception, Staging, Onward Movement, and Integration
SATB	Semi-Annual Training Briefing
SAV	Staff Assisted Visit
SERE	Survival, Evasion, Resistance, and Escape
SOP	Standing Operating Procedure
SQI	Skill Qualification Identifier
STP	Soldier Training Publication
STRAC	Standards in Training Commission
STT	Sergeant's Training Time
STX	Squad Tactical Exercise
TADSS	Training Aids, Devices, Simulators, and Simulations
TAMIS-R	Training Ammunition Management Information System-Redesigned
TAPER	Training Ammunition Projected Expenditure Report
TDY	Temporary Duty
TEWT	Training Exercise without Troops
TM	Technical Manual
TRADOC	Training and Doctrine Command
TRAINCON	Training Conference
TSAK	Training Support Activity Korea
TSC	Training Support Center
TSV	Through Site Video
UCOFT	Unit Conduct of Fire Trainer
UN	United Nations
USACS	United States Army Combatives School
USAIC	United States Army Infantry Center
USFK	United States Forces, Korea
VTC	Video Teleconference
WLC	Warrior Leader Course