

Headquarters  
Eighth Army  
Unit #15236  
APO AP 96205-5236

Army in Korea  
Regulation 350-1

5 May 2016

## Training

### EIGHTH ARMY TRAINING AND LEADER DEVELOPMENT

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**\*This regulation supersedes Army in Korea Regulation 350-1, dated 15 January 2013.**

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**Summary.** This regulation prescribes training policy for Eighth Army and is used in conjunction with Army Regulation (AR) 350-1 and United States Army Pacific (USARPAC) Regulation 350-1.

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

**Applicability.** This regulation applies to all Eighth Army Major Subordinate Commands (MSCs), assigned units, and other activities under operational or administrative control of Eighth Army. It also applies to units deploying to Korea 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 Army, Assistant Chief of Staff (ACS), G3, (EAOP), Unit #15236, APO AP 96205-5236.

**Forms.** Army in Korea (AK) forms are available at <http://8tharmy.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 are available on the Army Records Information System (ARIMS) website at <https://www.arims.army.mil>.

**Suggested Improvements.** Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to HQ, Eighth Army ACS G37 (EAOP), Unit #15236, APO AP 96205-5236.

**Distribution.** Electronic Media Only (EMO).

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## **Chapter 1 Introduction**

### **Section I Overview**

#### **1-1. Purpose**

a. This regulation prescribes policies, procedures, standards, and responsibilities to plan, manage, and conduct training. Supplementary guidance focuses on leader development programs for Eighth Army (8A) Forces and Department of the Army Civilians assigned, Operational Control (OPCON), or Administrative Control (ADCON) to the Korean Theater of Operations (KTO).

b. We will use our training resources in an effective and efficient manner. Units will ensure they are fully prepared to “Fight Tonight,” deter aggression and defend the Republic of Korea (ROK) with detailed plans, and execute those plans to create effective training and leader development programs.

c. Commanders will exercise Mission Command at all levels in order to facilitate initiative within the ranks and to achieve the commander’s intent. It is the commander’s responsibility to develop agile, adaptive, and creative leaders to accomplish missions, objectives, and tasks. Small unit combat-focused training is essential for units to practice effective Mission Command. Our squads and platoons’ ability to accomplish tasks within the commander’s intent, and do so with maximum proficiency, is the foundation enabling 8A to fight and win. In addition, we must leverage Live, Virtual, and Constructive Gaming (LVCG) training to maximize collective training opportunities.

d. “Get back to Basics”. Our end-state is a strong and constantly getting stronger 8A force that is trained. Soldiers are experts in field craft, professional, disciplined, motivated, physically and mentally fit, and ready to fight tonight to deter North Korean aggression against the Republic of Korea. 8A will aggressively dominate, if required, our North Korean adversary in any environment if deterrence fails.

e. Use the 8A Annual Training Guidance (ATG) for further information and guidance to assist in managing and leading training. The ATG is located on the 8A portal at <https://8a.korea.army.mil/default.aspx>.

#### **1-2. References**

Required and related publications are listed in appendix A.

#### **1-3. Explanation of Abbreviations**

Abbreviations used in this regulation are explained in the glossary.

### **Section II Eighth Army Training Overview**

#### **1-4. Eighth Army Mission**

Eighth Army supports United Nations Command (UNC)/Combined Forces Command (CFC)/United States Forces Korea (USFK) efforts to deter North Korean aggression. On order Eighth Army conducts Noncombatant Evacuation Operations (NEO) and Reception, Staging, Onward Movement and Integration (RSOI) to set conditions for offensive operations.

### **1-5. Eighth Army Vision**

Forward deployed and combat ready, Eighth Army serves as a *disciplined and lethal partner* of the *Combined and Joint Force* securing the Republic of Korea. *Proud of our legacy* earned with the courage and sacrifice of generations past, we remain an *evolving, values-based organization* strengthened through the character of our Soldiers, Civilians, and Families. *Eighth Army is strong and getting stronger.*

### **1-6. Eighth Army Mission Essential Task List (METL)**

a. Battle-focused training programs are based on wartime requirements and commanders must identify essential tasks that accomplish their wartime missions. The 8A METL consists of the following tasks:

- (1) OP 5 Conduct Mission Command.
- (2) OP 1 Conduct Operational Movement and Maneuver.
- (3) SN 8.1.3 Conduct Stability Operations in Support of Stability, Security, Transition, and Reconstruction.
- (4) OP 6.2.6 Conduct Evacuation of Non-Combatants from the Joint Operations Area.
- (5) OP 7.4 Execute Countering Weapons of Mass Destruction (CWMD) Control.

b. DA Standardized METs as of 15 JAN 2015 is located at [https://atn.army.mil/dsp\\_DA\\_Standardized\\_METL.aspx](https://atn.army.mil/dsp_DA_Standardized_METL.aspx). 8A METs are selected from the Universal Joint Task List (UJTL) at [http://www.dtic.mil/doctrine/training/ujtl\\_tasks.htm](http://www.dtic.mil/doctrine/training/ujtl_tasks.htm). You must be logged in AKO in order to link on the URL.

### **1-7. Training Challenges in Korea**

a. 8A's challenge is to optimize, synchronize, and support training in units, formal education opportunities, and personnel self-development programs that capitalize on growing leaders in the Korean Operational Environment.

b. Range Availability. Land is a premium in Korea and many challenges occur in order for our units to execute battle drills, collective training, Situational Training Exercises (STX), and other training events. It is incumbent upon commanders to think through and use creativity when planning field training on ranges and to maximize those events within 8A units and with our ROKA partners through Combined Integrated Exercises (CIX) and the use of ROKA ranges using the Land Partnership Program (LPP).

c. Short Tours. Most 8A Soldiers serve in Korea for 12 months, this creates a turbulent environment where constant training is required at the collective level to ensure qualified teams. It is the nature of war fighting business in Korea and commanders must be creative and plan accordingly to ensure their units are ready to fight tonight.

d. Terrain and Weather. 8A trains to maintain readiness in order to seize the initiative from any opponent under the most challenging conditions. Korea has some of the most rugged, complex terrain and challenging climates in the world. We have to think and train to these challenges in order to prepare and to win.

### 1-8. Training Goals

a. Major Subordinate Commands (MSCs) plan training events using the 8-Step Training Model, see the 8A ATG. Units plan and rehearse training events to ensure they achieve standards.

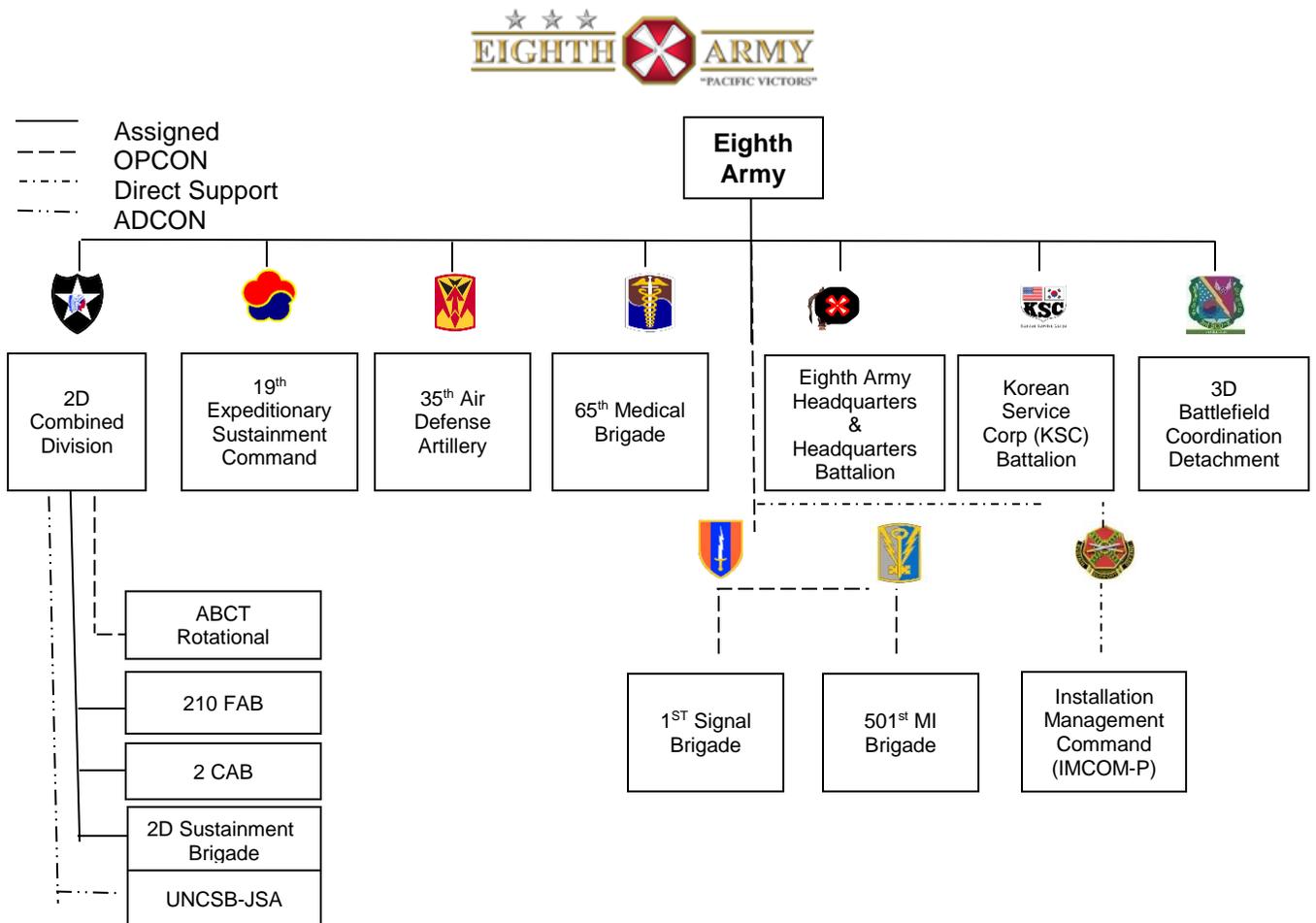
b. Units execute a training battle rhythm that protects training time and reduces friction. Commanders provide time to battalion and company level commanders with freedom to learn to train and fight.

c. Train to operate effectively in the tough terrain and extreme climates on the Korean Peninsula and ensure we are ready to fight tonight in an environment with a Weapons of Mass Destruction (WMD) threat.

d. Disciplined and motivated Soldiers who are physically fit and emotionally resilient and able to withstand the rigors of combat.

### 1-9. Eighth Army Task Organization

The figure 1-1 below shows the current Eighth Army Task Organization.



**Figure 1-1. Eighth Army Task Organization**

## **Chapter 2 Responsibilities**

### **2-1. Commanding General (CG), Eighth Army**

Establishes strategy, standards, and training guidance.

### **2-2. Deputy Commanding General Operations (DCG-O), Eighth Army**

Coordinates operational actions with commanders and the Eighth Army Staff.

### **2-3. Deputy Commanding General Sustainment (DCG-S), Eighth Army**

Coordinates sustainment actions with commanders and the Eighth Army Staff.

### **2-4. Chief of Staff (COS), Eighth Army**

Directs and coordinates actions of the staff, provides oversight for acquisition of supplies, services, construction, family planning, resource management, readiness, and force modernization programs.

### **2-5. Assistant Chief of Staff (ACS) G1**

Advises the command group, staff, and MSC commanders on military personnel policy and management, diversity, employment programs, equal opportunity, occupational health, Sexual Harassment Assault Response Prevention (SHARP), and quality of life.

### **2-6. ACS G2**

Monitors intelligence training programs, provides policy guidance on foreign-language training, reports incidents and indicators of espionage, subversion, sabotage, terrorism, or extremist activities directed against the Army and its personnel, facilities, resources, and activities, provides Geospatial Information and Services (GI&S) support. Assists G37 with Operations Security (OPSEC) programs.

### **2-7. ACS G3/5/7/9**

Plans, directs, and supervises the training of 8A units, units conducting Korea theater support missions, and rotational units.

a. Chief, G3 Aviation, executive agent for aviation training policy and aviation collective training.

b. Chief, G35 Future Operations, assists G37 with developing the Eighth Army METL and supporting tasks, develops and maintains 8A command plans, operates force generation structure, manages force modernization, reviews and coordinates subordinate unit plans.

c. Chief, G33 Current Operations, develops, coordinates, and controls the execution of 8A operations. Assists with the coordination of United Nation Command (UNC), Combined Forces Command (CFC), and United States Forces Korea (USFK) plans and orders.

d. Chief, G37 Training, Readiness, and Exercises, (TREX) develops, implements and manages training policy, plans and support. Manages, synchronizes, and executes training programs, readiness reporting, and the integration of Live, Virtual, and Constructive (LVC) training systems, Korean Augmentation to the United States Army (KATUSA) program, maintains operational control of the training Support Activity Korea (TSAK), 8A Noncommissioned Officers (NCO) Academy, and KATUSA Training Academy.

e. Chief, G3 Fires is the proponent for fires related training, plans, supports all directorates,

and MSCs, monthly digital sustainment training for Fire Support Elements (FSE), manages applicable fires related Army Battlefield Control System updates, Electronic Warfare Systems.

f. Chief, G5 Strategy & Plans.

(1) Strategy branch focuses on long term objectives, integration of campaign plans, assessment, transformation, strategic communication, and supports the Commander's Initiative Group efforts.

(2) Plans branch focuses on near term plans, synchronizes Combined Forces Command/United States Forces Korea (CFC/USFK) plans, coordinates with United States Army Pacific Command (USARPAC) for Operational Plans (OPLAN) and Contingency Plans (CONPLAN) development, Noncombatant Evacuation Operations (NEO), and Combined Joint Training Force (CJTF) development. The Plans branch also supports Time Phased Force Deployment Document (TPFDD) management and staff support to CJTF and Army Forces (ARFOR) headquarters.

g. G34 Protection is a multifunctional directorate consisting of the Chemical Biological Radiological Nuclear (CBRN), Explosive Ordnance Disposal (EOD), Antiterrorism, and Provost Marshal sections. Operational Plans Directorate (OPD's) mission is to conduct continuous risk assessments to identify Operational Protection (OP) issues and coordinate actions between functional members, other staff directorates, and the Republic of Korea (ROK). OPD has primary staff responsibility for development of training policy for:

Crime Prevention	Physical Security	Civil Disturbances	Detainee Operations	Antiterrorism
CBRN Defense/Course	Counter IED Operations	Continuity of Operations (COOP)	Emergency Management.	Critical Infrastructure Protection

**2-8. ACS G4**

Oversees and provides logistical plans, policy, and procedures to MSCs in order to meet theater needs in times of peace, crisis, stability operations, and war.

a. Plans and Exercises (PLEX) Division is responsible for oversight and for providing logistical plans in order to meet theater needs in times of peace, crisis, stability operations, and war; exercise planning and coordination; OPLAN development and validation and transformation requirements for the Korean Theater.

b. Support Operations (SPO) Division establishes Eighth Army policy, provides guidance, recommends priorities, and overall staff supervision for classes I, II, III(P), IV, VI, VII and IX, as well as maintenance. Coordinates with other Service Component staffs for common support. Maintains coordination with the Army Field Support Battalion (AFSBn) through liaisons for classes I, II, III (P), IV, VI, VII, and IX. Reviews and provides input regarding logistics support to all war plans and contingency plans. Coordinates Mortuary Affairs in the theater. Coordinates support for forces in the Area of Operations. Establishes command policy for retrograde operations and directs the disposal and redistribution of captured enemy supplies and equipment in conjunction with operational intelligence. Coordinates Host Nation Support requirements.

c. Mobility Division is responsible for Land, Rail, Air and Sea Coordination throughout the Korean Theater, Rotational Forces Deployment and Redeployment coordination, Aerial Delivery Operations, and Container Management.

**2-9. ACS Engineer**

Responsible for unit engineer training programs, oversees troop construction programs, provides facilities acquisition, coordinates facilities construction, maintenance projects, coordinates design and project management for ranges and facilities, provides environmental protection oversight, hazardous material (HAZMAT) operations, and provides technical advice for training areas and facility encroachment matters.

**2-10. ACS G6**

Monitors and enforces training of signal and non-signal Soldiers, civilians and units to ensure compliance with doctrine, policy, regulations, and guidance.

**2-11. ACS G8**

Oversees the efficient and effective funding management of 8A resources, provides guidance and policy to MSCs to practice consistent and sound business practices, external controls, establishes and maintains administrative control over the commitment, obligation, and expenditure of Army appropriated funds.

**2-12. Chaplain**

Plans, assesses, conducts, monitors, and supports the training of chaplains and chaplain assistants.

**2-13. Inspector General (IG)**

The IG determines the state of morale, efficiency, economy, discipline, training and readiness of the command.

**2-14. Staff Judge Advocate (SJA)**

a. Develops and administers professional legal-training requirements for judge advocates, civilian attorneys, enlisted and civilian paralegals, and others performing legal duties.

b. Advises commanders and staff during training and the development of training-support products. This includes training programs for the following;

(1) The Code of Conduct.

(2) Command climate (equal opportunity, fraternization, Sexual Harassment/Assault Response & Prevention (SHARP) and victim/witness assistance).

(3) The Law of War.

(4) Standards of conduct in armed conflict.

(5) Other subjects on request or when required by law, regulation, or policy.

c. Coordinates ethics training for contracting officers and for personnel required to file OGE Form 278 or U.S. Office of Government Ethics (OGE) Form 450, and provides ethics training and ethics-counselor support for 8A Soldiers and civilians.

**2-15. Safety Office**

Develops training policy for 8A Safety Programs, risk assessment, and risk management training.

## **2-16. Command Sergeant Major (CSM)**

Advises the CG on policy for individual and small unit training, assesses the state of individual and small-unit training, and reports assessments to 8A leaders.

## **2-17. Commanders, Major Subordinate Commands (MSCs) and Staffs**

a. Publish METL-based training strategies and annual training plans for subordinate units platoon through battalion based on Combined Arms Training Strategies (CATS) at <https://atn.army.mil/>, select Unit training management tab and CATS.

b. Provide an overview of METL assessments, training status, training strategy, and training programs semi-annually to 8A CG during Training Leader Development Briefs (TLDB).

c. Publish or update annually command training guidance and major events calendar for subordinate units.

d. Publish timely and detailed information on training events so subordinate units can “lock in” their training plans. Commanders will coordinate, allocate, and protect resources to implement training plans, create challenging conditions, and protect subordinate units from unplanned tasks or other training distracters.

e. Ensure training is planned and scheduled six weeks in advance.

f. Senior commanders develop training guidance and master training plans; allocate necessary resources to effectively implement these plans in an effort to achieve prescribed Aim Points, evaluate the conduct of training, integrate combined and joint training opportunities, reduce training detractors, reduce personnel and unit turbulence, and provide subordinate commanders maximum time to train. To improve training, commanders will employ the Digital Training Management System (DTMS) and Army Combined Arms Training Center (CAC) <http://usacac.army.mil/> web site as a resource to plan, manage unit training, and access standard Army training products.

g. Brigade level commanders will develop unit METLs, serve as primary trainers and managers, determine and implement training programs, (train to CATS standards), plan training events, provide resources, evaluate soldier and unit proficiency, repeat training when required, reduce training distracters, and integrate leader and individual training requirements into collective training events using multi-echelon techniques.

h. Battalion-level commanders are principal training managers and will develop, coordinate, implement, supervise, and evaluate performance-oriented training programs within the guidance and resources provided by higher headquarters, develop specific training plans to correct training deficiencies, reduce training detractors, unit turbulence, and coordinate resources for subordinate units.

i. Company-level commanders are primary trainers. They assist training managers in developing training plans, and prepare to execute training programs. Commanders are responsible for the content of any training materiel not provided by the Department of the Army, 8A, USARPAC, or USFK commands.

j. Noncommissioned Officers (NCO) are principal trainers of individual Soldier training, collective training and developing mission proficiency. Each NCO, and officer, must be capable of performing every task required of his or her immediate subordinates and understand the relationship between individual job requirements, Soldiers’ manuals, and collective tasks.

k. Staffs. Staffs assist commanders in managing unit training and other programs to ensure they are mutually supporting.

## **2-18. Commanders of United States Army Garrisons**

a. Develop flexible METL-based training plans in order to adapt to unexpected operational requirements. Emphasize force protection training requirements in coordination with senior mission commanders and tenant units.

b. Provide sustainment, restoration, and maintenance of training support property.

c. Take proactive measures to prevent and respond to encroachment into training areas.

d. Allocate sufficient space and real property in their master plan to execute required home station and training support as outlined in this regulation.

e. Ensure that training and training support real property is listed on the annual installation status report submission.

## **2-19. Commandant Noncommissioned Officers Academy (NCOA)**

a. Develop, maintain, store, and provide access to training strategies, programs, and doctrine-based instructional materials and resources.

b. Establish requirements for procurement, maintenance, and operation of adequate housing, academic buildings, equipment, training areas, other authorized facilities, and training support products.

c. Develop, review, and validate training support requirements and products to ensure that all individual and collective training requirements meet Army standards.

d. Design equitable quota management plans for all Major Subordinate Commands (MSC).

## **Chapter 3 Training Management**

### **Section I Introduction**

#### **3-1. Overview**

a. This chapter outlines responsibilities, methods, and training management systems to provide focus and direction to commanders and leaders. Use training resources in an effective and efficient manner to maintain a trained and ready force capable of executing its mission on short notice. Units must ensure they are fully prepared to “Fight Tonight,” deter aggression and defend the Republic of Korea (ROK) in a combined and joint environment.

b. Leaders owe Soldiers and their family members a consistent process that generates predictability which is inclusive of developing effective scheduled training plans and management of training time.

### **3-2. Managing Training in Units**

Commanders and other leaders are responsible for training, Commanders in 8A will:

a. Use the Digital Training Management System at <https://dtms.army.mil/> for further information. It is mandated by department of the Army and is the Army's primary tool to provide access to training strategies, ability to plan, resource and manage unit and individual training providing access to all approved Combined Arms Training Strategy (CATS), collective, and individual tasks. Unit mission and Mission Essential Task List (METL) development is linked directly with unit training plans, preparations, and execution while capturing detailed records of all training processes.

b. Focus training on Mission Essential Tasks.

c. Conduct training IAW published Army standards.

d. Conduct risk assessments to minimize risks.

e. Manage range land use activities to protect the environment.

f. Assess training performance and execute well developed After Action Reviews (AAR) and maintain best practices for future use.

g. Train two levels down.

h. Plan training events using the 8-Step Training Model (Eighth Army Annual Training Guidance) as a guide and follow the principles of unit training in Army Doctrine Publication (ADP) 7-0. Units plan and rehearse training events to ensure they achieve the desired outcomes and justify the time and resources expended, and if required, retrain to standard. IAW Army Doctrine Reference Publication (ADRP) 7-0 leader responsibilities include:

(1) Noncommissioned officers train individuals, crews, and small teams.

(2) Train to Develop Agile Leaders and Organizations.

(3) Train as you will fight and train to standard.

(4) Train while operating.

(5) Train fundamentals first.

(6) Train to develop adaptability.

(7) Understand the operational environment.

(8) Train to sustain and maintain.

(9) Conduct multi-echelon and concurrent training.

### **3-3. Warfighting Synchronization**

Brigade Commanders synchronize 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 maneuver, functional, and multi-functional commanders coordinate early to allow all members of the brigade to properly prepare for the training event, and ensure training is conducted to standard.

### **3-4. Training Meetings**

Training meetings will follow the guidance in the Leader's Guide to Company Training Meetings. It is located on the Army Training Network (ATN) <https://atn.army.mil/>. Commanders will produce well thought out, fully resourced, and dependable near term training schedules. Commanders at all levels will inspect, observe, and recommend improvements for training meetings.

### **3-5. Active Duty Weekend Holiday Training**

a. Weekends, holidays, and special observed USFK published Korean Holidays are a primary element of predictability and must be closely monitored at all levels of command.

b. The MSC commander is the approval authority for all training conducted on weekend and training holidays.

### **3-6. Eighth Army Long Range Planning Calendar (LRPC)**

The LRPC contains significant events that include CFC/USFK exercises, major 8A community events, ceremonies, and exercises. The LRPC is updated daily and located on the main page of the 8A Portal. The proponent for updating and managing the LRPC is G37 TREX. Classified information will be indicated on the LRPC to the extent authorized by security requirements.

### **3-7. Training Resource Synchronization Meeting**

HQ Eighth Army, G37, Training and Exercises Division, sponsors Monthly Training Resource Synchronization Meetings (TRSM). Meetings occur the first Thursday of each month. The standard is a minimum of 90 day lock in for U.S. owned ranges, 12 month lock in with an eight (8) week cancellation for the Land Partnership Program (LPP), ran by the ROK Army, and discussions on ammunition, other resources, and training.

### **3-8. Quarterly G3/S3 Training Meeting**

8A G3 conducts a Quarterly Training G3/S3 meeting for all MSC G3s and S3s. These working level conferences address training management and training resource issues at the MSC level.

### **3-9. Training and Leader Development Briefs (TLDB)**

a. 8A, G37, TREX schedules semiannual TLDB briefings after appropriate coordination has occurred. TLDBs are presented to the 8A Commander, semi-annually by the MSC Commanders and Command Sergeant Major (CSMs) and will focus on future training plans. MSCs will provide read-ahead slides to 8A, G37, not less than 7 working days prior to the scheduled TLDB. Commands should plan to brief not more than two hours that include the minimum topics:

- (1) Task Organization & Command Relationships.
- (2) Mission/Commanders Intent.
- (3) Armistice.
- (4) Contingency.
- (5) METL Assessment and Strategies.

- (6) Training Requirements.
- (7) Training Risks (Constraints, Challenges).
- (8) Individual, Collective Training.
- (9) Sergeants Time Training (STT).
- (10) Leader Development.
- (11) Soldier Readiness (Includes PRT Profile Reconditioning Program).
- (12) Interoperability/Partnership Programs.
- (13) Key Resources Required.
- (14) Top challenges in OPLAN execution.
- (15) SHARP Objectives.
- (16) 8A Orders Analysis.
- (17) Subordinate Units.

b. Unit Commanders will submit a Concept of Operations (CONOP) in conjunction with briefing slides.

c. TLDB Scheduling.

- (1) Occurs in April/May focused on the upcoming 3<sup>rd</sup> and 4<sup>th</sup> quarters.
- (2) Occurs in October/November focused on upcoming 1<sup>st</sup> and 2<sup>nd</sup> quarters.

### **3-10. Risk Management (RM)**

As we transform to meet current and future operational needs, we must foster an understanding of risk management to preserve combat power. RM combines both tactical threat-based risk management and accidental hazard-based risk management into a comprehensive assessment of exposure. RM places emphasis on sustaining readiness and managing all risks logically, shifting from accident-centric to Soldier-centric. RM 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 risk assessments for all operations, training events, and exercises by using the RM process. Leaders will continuously assess variable hazards during the execution of operations. Leaders will continue using risk assessment matrices when conducting RM to assess the hazards associated with the unit's mission. When properly implemented and enforced, RM will promote safe training without degrading training realism. RM contributes to successful combat operations and improves overall mission effectiveness. There are two recognized application levels for RM, deliberate and real-time. RM practitioners should use their best judgment to manage risk based on the situation. Approach RM at the appropriate application level, using either a deliberate approach or a real-time approach. DD Form 2977, Deliberate Risk Assessment Worksheet (DRAW), is the Army's

standard form for deliberate risk assessment. It provides a standardized means of documenting the RM process. A copy of the RM Worksheet may be found at <http://www.apd.army.mil>.

### **3-11. Korean Cultural Considerations**

Personnel assigned permanently or in a temporary duty status are informal ambassadors to the U.S. and we will represent ourselves professionally on and off duty respecting the Korean culture and Korean people at all times. Commanders should make every effort to provide cultural awareness training for personnel within their commands.

## **Section II Training Framework**

### **3-12. Overview**

a. 8A follows doctrine, tactics, and 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 standardized requirements are met.

b. 8A's goal is standardization of tasks, specifically those tasks combining individuals into crews and teams.

c. Use standard tactical and training terminology at all levels to facilitate the reception of Continental United States (CONUS) based units, individual augmented Soldiers partnerships with ROK units, and alliance partners.

### **3-13. Warrior Tasks and Battle Drills (WTBD)**

a. Warrior tasks are a collection of individual Soldier skills known to be critical to Soldier survival. Examples include weapons training, tactical communications, urban operations, and first aid.

b. Battle drills are group skills designed to teach a unit to react and survive in common combat situations. Examples include react to ambush, react to chemical attack, and evacuate injured personnel from a vehicle.

c. WTBD increases the relevance of training to current combat requirements and enhances the rigor in training. A complete list and leaders guide to implementing training is located on the <https://atn.army.mil/>. Leaders should use this guide to assess, develop and train Soldiers.

d. Garrison Training. Use Garrison training to teach the fundamentals. These include Preliminary Marksmanship Instruction (PMI), leader training, Preventive Maintenance, Checks and Services (PMCS), barracks, in ranks and POV inspections. Getting "Back to Basics" and retraining Soldiers increases confidence in their unit equipment, vehicles, weapons, and personal equipment.

e. Sergeant's Time Training (STT). 8A's training guidance is at <https://8a.korea.army.mil/default.aspx>.

(1) STT provides the best opportunity to build combat-ready junior leaders and teams. STT is dedicated training time for NCOs to train Soldiers on critical combat skills and to develop the Warrior Ethos.

(2) Commanders will protect and resource a minimum of one half day each week (annotated on training schedules) for dedicated Soldier development. STT follows the standard duty day timeline: Physical Readiness Training (PRT) IAW Garrison timelines followed by training on individual, crew and team tasks.

(3) NCOs must stress the importance of self-discipline while building the total Soldier and include professional military ethics education.

(4) Incorporate low-density MOS training. Senior NCOs and commanders will ensure STT supports and supplements platoon and company level critical collective tasks and the unit METL.

(5) Leaders will check STT to ensure the training is conducted to standard.

(6) Brief STT at Training and Leader Development Briefs (TLDB) and Quarterly Training Briefs and will constitute part of the 8A Command Inspection Program.

(7) NCOs will ensure STT is conducted IAW 8A Annual Training Guidance (ATG). Select the 8A TRNG and LDR Development Guidance tab at <https://army.deps.mil/army/cmds/8A/default.aspx>.

### **3-14. Weapons Training**

a. Every Soldier, crew or team will achieve proficiency on all weapon systems applicable to the units systems in order to maintain the warfighting skills necessary to defeat the enemy. Use DA Pamphlet 350-38, Standards in Training Commission (STRAC) Standard to achieve weapons qualifications.

b. Commanders will conduct weapons qualification and sustainment programs IAW STRAC, but commanders should not feel constrained by STRAC and should aggressively seek out additional live fire training opportunities; especially with our ROKA counter parts.

### **3-15. Ammunition Resources**

a. 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.

b. Ammunition work arounds.

(1) Review the TSAK catalog on training devices and graphic training aids. Know the new Training Aids, Devices, Simulators, and Simulations (TADSS) that are being fielded. TSAK will provide assistance to overcome your training challenges. TSAKs link is <https://8a.korea.army.mil/sites/TSAK/SitePages/Intro.aspx>.

(2) Use the Engagement Skills Trainer (EST) and Laser Marksmanship Training System (LMTS) prior to M4/M16 live firing. The M261 conversion kit (.22 caliber) is an excellent pre-qualification tool. TSAK has all of these devices available for use. Email [wayne.a.mitchell.civ@mail.mil](mailto:wayne.a.mitchell.civ@mail.mil) or call 730-8018 for scheduling.

(3) TSAK also supports M1 and M2/3 gunnery with Bradley Advanced Training System (BATS) and the Advanced Gunnery Training System (AGTS).

(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. Authorization for alternate qualification CAT II for the .50 caliber machine gun is authorized.

### **3-16. Collective Training**

Collective training strategies require standardized Unified Land Operations (ULO) METLs and CATS to develop competencies and teamwork within units.

a. ADRP 3-0 describes the concepts, foundation and tenets of how commanders apply land power as part of the unified action to seize, retain, and exploit the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

b. HQDA Approved standardized (ULO) METLs are published at <https://atn.army.mil/>. The METL serves to focus a unit's training. In a "Fight Tonight" environment, commanders must prioritize resources to ensure METL proficiency.

c. CATS is the Army's strategy for current and future training. Units execute their collective training programs and the program recommends appropriate drills and exercises to build and sustain unit collective proficiencies. 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/>.

d. Commanders should integrate and make the most of the Live, Constructive, and Virtual Training (LCVT) resources to maximize use of all standard training resources.

e. Staff Training. Training in 8A is driven to a large extent by Combined Forces Command (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. The Commander and Staff Officer Guide dated May 2014 is a good resource to use, the link to this document is, <http://armypubs.army.mil/>.

### **3-17. Exercise Training Programs**

Exercises, theater level and below are designed to train specific unit METL tasks, improve and sustain mission readiness through careful planning and synchronization of objectives with the opportunity to execute mission command.

### **3-18. Theater Level Exercises**

For additional information on exercises see AK Regulation (Reg) 350-28 and the Annual Training Guidance (ATG) appendix E, 8A Exercise Guidance located on the 8A Portal: <https://army.deps.mil/army/cmds/8A/default.aspx>.

a. Joint Chiefs of Staff (JCS) Exercises. The Combined Forces Command (CFC) level training strategy revolves around five major exercises: Key Resolve, Focus Passage, Ulchi Freedom Guardian, and Courageous Channel. 8A MSCs and off-peninsula units and augmentees participate in these exercises to include Pacific Pathways, HOGUK military exercise, and ROKA Integrated Life Fire Exercise (RIFE).

b. Key Resolve (KR) is primarily designed to maintain Combined Forces Command (CFC)'s ability to execute operational plans and defend against aggression. KR is executed concurrently with Foal Eagle (FE).

c. Foal Eagle (FE) is a series of joint and combined Field Training Exercises (FTX), to gain efficiencies in strategic deployment capabilities.

d. Ulchi Freedom Guardian (UFG) is primarily designed to drive transformation of CFC to ROK Joint Chief of Staff (JCS) and Korea Command (KORCOM).

e. Courageous Channel (CC) is a Noncombatant Evacuation Operation (NEO) training exercise conducted during the fall of each year to familiarize U.S. DoD and non-combatant evacuees (NCE) on the procedures to follow during the alert and assembly phases of a NEO.

f. Focused Passage (FP) is a NEO training exercise conducted during the fall of each year to familiarize U.S. DoD and non-combatant evacuees (NCE) on the procedures to follow during the alert and assembly phases of a NEO.

g. Noncombatant Evacuation Operation (NEO) is unilateral training exercise conducted in the spring and fall annually. References are USFK Pam 600-300, USFK Pam 600-300-1, and 8A G35 NTS Training Plan.

h. Pacific Pathways. USARPAC provides a Brigade Combat Team (BCT) to participate in consecutive exercises in countries throughout the pacific region.

i. Combined Interoperability Exercises (CIX). Republic of Korea Army (ROKA). The ROKA Chief of Staff has directed his HQs to execute a highly aggressive Combined Interoperability Exercise (CIX) program with 8A units. CIX training improves our ability to operate at the tactical level commanders are encouraged to take every opportunity to train with ROKA units. CIX events are key to improving our "Fight Tonight" stance while improving our mission to strengthen the alliance.

(1) HOGUK is a Joint Interagency Intergovernmental Multinational (JIIM) training event hosted by the Republic of Korea Joint Chiefs of Staff to establish a military readiness posture based on current North Korean threat.

(2) Republic of Korea Army (ROKA) Integrated Firepower Exercise (RIFE) is executed approximately every two years with ROKA, Air Force, and Navy components. The exercise includes multiple demonstration events for the ROK public and dignitaries. 8A supports the ROKA Integrated Firepower Exercise in order to facilitate execution of demonstration events and strengthen the U.S. and ROK alliance.

(3) Collective Live-fire and Gunnery Proficiency. 8A and MSCs maintain collective live-fire and gunnery proficiency IAW AR 350-38, FM 3-20.21, TC 4-11.46 and AK Reg 350-1.

### **3-19. Eighth Army Exercises**

a. Warfighter is a computer-assisted, multi-echelon, fully integrated tactical Command Post Exercise (CPX). Warfighter exercises are based on unit OPLANs, incorporating scenarios that test a range of warfighting capabilities.

b. Summer Breeze. This is a two-phased exercise designed to increase staff readiness and capability of the 8A to prepare for UFG.

(1) Phase one, consists of seminar training and senior-level discussions designed to integrate new staff directors and Sergeants Major into the Korean operating environment.

(2) Phase two consists of Current Operations Integration Cell (COIC) training.

(3) The 8A G33 is the Exercise Director for Summer Breeze Phase 2.

### **3-20. External Exercises**

These are exercises that require external commands and selected 8A staff or MSC participation. These exercises allow the commander the opportunity to enhance regional stability, exercise mission command for joint, coalition, contingency planning, and support operations to ensure continuity of Joint/Multinational Task Force formations.

a. Yama Sakura is the second largest Joint and combined annual simulation CPX, hosted in Japan.

b. Combined Joint/Logistics (CJLOTS) is a combined and joint logistics over the shore exercise, improves DoD's capability to provide adequate power projection, force deployment, and logistics support to the warfighter in locations where port access is denied, delayed, or where ports are non-existent or inadequate.

c. Angkor Sentinel is a combined, bilateral security cooperation army to army exercise between USARPAC and the Royal Canadian Army.

d. Talisman Saber is a combined USPACOM and Australian Defense Force Exercise.

### **3-21. Emergency Deployment Readiness Exercise (EDRE) (OPR G33)**

a. The 8A EDRE Program provides the Commanding General and MSC Commanders an accurate assessment of their units' readiness to alert, recall, upload weapons and equipment, and deploy if necessary.

(1) MSCs will conduct EDREs once a quarter.

(2) Certify MSCs once a year to evaluate readiness.

(3) Collect AARs and improve recall and readiness time.

b. The 8A EDRE SOP is located at <https://army.deps.mil/army/cmds/8A/G33/Pages/default.aspx?>

### **3-22. Situational Training Exercises (STX)**

STX, or "lane training", is the most efficient means of collective maneuver training available for squads through company-level units. Units will use these lanes progressively by echelon (platoon, company/team, task force) and domain (virtual, constructive, and live) to achieve proficiency in their METL tasks. Commanders will maximize the use of this training technique.

a. Use the next higher-level leaders or commander on the lane to evaluate unit performance.

- b. Use a trained, doctrinally-correct Opposing Forces (OPFOR).
- c. Include qualified linguists and interpreters as applicable.
- d. Coordinate for the use of civilians-on-the-battlefield (COBs) to increase realism and situational awareness.
- e. Incorporate Multiple Integrated Laser Engagement System (MILES) devices.
- f. Integrate necessary Army Battle Command Systems (ABCS).
- g. Refer to Mission Training Plans (MTPs) at <https://atn.army.mil/> for additional information about planning, resourcing, and executing STX. When not stated in the MTP, ensure training is conducted in all meteorological conditions, as well as Chemical, Biological Radiological Nuclear (CBRN), limited visibility, and smoke environments.

### **3-23. Live Fire Exercises**

8A relies on live fire training exercises (LFXs) to provide realistic training. Live fire training is the most realistic training available for commanders to evaluate their subordinate unit's performance in a field environment. Live fire exercises (LFXs), Situational Training 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 (LVCT) to ensure efficient use of allocated training resources.

## **Section III**

### **8A Common Training Programs**

#### **3-24. Overview**

- a. 8A's common military training program identifies selected Department of the Army, USARPAC, USFK, and 8A training requirements considered essential to individual and unit readiness. Unit training programs will integrate common military training into unit training plans.
- b. Unless otherwise directed by regulation, the approved training schedule is sufficient to indicate compliance. However, units are required to maintain records (both hard-copy and in DTMS) for all Soldiers on weapons qualification and Army Physical Fitness Tests (APFT). Enter all Soldier mandatory training requirements specified in AR 350-1 into the Defense Training Management System (DTMS).

#### **3-25. Eighth Army Big 4:**

- a. Combat Focused Fitness.

(1) Physical Readiness Training (PRT) is the ability to meet the physical demands of any combat or duty position, accomplish the mission, and continue to fight and win. Physical readiness training provides the physical component that contributes to tactical and technical competence, and forms the physical foundation for all training.

(2) Follow TC 3-22.20 and AR 350-1. These documents are central to development of PRT planning.

(3) PRT is protected time. Unit PRT is conducted from 0630 to 0800 Monday through Friday. Leaders will seek opportunities to incorporate, maintain and build combat fitness during field exercises and live-fire training events.

(4) PRT on Thursdays is combat focused to include foot marching, fire and movement techniques, and the Army Combative(s) Program referenced in AR 350-1, G-9 & G-10.

(a) Implement combatives training programs that build upon the principles and basic combative skills taught to Soldiers during initial entry training.

(b) Establish unit level combatives programs that certify combatives level basic and tactical level instructors. Conduct basic and tactical level courses frequently to achieve the goals outlined in paragraph D-4 of the combatives manual.

(c) Post combatives training on unit training schedules at the platoon and company level.

(d) Conduct combatives refresher/familiarization training to deployment into prepare for 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 records register with the names and certification level of instructors.

(g) Appoint a representative to administer combatives program guidance.

(h) MSC Commanders will determine the appropriate frequency of combatives training to support mission readiness.

(i) The most important safety consideration is proper supervision. Because of the potentially dangerous nature of techniques involved, conduct combatives under the supervision of qualified leaders. Units will comply with the safety standards outlined in TC 3-25.150 and the USACS risk assessment worksheets.

(j) Combatives Instructor Manning Requirements 8A's goal is for units to meet the following quantity of instructors at each level:

- One Basic Instructor per platoon.
- One Basic Instructor per company.
- One Tactical Instructor per battalion.
- One Tactical Instructor per brigade.
- Two Tactical Instructors per division.

(k) MSC Commanders will determine the appropriate frequency of combatives training to support mission readiness.

b. Marksmanship. MSCs ensure all Eighth Army Soldiers maintain proficiency with their individual and crew served weapons. Eighth Army Soldiers train to engage targets with controlled and accurate fires from 5 to 200 meters. All units assigned or deployed to Eighth Army will maintain qualification standards IAW DA PAM 350-38 (STRAC). The Eighth Army marksmanship program and guidance is the starting point for all MSCs. Mastery of rifle marksmanship occurs when Soldiers are able to successfully focus on controlled and accurate critical-center-mass of a designated target from 5 to 200 meters under both normal and other than normal conditions. Eighth Army and MSCs will execute weapons qualification in Mission Oriented Protective Posture (MOPP) with protective mask as ammunition authorizations allow. Visit <http://8tharmy.korea.army.mil/site/assets/doc/army-spotlight/Shoot-details.docx> for more information.

c. Trauma Care Training. Eighth Army and MSCs ensure mastery of combat focused trauma care IAW AK 350-1 and the Eighth Army Blue Book. Combat focused trauma care is a mission-essential task for all Soldiers (regardless of MOS) assigned to Eighth Army. It allows Soldiers to provide competent and confident emergency medical care under traumatic combat conditions. The mastery of this can result in either saving their life or saving the lives of other Soldiers. All Eighth Army Soldiers shall master the use of the Improved First Aid Kit (IFAK). IAW DA Pam 351-20 and appendix D of this regulation. Commanders will ensure:

- (1) Each crew and squad will have at least one CLS qualified Soldier with a CLS bag.
- (2) CLS qualified Soldiers recertify annually.
- (3) Incorporate CLS in all tactical STXs.
- (4) Include casualty evacuation as an STX task.

d. Mastery of Fire and Movement. Eighth Army and MSCs ensure mastery of fire and movement techniques IAW TC 3-21.75 and the Eighth Army Blue Book. Fire and movement is a critical Soldier skill. It allows for the use of suppressive fire in order to decrease the enemy's ability to fight back. It is fundamental combat training that all Soldiers regardless of rank, component, or MOS must maintain proficiency in order to close the distance, fight, and win on the battlefield. MSCs train all sections and squads to successfully shoot, move and react to contact regardless of gender and MOS. Leaders will utilize the Fire & Movement battle drills, found on the Eighth Army website, applicable: <http://8tharmy.korea.army.mil/site/assets/doc/army-spotlight/Move-details.docx>

### **3-26. Personnel Recovery (PR) & Code of Conduct**

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 8A 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 at <http://jko.jten.mil/cac.html>.

(2) ISOPREP at <https://prmsglobal.prms.af.mil/prmsconv/Profile/Survey/start.aspx>.

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 Regulation 525-28, Personnel Recovery Operations, and FM 3-50, Personnel Recovery.

c. All units will incorporate PR events for all unit exercises.

d. 8A ACoS, G3, AVN is the proponent for Personnel Recovery within 8A.

### **3-27. 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).

b. Commanders are required to establish an effective formal drivers training program at battalion and separate company level. Vehicle and Convoy commanders for the Family of Medium Tactical Vehicles (FMTV) are required to watch the FMTV Familiarization Video.

c. TSAK has a driver's simulator that supports training on the FMTV, Heavy Equipment Mobility Tactical Truck (HEMTT), Heavy Equipment Transport (HET), M915 and M939. For scheduling contact your local TSAK representative.

d. 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 Regulation 350-4, TC 7-31, and 8A Supplement 1 to AR 600-55.

e. 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 Korea.

f. The Individual Augmentee Program (IAP) is for augmentees coming to Korea for training and participation in 8A exercises. Any augmentee that is operating a tactical vehicle in Korea must have 75 logged hours of day operation and 50 logged hours of night operation with the vehicle or vehicles they are licensed. This training requirement is necessary because of the unique terrain, weather threats, and traffic patterns that the Republic of Korea has on its roads and off road terrain.

g. MSCs, when tasked, will provide drivers training and resources to 837th Transportation Battalion, Busan Port operations to support the Stevedoring vehicle training contract requirements.

### **3-28. Chemical, Biological, Radiological, 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 8A 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. Units with organic decontamination equipment will conduct regular operational decontamination training exercises. Additional duty orders is a requirement for unit personnel conducting decontamination training.

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

d. To enhance CBRN defense training at the unit level, every tactical company, battery, or troop will have a CBRN defense officer and NCO (MOS 74D) if authorized or additional duty CBRN personnel to facilitate training. The CBRN NCO is the unit commander's principal defense trainer and advisor on CBRN defense training, operations, and equipment maintenance.

e. 8A CBRN training policy is outlined in appendix C, page 51.

### **3-29. Army Battle Command System (ABCS) Training**

The Command, Control, Communications, Computer Intelligence and Reconnaissance (C4ISR) ABCS training is essential to a commanders ability to command and control the battlefield in a training environment and during hostilities. It is essential all levels ABCS systems are manned and operated by qualified Soldiers. Contact G37 Training Readiness Operations Branch for scheduled training. Core training classes include:

a. Advanced Field Artillery Tactical Data System (AFATDS).

b. Battle Command sustainment Support System (BCS3).

c. Command Post of the Future (CPOF).

d. Distributed Common Ground System-Army (DCGS-A).

e. Joint Automated Deep Operation Coordination System (JADOCS).

f. Joint Capabilities Release (JCR) and JCR LOG.

g. Counter Improvised Explosive Device (C-IED).

### **3-30. Anti-Terrorism (AT) Training (OPR is G34)**

Developing a high state of situational awareness and understanding of personal AT responsibilities is essential to ensure the safety and security of 8A personnel and facilities. Commanders will ensure that all personnel are aware of terrorist threats and adequately trained in the application of individual protective measures. Anti-Terrorism Training Requirements.

a. AT Awareness Training. All Soldiers, family members, DOD employees, and invited contractors, regardless of rank, should have a clear understanding for the need to maintain

awareness for potential terrorist actions. AT Awareness Training is an annual requirement for DOD personnel.

b. 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 should offer AT Awareness Training to contractors employed by the DOD, consistent with the terms and conditions specified in the contract.

### **3-31. Counter Improvised Explosive Device (CIED) Training**

Mines and Improvised Explosive Devices (IEDs) are an enduring threat to our forces. Units will train to counter this threat and stay current on the lessons learned in OEF and OIF.

a. Individual. There are seven tasks all Soldiers are required to perform semi-annually. All training materials are located on the Army Knowledge Online (AKO) site.

- (1) Mine Awareness Training.
- (2) Identify Visual Indicators of and IED.
- (3) React to a Possible IED.
- (4) React to an IED Attack or Vehicle Borne IED (VBIED).
- (5) React to an IED Initiated Chemical Attack.
- (6) Perform a Nine Line UXO/IED Explosive Hazard Spot Report.
- (7) Prepare for IED Threats Prior to Movement (Leader Task).

b. Collective. 8A units incorporate, where practical, CIED training into field training exercises.

- (1) Prepare for ground emplaced IED defeat operations prior to movement.
- (2) Know the five CIED reaction drills.
- (3) React to a possible IED, Vehicle Borne (VBIED), Suicide VBIED or Person Borne (PBIED).
- (4) Prepare for a suspected VBIED/ PBIED Attack.
- (5) Know and Practice Nine Principles of IED Combat.

### **3-32. Emergency Essential Civilians and Mission Essential Civilians (EEC/MEC)**

a. Commanders, managers and supervisors will allow training time of assigned EECs/MECs to meet training requirements.

b. Schedule all training on an FY basis. Mandatory annual training includes:

- (1) Information Security Program.

- (2) Code of Conduct.
- (3) Geneva Convention.
- (4) Rules of Engagement.
- (5) Status of Forces Agreement.
- (6) DA Civilian Deployment Guide.

c. Unit commanders will 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 /M50 protective mask.
- (3) Maintain protective mask.
- (4) Decontaminate your skin and personal equipment (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.

d. Units are encouraged to integrate EEC/MEC training into their unit's individual and collective training programs.

e. Maintain training records for every EEC/MEC and maintain for one year after the employee departs 8A.

f. If an EEC/MEC is reassigned to another 8A unit as an EEC/MEC, forward training records to gaining Command.

g. Commanders will take appropriate action if an EEC/MEC employee fails to meet and maintain mandatory training requirements. EEC/MEC employees may face disciplinary action for failure to participate in mandatory training. Options for commanders, place EEC/MEC employee in a non-EEC/MEC position, deny tour extension requests, or termination for failure to comply with mandatory training requirements.

h. Commanders will use qualified instructors and train to military training standards using applicable training manuals and publications.

i. EEC/MEC training programs and records are relevant to the Eighth Army Command Inspection Program (CIP) and inspection of record(s) is required.

j. Commanders will budget for EECs/MECs initial clothing and equipment requirements or as directed.

k. All U.S. Citizen EECs are required to take a medical examination/screening every two years.

l. The Anthrax Vaccine is available for all EECs/MECs on a voluntary basis.

### **3-33. Ethics Training**

All personnel who must file financial disclosure reports, and all General Officer front office staff, such as aides and executive officers, will receive one hour of ethics training annually. Furthermore, every Soldier and civilian employee involved in the acquisition process will also receive an additional hour of ethics training to address recurring and emergent acquisition and contracting issues. Only appointed ethics counselors will conduct training. Ethical behavior is of paramount importance in the Korean Theater of Operations (KTO) to maintain our allies' perceptions of a responsible and strong U.S. partner.

### **3-34. Comprehensive Soldier Fitness (CSF) and Resilience Training (<http://csf2.army.mil>)**

a. Resilience training is a systematic approach to prepare Soldiers, leaders, civilian employees, and family members for the mental challenges they will confront throughout their tours of duty. 8A commanders will ensure a strong program is in place with the key objective to focus resilience training on identification the realities of challenging environments, develop the skills to thrive and be resilient in the face of these realities, and know how to use these skills to help themselves, fellow Soldiers, families, and those they lead. 8A objectives of resilience training is to prepare Soldiers and leaders

- (1) Mentally for the challenges of training.
- (2) Mentally for the rigors of combat and other military deployments.
- (3) With the skills to assist their battle buddies during deployment and transition back home.
- (4) With the skills to sustain the resilience of those they lead.
- (5) To deploy again in support of military operations, including additional combat tours.

b. All Soldiers will receive CSF training upon arrival to Korea. Unit Master Resiliency Trainers (MRT) will instruct resiliency training bi-annually. The training should help strengthen our overall Soldiers mental resiliency and may potentially save lives.

c. Experience from the academic field has shown that the delivery of resilience skills to others is most effective at the platoon (or equivalent) size or smaller. The Unit Commander must ensure that the MRT training plan includes this criterion for maximum effectiveness. It is paramount that the unit MRT not only coordinate with Battalion / Brigade Staff, but also with subordinate company and platoon level leadership.

- d. Commanders will track Soldier's individual CSF training in DTMS.

**3-35. Master Resilience Trainers (MRT)**

- a. Proponent is 8A Surgeon.
- b. MRT Mobile Training Teams (MTT) are scheduled regularly.

**3-36. Water Survival Training Center**

TSAK conducts water survival training for all soldiers and aviation crew members assigned to 8A. Training consists of drown proofing for Soldiers and underwater egress procedures for aviation crew members. (OPR TSAK).

**3-37. 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.
- b. All eligible Soldiers are encouraged to participate in the EIB training program. Soldiers will get one opportunity to test annually. 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).

**3-38. 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 while executing 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. Soldiers will get one opportunity to test annually.
- d. Korean Augmentation to the U.S. Army (KATUSA) Soldiers with a Medical Career Management Field (CMF) are eligible to earn the EFMB.
- e. The 8A surgeon is the OPR for EFMB with 65th Medical Brigade as the executing Headquarter.

**3-39. Best Warrior Competition**

- a. The purpose of the 8A Best Warrior Competition is to recognize the best Soldier and send that Soldier to the U.S. Army Best Warrior Competition. The 8A Soldier who earns the title for 8A will compete in USARPAC, and those Major Commands in the United States Army if successful. This event is described as the "Super Bowl" of Best Warrior Competitions.

b. Warriors selected to compete for the prestigious titles have mastered a series of benchmarks throughout the year to qualify for the Army-wide, Best Warrior Competition in Fort Lee, Virginia. Warriors for Soldier of the Year include the ranks of private through specialist, warriors for NCO of the Year include ranks corporal through sergeant first class. 8A also holds a Best Officer/Warrant Officer and best KATUSA competition.

c. During the competition, these elite Soldier competitors will test their Army aptitude, conquering urban warfare simulations, board interviews, physical fitness tests, written exams, and Warrior tasks and battle drills relevant to today's operating environment. In addition, Warriors will go before a preliminary selection board at the MSC level to select the best qualified contestants followed by a second selection board comprised of six senior sergeants major from across Eighth Army not including the Eighth Army Command Sergeant Major. This board, chaired by Command Sergeant Major of Eighth Army evaluate competitor appearance, military bearing and knowledge of critical Army topics.

d. The 8A Command Sergeant Major and G37 TREX is the proponent for the Best Warrior Competition. 2nd Infantry Division in the executing HQ in odd years and 19th ESC is the executing HQ in even years.

### **3-40. Eighth Army Best Medic Competition**

a. The purpose of the 8A Best Medic Competition is to recognize the best Soldier and send that Soldier to the US Army Best Medic Competition. The selected Soldier will compete against the best Medics from all the Major Commands in the United States Army. This event is described as the "Super Bowl" of Best Medic Competitions.

b. Warriors selected to compete for the prestigious titles have mastered a series of benchmarks throughout the year to qualify for the Army-wide, Best Medic Competition in San Antonio, Texas. Medics for Soldier of the Year include the ranks of private through specialist, and Medics for NCO of the Year include ranks corporal through sergeant first class. Officers are also encouraged to compete at this competition.

c. During the competition, these elite Medic competitors will test their Army aptitude, conquering medic tasks, rucksack marches, life savings swims, board interviews, physical fitness tests, written exams, and Warrior tasks and battle drills relevant to today's operating environment. In addition, Medics will go before two selection boards comprised of six senior sergeants major from across 8A not including the 8A Surgeon Sergeant Major. These boards, chaired by Surgeon Sergeant Major of 8A evaluate competitor appearance, military bearing and knowledge of critical Army topics.

d. The 8A Command Sergeant Major and G37 TREX is the proponent for the Best Warrior Competition. 2nd Infantry Division in the executing HQ in odd years and 65th Medical Brigade is the executing HQ in even years.

## **Section IV Leadership Development**

The purpose of leader development is to grow Soldiers and Army Civilians assigned to 8A and ensure leadership development is a highest priority for leaders at all levels. The growth of people is dependent upon a clear purpose for what, when, and how to develop the human dimension. The goal is to grow Soldiers and Army Civilians into competent and confident leaders capable of decisive action.

### **3-41. Officer Professional Development (OPD)**

Commanders will conduct quarterly OPD sessions for junior commissioned and warrant officers on topics related to professional development, personal growth, and warfighting skills. Commanders at the pay grade of O-6 and higher will plan OPD sessions semi-annually for field grade officers and focus on ethics, professional conduct, and grooming for becoming senior field grade officers.

### **3-42. Noncommissioned Officer Development Program (NCODP)**

Commanders will conduct quarterly NCODPs and will focus 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 focus 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 with their Soldiers.

### **3-43. Vehicle/Convoy Commander Certification Program**

Commanders are responsible for establishing a driver's training program. Follow AK Regulation 350-4 which governs the Vehicle Commander (VC) and Convoy Commander (CC) Certification program.

### **3-44. Master Driver Training (MDT)**

Master Driver Training is a critical component of the overall 8A MDT program. Units will achieve the Master Driver standards outlined in Standard Operating Procedures in appendix F.

### **3-45. Eighth Army Sponsorship Training Programs with Reserve Officers Training Corps (ROTC)**

a. Cadet Troop Leadership Training (CTLT) provides US Military Academy (USMA) and Reserved Officer Training Corps (ROTC) cadets with leadership opportunities with an 8A unit to gain experience as a platoon leader for approximately 30 days. Units will:

- (1) Assign Cadet to a commissioned officer to act as sponsor and mentor of a platoon.
- (2) Provide an Officer Evaluation Report (OER) prior to the cadet's departure.
- (3) Ensure priority goes to assigning cadet in a unit executing an FTX.
- (4) Provide cadet specific duties and responsibilities as an acting platoon leader with the opportunity to lead Soldiers and develop communication with and cultivate a comprehensive understanding of NCO responsibilities.
- (5) Familiarize cadet with the command, training, administration, and logistical functions of assigned units.
- (6) Expose cadets to on and off duty environment of junior officers and customs and cultures of Korea; specifically, provide the opportunity for a Joint Security Area Tour (JSA).
- (7) Provide government dining for ROTC cadets only; USMA cadets will receive separate rations.
- (8) Provide no cost government quarters equivalent to an active duty lieutenant.

b. All Cadets will complete Theater Specific Required Training IAW USFK Regulation 350-2. Preferably prior to arrival.

c. G37 training and operations is the proponent for CTLT and CULP programs.

### **3-46. Company Commander/First Sergeant Course (CCFSC)**

a. The CCFSC prepares company level leaders for company command responsibilities. It is a 40 hour development program conducted quarterly. G37 Training Readiness Operations Branch is responsible for facilitating course schedules.

b. All designated company commanders will attend the CCFSC prior to assumption of command.

c. First Sergeants should take the CCSFC prior to assuming responsibilities, but not more than 90 days after assignment to the position.

d. Commander's Safety Course (CSC). All selected commanders will complete the CSC prior to assuming command, preferably before attending the CCFSC. The on line training is located at <https://safetylms.army.mil>.

### **3-47. Commander's Safety Course (CSC)**

a. Battalion and Brigade selected commanders must complete the CSC prior to attending the Pre-command course.

b. Soldiers and civilians may register for CSC at any time. It is available at <https://safetylms.army.mil>.

### **3-48. Additional Duty Safety Course (ADSC)**

Additional duty safety personnel are required to complete the ADSC within 30 days of formal duty 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.

### **3-49. Defense Readiness Reporting System-Army (DRRS-A) NetCentric Unit Status Reporting (NetUSR) Additional Duty Appointment Training**

a. References. Army Regulation 220-1, Army Unit Status Reporting and Force Registration Consolidated Policies and DA Pam 220-1 dated 16 NOV 2011 located at <http://www.apd.army.mil/>.

b. All commanders in 8A will produce an accurate Commander's Unit Status Report (CUSR) monthly. Due to the technical nature of the program it is critical that personnel are properly trained. The 8A G37 readiness section provides fundamental training to ensure readiness reports are completely accurately.

c. Commanders will appoint a CUSR manager, a primary and an alternate, on a memorandum and submit to G37 TREX readiness. An example is available by contacting the G37 readiness team. Responsibilities include, but not are not limited to:

- (1) Prepares monthly CUSR, reviews, validates, releases and insures commander signs report.
- (2) Coordinates individual training prior to assuming duties through their MSC readiness.
- (3) Authorization to access NetUSR requires completion of training prior to assuming duties.
- (4) NIPR access to report creation is controlled by the brigade level CUSR manager.
- (5) SIPR access to report creation is created by 8A G37 readiness.

### **3-50. Basic Leader Course (BLC)**

a. 8A BLC is conducted at Wightman NCO Academy.

b. Procedures to establish an Order of Merit List (OML) and seat allocation:

(1) 8A will allocate unit quotas for Soldier attendance to the BLC IAW the STEP model Select Train Educate Promote.

(2) Commanders are responsible to ensure all Soldiers scheduled to attend BLC meet the STEP model and established prerequisites listed in AR 350-1 and AR 614-200 located at <http://www.apd.army.mil/>, and STEP.

(3) Provide sufficient funds to defray any costs of attendance.

(4) Only the grades of specialist and above authorized to attend.

(5) If age 30 or over, Soldier has completed a physical within the last five years.

(6) The pre-execution checklist must be completely filled out, initialed by the first line supervisor and signed by the Soldier and the commander.

(7) 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 BLC 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. Attendance priorities.

(1) First priority: Staff Sergeants promoted without BLC.

(2) Second priority: Sergeants that are not BLC graduates.

(3) Third priority: Specialists/Corporals (P). These Soldiers are prioritized as follows:

(a) SPC/CPL (P) who have met the cut-off score.

(b) SPC/CPL (P) in MOSs which would have had additional promotions if more promotable SPC/CPLs had available and identified as "STAR MOS" by monthly HRC Promotion Cut-off Memorandum.

(c) SPC/CPL (P) in other MOS serving in authorized NCO position based on the highest number of promotion points.

(d) All other SPC/CPL (P) on recommended list based on the highest number of promotion points.

(4) Fourth Priority: SPC/CPL in leadership positions. In order to fill all BLC training seats, non-promotable SPC/CPL with demonstrated leadership potential may attend BLC only when all higher OML categories are exhausted.

### **3-51. Primary Military Education (PME) Courses**

a. Senior Leaders Course (SLC).

b. Advanced Leaders Course (ALC).

c. Commanders will ensure--

(1) Program all qualified Soldiers for U.S. Army TRADOC schools when they return to the U.S.

(2) Qualified Soldiers on a one-year tour scheduled for Advanced Leader Course (ALC) or the Senior Leader Course (SLC) will attend in training TDY enroute to their next duty station.

(3) Qualified Soldiers on two year tours, Assignment Incentive Program (AIP), or a Foreign Service Tour Extension (FSTE) will have six months remaining in Eighth Army upon graduation to attend in a TDY and return status.

(4) Soldiers do not attend formal schools without a reserved seat in the Army Training Requirements and Resources System (ATRRS). Seats are reserved in ATRRS by Human Resources Command (HRC).

(5) Soldiers meet the specific course prerequisites. Commanders will verify the soldier's qualification using the pre-execution checklist in TRADOC Regulation 351-18.

### **3-52. Battle Staff Noncommissioned Officer Course (BSNCOC)**

Training is a 160 hour branch immaterial functional course for E-5 through Sergeants Majors selected for 8A staff assignments. It is a reverse cycle training program instructed through Video Tele Conference (VTC) with the United States Army Sergeants Major Academy (USASMA) and facilitated locally by graduates of the program. The course is only offered in Korea annually. Soldiers are encouraged to reference the <http://usma.armylive.dodlive.mil/> for additional information.

### **3-53. Military Occupational Series Individual Training (MOSIT)**

8A G37 prepares the contract requirements and implements the coordination of MOSIT courses and the contract is executed with Central Texas College.

a. MOSIT includes:

(1) Digital Training Management System (DTMS) Basic user course.

(2) DTMS Master trainer course.

(3) Unit Armorer (UA).

b. 8A G37 coordinates and schedules MOSIT courses, provides classroom space.

c. MOSIT courses do not relieve unit officers and NCOs from their responsibilities to provide sustainment training for unit personnel.

### **3-54. Mobile Training Team (MTT) Courses**

a. 8A coordinates several MTTs annually. MTT training is expensive and requires detailed advance planning to ensure maximum number of personnel are available and present for scheduled training. Limited funding can prevent scheduling and execution of MTTs.

b. 8A's objective is to schedule MTTs a minimum of nine to twelve months in advance.

c. MTT classes are published in the quarterly 8A schools newsletter.

d. 8A G3 prioritizes MTT training requirements and provides funding for approved MTTs.

e. MSCs requesting unit specific MTTs will fund all costs associated with the MTT.

f. Local commanders must fund TDY costs for personnel in Korea sent to training out of their commuting area; e.g., Area IV Soldiers attend MTT in Area I. The goal is to conduct training at the location where the majority of students and resources are stationed.

g. Each MSC or Installation Commander will be provided allocations for each class based on number of personnel requiring training.

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

i. Each host MSC/installation will provide assistance to Temporary Duty Personnel (TDY).

### **3-55. Korean Augmentation to the United States Army (KATUSA) Soldier Training**

AK Regulation 600-2 outlines policies, responsibilities and procedures for training KATUSA Soldiers in 8A.

a. Training KATUSA Soldiers includes individual and unit training outlined in this regulation and training directed by ROK law and Republic of Korea Army (ROKA) policies. ROKA Staff Officers attached to 8A units will participate in ROKA directed training and are encouraged to participate in 8A training. KATUSA Soldiers will participate in ROKA directed training except when involved in field training or major exercises.

(1) KATUSA Soldiers absent from ROKA directed training will make-up the training within ten days of completion of the exercise or field training during normal duty hours.

(2) Coordinate all excused absences and make up training with the local ROKA Staff Office. (RSO)

b. Commanders will allocate two hours on Wednesday for ROKA directed training.

c. All ROKA directed training is conducted during normal duty hours. ROKA directed training is coordinated and included on unit training schedules.

d. Commanders will keep their ROKA Staff/LNOs informed of training plans. Commanders will assist and support ROKA instructors in resourcing ROKA directed training.

e. 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 training execution. Commanders should periodically attend ROKA directed training.

## **Chapter 4 Civilian Training**

### **4-1. Overview**

Army civilians support and sustain the generating and operating force. 8A will continue to rely heavily on contributions of its civilian employees requiring and allowing them to develop leadership competencies while preserving their unique responsibilities. The civilian cohort is vital to our nation's success in peace and when at war; they remain poised to meet the challenges of the rapidly changing operational environment. The development strategy to ensure our civilians will meet future challenges require a development system that is requirements based, deliberate, continuous, sequential, and progressive.

### **4-2. Civilian Leader Development Goals**

a. Sustain a civilian workforce with the right technical and leadership mix to meet 8A missions and requirements.

b. Provide Army Civilians opportunities to reach their full potential, limited only by their ability, aspiration, and initiative.

c. Develop civilian leaders who are:

(1) Competent in core proficiencies.

(2) Innovative and adaptive.

(3) Able to operate in Joint, Interagency, Intergovernmental, and Multinational environments, and leverage other capabilities in achieving their objectives.

(4) Courageous enough to see and exploit opportunities with the challenges and complexities of the operational environment.

(5) Capable of operating and providing advice at all levels of command.

- (6) Grounded in Army values and the live the Civilian Creed.
- (7) Broad enough to function in many contexts of DA.
- (8) Institutionally adaptable.
- (9) Able to lead rapid change.

#### **4-3. Training**

a. Mandatory. IAW AR 350-1 section G6, table G3, page 179 located at <http://www.apd.army.mil/>.

b. Required. Required training is training that is deemed necessary by regulation, commanders, or directors to perform general or specific duties.

c. Functional. The training prepares personnel for assignment to special units or specific duty positions, enhance cross-functional capabilities, develop leadership and management skills.

d. Self-Development. Driven by the employee and commanders should encourage personnel to participate in self-directed training, e.g., professional, community, social organizations, or attending formal classroom training; however, 8A does not any bear expense to participate in these types of programs unless it is recommend or required for a position the employee is currently working.

e. Mission-Related Training. Mission-related training courses connected to the employee's current position are authorized and an employee may work on course material during duty hours, but the allotted time is determined by the immediate supervisor and mission requirements.

f. Web-Based Distance Learning (DL) resource links for civilian professional development.

(1) Army Civilian Training and Leadership Development (ACTLD) at <http://www.civiliantraining.army.mil/>.

(2) Army Correspondence Course Program (ACCP) at <http://www.atsc.army.mil.tadlp/accp/index.asp>.

(3) Army E-learning Program (AEP), requires registration through the Army Training Requirements Resource System (ATRRS) E learning program link located at <https://usarmy.skillport.com>.

(4) Army Civilian Training Education Development System (ACTEDS) provides information pertaining to specific civilian career fields and professional development requirements at <http://www.cpol.army.mil>.

#### **4-4. Employee Individual Development Plan (IDP)**

a. All civilian personnel will complete an IDP that covers a three year time frame and outlines career goals and training requirements.

b. Review the IDP annually and during routine counseling throughout the year. The supervisor and employee must jointly identify training relevant for professional growth. The IDP will indicate requirements for an employee to perform in conjunction with specific job functions or support the organization's mission.

c. The IDP is an inspection item and commanders will retain records for each employee.

#### **4-5. Civilian Education System (CES)**

a. The Civilian Human Resources Training Application System (CHRTAS) <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx> is a management system that allows personnel to choose required and qualification based distance and resident instruction programs for Civilian Education System (CES) courses.

b. Employees can search for courses, manage development plans; specifically, the mandatory IDP and apply for training. Supervisors receive an email for approval/disapproval for training requests. Supervisors will create a CHRTAS account in order to facilitate the process.

c. CES standards/qualifications, program information for civilian personnel, and registration requirements at <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx>.

(1) Foundation Course. Distance Learning (DL) and mandatory for all civilian employees hired on or after 30 September 2006.

(2) Action Officer Course. Distance Learning, available to all personnel including Korean employees (KGS) as a self-development tool.

(3) Basic Course. Distance Learning and resident courses.

(4) Supervisor Development Course (SDC). Mandatory requirement for all civilian and military supervisors who supervise Department of the Army (DA) civilians. First time supervisors of DA civilians must complete the course within one year of being placed in a supervisor position. Follow on refresher training is required every 3 years after initial SDC is completed.

(5) Intermediate Course. Distance Learning and Resident Phase for GS-11 to 12.

(6) Manager Development Course. Distance Learning course open to all personnel.

(7) Advance Course. Distance Learning and Resident Phase for DA civilians in the grade of GS-13 to 15.

(8) Continuing Education for Senior Leaders (CESL). Distance Learning and Resident Phase for DA civilians in the grade of GS-12 to 15.

(9) Department of Defense (DoD) Executive Leadership Development Program (DELDP). For Highly motivated employees that have demonstrated leadership potential in grades GS-12 to 14 desiring to advance in civilian service.

(10) Defense Senior Leader Development Program (DSLDP) at <http://www.cpol.army.mil>.

(11) DSLDP is a DoD-wide program designed for GS-14 to GS-15 or equivalent, leading high performing organizations and programs with potential and motivation to be in more senior leadership positions.

(12) Senior Service Colleges (SSC). GS-15 civilians at <http://www.cpol.army.mil>.

(13) DA civilians who completed professional military educations while on active duty may have opportunity to earn equivalency credit for CES courses. Visit (CHRTAS LINK) for more information.

d. Civilian Management Systems. The Defense Civilian Personnel Data System (DCPDS) at <https://compo.dcpds.cpms.osd.mil/> is DOD civilian personnel management tool for personnel and supervisors containing master records.

(1) Employees may view their personal data, pay, leave and benefits, professional development (education, training and certifications/licenses), position information, performance, notification of personnel actions (SF 50) and more.

(2) The site has MyBiz+ for Managers and Supervisors. If you are a manager or supervisor of civilian personnel you will need an account, Login to <https://compo.dcpds.cpms.osd.mil/> and select the My Team tile on the My Biz+ homepage to discover the HR information available for your team.

(3) The Hiring Manager Toolkit is on the page and provides useful information for supervisors who plan to execute a hiring action.

(4) Civilian personnel, when required will complete form (SF 182) to attend training. Approval is required by the supervisor and 8A G3 to provide funding, the information is uploaded onto DCPDS. Follow directions from the school for specifics and login at <https://compo.dcpds.cpms.osd.mil/> to get SF 182.

## **Chapter 5 Training Resource Management**

### **Section I Ranges and Ammunition**

#### **5-1. Introduction**

Commanders at all levels need to estimate, budget, plan, and actively manage training resources to ensure optimal use. Training plans will include extensive use of training devices, constructive and virtual simulators to maximize training value.

#### **5-2. Training Ranges and Areas**

See AK Pam 350-20, 8A Range and Training Area Operating Policies and Procedures for more information.

a. 8A Army has overall responsibility for managing U.S. controlled maneuver training areas to support training operations. Commanders have a major responsibility to consider the effects of unit training on the environment. Strong analysis and planning will circumvent the concept that this is a constraint on training; it is critical commanders treat training areas as a scarce resource in order to sustain the ability for continued use of these areas now and in the future.

(1) 8A 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) 8A has established Range Control Centers (RCC) with personnel to provide expertise to commanders on procedures for land management. Each RCC provides unique capabilities for commanders to conduct individual and unit training. Commanders should become fully aware of each RCC to ensure effective use of available resources.

b. USFK and the Korean Ministry of Defense (MND) have an Land Partnership Program (LPP) agreement to provide U.S. units access to training areas managed by the ROK military. MSC commanders must submit requests to 8A G37 NLT 1 June annually IAW LPP Regulation 1 and FASK task number 3296. The schedule is normally published late in the first quarter of the upcoming FY.

### **5-3. Ammunition**

Battalions and separate companies must synchronize their FY training ammunition authorizations with a training plan developed from weapons qualification requirements and METL analysis. Units must forecast and use their FY authorized training ammunition wisely. Commanders will use AK Regulation 5-13, 8A's policies and procedures for munitions management using the Total Ammunition Management Information System (TAMIS) to manage accountability within units. Commanders must understand and use the following training ammunition management tools:

a. DA Pam 350-38, Standards in Training Commission (STRAC) contains weapons standards, training strategies, and resource requirements necessary for planning and conducting individual and collective training. Ammunition requirements in support of training not included in DA Pam 350-38 are requested through TAMIS IAW AK Regulation 5-13.

b. AK Regulation 5-13 defines policies and procedures for using TAMIS, defines ammunition manager responsibilities, provides ammunition management policies and procedures, and provides specific "how to" guidance to forecast, account for, and control training ammunition.

c. TAMIS is the Headquarters, Department of the Army (HQDA), G-3/5/7 Munitions Management Office's accredited system for managing munitions. TAMIS is the only official database to establish, maintain, and manage ammunition requirements, authorizations, forecasts, requests, and expenditures. Use AR 5-13, Total Army Munitions Requirements Process and Prioritization System, and AK Regulation 5-13 to obtain information on the full capabilities of TAMIS.

d. The minimum procedures established in AK Regulation 5-13 for Ammunition Managers at Brigade and Battalion include:

(1) Appoint, a minimum of, two ammunition managers/TAMIS operators on orders. Managers will attend 8A's four-day TAMIS and Ammunition Managers Course conducted by 8A G37 TREX (see AK Regulation 5-13).

(2) Designate, a minimum of, two personnel on DA Form 1687, Notice of Delegation of Authority – Receipt for Supplies, as approvers authorized to sign block 14c on e581 for all subordinate units.

(3) Ensure each subordinate is assigned at least two TAMIS operators for every ammunition account that has authorizations.

(4) Request TAMIS user accounts for new users. Submit requests to 8A G37 TREX (EAOP-TAB) IAW current policy using the most current request form provided by G37. Do not use form to change affiliations or user rights. Requests to change affiliations or user rights are accomplished using a digitally signed email.

(5) Establish procedures to verify TAMIS users requesting access to TAMIS are fully trained before submitting account requests.

(6) Establish a TAMIS and Munitions Management Training program for the command.

(7) Establish procedures to ensure all user and unit information in the TAMIS Directory is accurate and complete. Report any uncorrectable discrepancies to 8A G37 TREX TAMIS help desk.

(a) 8A G37 (Munitions Branch), hosts a semi-annual Munitions Manager's Conference and is open to all munitions managers and Property Book Officers (PBO). The goal is to train munitions management processes and discuss topics related to 8A ammunition management improvement.

(b) 8A G37 TREX (EAOP-TAB) schedules 12 TAMIS train-the-trainer classes annually; mandatory attendance for Brigade and Battalion level managers. The goal of training is to provide meaningful in-depth TAMIS and munitions management experience using interactive tools to ensure real-world productivity and implementation of TAMIS in the units.

e. Use AK Regulation 5-13 for all TAMIS User, and Ammunition Manager Procedures in 8A.

## **Section II**

### **8A Training Support and Assistance**

#### **5-4. Introduction**

Numerous tools and resources are available to assist 8A units to conduct effective training. Effective training programs capitalize on use of available range and maneuver land, as well as, Training Aids Devices Simulators and Simulations. 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 ACOS, G37 TREX and 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.

#### **5-5. Training Support Activity Korea (TSAK)**

a. TSAK is assigned to 8A and is under the staff supervision of the ACOS G37 TREX. 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 8A Water Survival Center at Camp Humphreys. For operating hours call your local RC/TS center.

b. The following services are provided by TSAK:

(1) Manage the HQDA Range and Training Land Programs within 8A.

- (2) Conduct five year planning for the Range Development Plan (RDP) and “Live” portion of the Integrated Training Investment Strategy (ITIS).
- (3) Provide 8A Range Safety Staff Officers.
- (4) Operate and maintain 8A 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 8A 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 issue range certification cards.
- (13) Approve and forward installation range and training facilities reports to the DA. 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) Schedule and provide 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 Contract Officer Representative (COR) for in-country and DA/CONUS contracts.
- (19) Perform and manage TADSS maintenance data.
- (20) Schedule use of specified simulators.
- (21) Operate training support centers and marksmanship training facilities using the Range Facility Management Support System (RFMSS) program and de-conflict 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.

c. The TSAK Smart Book is located on the portal and contains information for ranges, training areas, and TADSS equipment under TSAK control and a POC Roster that list all contact numbers for each of the Range Control/Training Support Centers.

### **5-6. 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 will ensure that TADSS are properly used to achieve maximum benefit and cost efficiency. Commanders will incorporate TADSS into training objectives and the unit staff will develop functional expertise on TADSS to maximize unit assistance. This requires key staff members coordinating with TSAK familiarize with all aspects of TADSS. Unit staff should be familiar with each element of TADSS that its units use on a regular basis. The staff can then guide their units on the successful planning, preparation, and execution of TADSS-assisted training. Use TADSS only if it enhances training, or the systems can become training distracters.

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 substitutes for actual equipment that cannot be provided otherwise. 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. Example simulation systems in Korea include: UCOFT, 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 Mission Command and battle staff training. 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 alternative realistic training environments. 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.

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

### **5-7. Unit Learning Centers**

Unit Learning Centers provide extension training materials for Soldiers and are a means of providing training support to trainers and individual Soldiers to sharpen MOS skills and prepare for Self-Development Testing (SDT).

### **5-8. Digital Training Management System (DTMS)**

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

(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 III**

### **Army Modernization Training (AMT) New Equipment Training (NET)**

#### **5-9. Policies and Procedures**

This chapter supplements AR 350-1 (Chapter 6) for conducting NET in 8A. Units conducting the fielding of new equipment should reference the above regulations as early as possible in the fielding time-line. 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.

#### **5-10. 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.

#### **5-11. 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.

#### **5-12. 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. The NM coordinates all NET with 8A G3 TREX and G3 Force Integration Section in order to ensure continuity of effort.

### **5-13. 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 TADSS in order to maintain proficiency and reduce costs associated with sustainment training. Distance Learning Facilities (DLF) are available to units upon coordination.

## **Appendix A References**

### **Section I. Required publications**

ADP 7-0, Training Units and Developing Leaders

ADRP 7-0, Training Units and Developing Leaders

AK Pam 350-20, Eighth Army Range and Training Area Operating Policies and Procedures

AK Reg 5-13, Eighth Army's Policies and Procedures for Munitions management Using the TAMIS

AK Reg 350-4, Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations

AK Reg 350-28, Army Exercises

AK Reg 525-28, Personnel Recovery Operations

AR 5-13, Total Army Munitions Requirements Process and Prioritization Policy

AR 350-1, Army Training and Leader Development

AR 350-28, Army Exercises

AR 350-38, Policies and Management for Training Aids, Devices, Simulators, and Simulations

AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)

DA Pam 350-9, Index and Description of Army Training Devices

DA Pam 350-38, Standards in Training Commission

Eighth Army Supplement 1 to AR 600-55, The Army Driver and Operator Standardization Program

FM 3-20.21, Heavy Brigade Combat Team Gunnery

FM 3-50, Personnel Recovery

FM 6-0, Commander and Staff Organization and Operations

FM 7-22 and FM 7-22, CHG 1, Army Physical Readiness Training

TB 600-1, Procedures For Selection, Training, Testing And Qualifying Operators Of Equipment/Systems, Excluding Selected Watercraft And Aircraft, Managed/Supported By Us Army Troop Support And Aviation Materiel Readiness Command (Reprinted W/Basic Incl C1-5) (This Item Is Included On EM 0178)

TB 600-2, Procedures For Selection, Training, Testing, Qualifying And Licensing Operators Of Construction Equipment, Materiel Handling Equipment And Armor-Vehicle-Launched Bridge (Avlb)

Managed/Supported By Us Army Tank-Automotive Materiel Readiness Command (This Item Is Included On EM 0178)

TC 3-21.75, The Warrior Ethos and Soldier Combat Skills

TC 3-25.150, Combatives

TC 4-11.46, Convoy Protection Platform Gunnery

TC 7-31, Mine Resistant Ambush Protected (MRAP) Family of Vehicles Driver Training

TRADOC Reg 350-18, The Army School System

USFK Pam 600-300, Non-Combatant Emergency Evacuation Instructions

USFK Pam 600-300-1, Non-Combatant Evacuation Operations Handbook for Commanders, Unit Wardens, and Non-Combatant Evacuation Operations Representatives

USFK Reg 350-2, Theater Specific Required Training for Arriving DOD Personnel and Units Assigned to, Rotating to, or in Temporary Duty Status to Korea

## **Section II. Related Publications**

ADP 3-0 (FM 3-0), Unified Land Operations

ADP 6-0 (FM 6-0), Mission Command

ADP 6-22, Army Leadership

ADP 7-0, Training and Developing Unit Leaders

ADRP 3-0, Unified Land Operations

ADRP 5-0, The Operations Process

ADRP 6-0, Mission Command

AK Reg 1-201, Army in Korea Inspection Policy.

AK Reg 350-4, Eighth US Army Tactical Vehicle Movements in the Korean Theater of Operations

AK Reg 600-2, Republic of Korea Army Personnel with the United States Army

AK Reg 700-3, Conventional Ammunition

AK Reg 725-360, Eighth Army Nuclear, Biological, and Chemical Defense Readiness

AR 1-201, Command Inspection Policy

AR 40-501, Standards of Medical Fitness.

AR 220-1, Army Unit Status Reporting and Force Registration – Consolidated Policies

AR 350-2, Operational Environment and Opposing Force Program.

AR 350-19, The Army Sustainable Range Program.

AR 380-5, Department of the Army Information Security Program

AR 380-53, Communications Security Monitoring

AR 381-12, Threat Awareness and Reporting Program

AR 525-28, Personnel Recovery

AR 570-4, Manpower Management

AR 621-5, Army Continuing Education System (ACES)

AR 635-200, Active Duty Enlisted Administrative Separations.

AR 670-1, Wear and Appearance of Army Uniforms and Insignia.

AR 690-11, Management of Civilian Personnel in Support of Military Contingency Operations.

DA Pam 690-47, DA Civilian Employee Deployment Guide.

EUSA Supplement 1 to AR 600-55, The Eighth Army Driver and Operator Standardization Program

FM 3-11, Multi Service Doctrine for Chemical, Biological, Radiological, and Nuclear Operations

FM 3-04.140, Helicopter Gunnery

FM 3-20.151, The Mobile Gun System Platoon

FM 3-22.9, Rifle Marksmanship for M16/M4 Series Weapons

FM 3-22.34, TOW Weapon System

FM 3-22.65, Browning Machine gun, Caliber .50 HB, M2

FM 3-22.68, Crew Served Weapons

FM 3-23.25, Shoulder-launched munitions

FM 3-23.35, Combat Training with Pistols, M9 and M11

FM 6-22, Leader Development

FM 27-10, The Law of Land Warfare

LPP Reg 1, ROK – US Land Partnership Plan

STP 21-1-SMCT, Soldier's Manual of Common Tasks Skill Level 1.  
STP 21-24-SMCT, Soldier's Manual of Common Tasks Skill Levels 2, 3, and 4.  
TC 3-20.21-1, Individual and Crew Live-Fire Prerequisite Testing  
TC 7-9, Infantry Live-Fire Training  
TC 25-1, Training Land  
TC 25-8, Training Ranges  
TM 3-22.31, 40mm Grenade Launcher, M203  
TRADOC Pam 350-9, TRADOC Training Devices for Army Wide Use  
United States Army in Korea Standards Blue Book  
USAIC Pam 350-6, Expert Infantry Badge  
USFK Reg 690-11, Civilian Personnel Mobilization, Planning and Execution  
2ID EIB MOI (not available electronically), Expert Infantryman's Badge Training.

### **Section III. Prescribed Forms**

There are no entries in this field.

### **Section IV. Referenced Forms**

AK Form 350-4A-E, Vehicle/Convoy Commander Certification Card  
DA Form 348, Equipment Operator's Qualification Record  
DA Form 705, Army Physical Fitness Test Scorecard  
DA Form 1687, Notice Of Delegation Of Authority - Receipt For Supplies  
DA Form 2028, Recommended Changes to Publications and Blank Forms  
DA Form 3349, Physical Profile  
DD Form 2977, Deliberate Risk Assessment Worksheet  
EA Form 657-R-E, KATUSA MOS Certification Training Record  
OGE FORM 278-T, Executive Branch Personnel Public Financial Disclosure Report  
OGE Form 450, Executive Branch Confidential Financial Disclosure Report

## **Appendix B Simulation Support**

### **B-1. Simulation Support**

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

a. The Army Constructive Training Federation (ACTF) has two simulation 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 Mission 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 training environments.

b. The Corps Battle Simulation (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 Combat Service Support Training Support System (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. Joint Mission Essential Task (JMET) is DOD software used to develop and control XXX (MSELs). It can be accessed via Global Command and Control System Korea (GCCSK) and KBSC simulation C4ISR computers.

### **B-2. Milestones**

The following lists are the milestones for planning non-divisional Culminating Training Event (CTE) (Numbers denote days from Start of Exercise (STARTEX)).

- a. 270 days. Warning Order to CTE MSC Commander.
- b. 210 days. Initial Planning Conference.
  - (1) Identify initial unit information.
  - (2) Commanders training objectives.
  - (3) Mission Essential Task List.
  - (4) Submit Tactical SOP (TACSOP) for Korea Battle Simulation Center (KBSC) review.
  - (5) Submit OPLAN for KBSC review.
  - (6) Identify augmentation requirements.
  - (7) Assign roles and responsibilities.

c. 183 days. Initial requests due to 8A G37 TREX from requesting unit. G37 submission of Observer Coach/Trainer (OC/T) requirements to USARPAC is six months prior to the event.

d. 141 days. OT requests finalized from requesting unit and confirmed with 8A G37 TREX.

e. 127 days. 8A level OPORD published.

f. 120 days. Mid Planning Conference (MPC). Unit Support lock in D-127 is the 8A TRSM lock for virtual and simulations for CTE.

(1) Identify primary training tasks.

(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 and Opposing 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.

g. 90 Days. Scenario and concept complete.

h. 60 Days. OPORD staffed and complete.

i. 45 Days.

(1) Build Task Organization for OPFOR in data base.

(2) Concept of EXCON/HICON complete with ABCS simulator.

(3) MEL Complete.

j. 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.

### **B-3. Personnel Requirements**

Personnel required to execute a simulation supported CTE are divided into five groups: players, gamers, OPFOR, observers, and controllers. Each group has unique positions and responsibilities:

a. **Players.** Players are the training audience and include the unit commander and staff, and attachments supporting the unit during hostilities. Extensive planning by the players is the key to a successful exercise.

b. **Gamers.** Gamers are friendly subordinate units who “fight the battle”. Gamers receive orders from players and execute them on an electronic battlefield. Gamers transmit results and battlefield intelligence to players IAW unit SOPs. Gamers assist players in meeting unit training objectives. Gamers must make the simulation invisible to the players.

c. **Opposing Force.** OPFOR represents the enemy. They plan and execute threat operations IAW doctrine and exercise scenario. The OPFOR’s facilitates exercise training by portraying a competent professional enemy.

d. **Observers.** Observers are requested based on expertise needed for the analysis effort and assigned to 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.

(1) OC/Ts for ground maneuver Combined Arms Battalions, Aviation Battalions and Field Artillery battalions/FiB battalions are outsourced from CTCs (NTC, JMRC, JRTC, etc) when possible.

(2) All OC/Ts are outsourced from USARPAC (WA, HI, AK, Japan, etc) & FORSCOM (if CTCs are unavailable for MFE BNs).

(3) OC/Ts are resourced within 8A; like battalions observe similar battalions (e.g., 2-9 IN observers 1-72 AR), if external OC/Ts are unavailable.

e. Controllers. 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 ensures 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 ensure realism during combat activities modeled in the simulation.

## **Appendix C Chemical, Biological, Radiological, and Nuclear Training**

### **C-1. Purpose**

To prescribe policies for CBRN defense and chemical warfare training.

### **C-2. Objectives**

CBRN defense and chemical warfare training objectives are to ensure--

- a. Units train to perform missions under CBRN conditions including smoke, and flame.
- b. Personnel are proficient in CBRN defense tasks at their appropriate skill level.
- c. All personnel can perform their common and MOS specific tasks in any MOPP Level.
- 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. Units with organic decontamination equipment can perform operational decontamination and support thorough decontamination to sustain combat operations in a CBRN environment.
- g. Soldiers should train in a MOPP status during all training events.

### **C-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 all FTXs and command post exercises (CPXs) consistent with threat capabilities and training objectives so that unit proficiency is exercised.
  - (4) Overall unit proficiency must, in part, measure how well the unit performs in a CBRN defense environment.
  - (5) Standard field uniform is protective mask worn with training MOPP gear available for the required MOPP level.
  - (6) There are ten collective tasks that must be performed semi-annually.
    - (a) Task Number: 08-2-0232  
Task Title: Treat Chemical, Biological, Radiological and Nuclear Contaminated Casualties  
Task Type: Collective

- (b) Task Number: 03-TS-3314  
Task Title: Conduct Operational Decontamination  
Task Type: Collective
- (c) Task Number: 03-8-9001  
Task Title: Develop a CBRN Defense Plan  
Task Type: Collective
- (d) Task Number: 03-6-0006  
Task Title: Coordinate Active CBRN Defense Operations  
Task Type: Collective
- (e) Task Number: 03-3-5127  
Task Title: Conduct CBRN Reconnaissance  
Task Type: Collective
- (f) Task Number: 03-3-0005  
Task Title: Conduct Site Characterization  
Task Type: Individual
- (g) Task Number: 031-503-1005  
Task Title: Submit a CBRN 1 Report  
Task Type: Individual
- (h) Task Number: 031-506-1052  
Task Title: Detect Chemical Agents using the M4 JCAD  
Task Type: Individual
- (i) Task Number: 031-504-1005  
Task Title: Detect Chemical Agents using the M4 JCAD  
Task Type: Individual
- (j) Task Number: 031-627-3038  
Task Title: Conduct CBRN Sensitive Site Assessment  
Task Type: Individual

(7) Leader and CBRN Team proficiency places emphasis on tasks necessary to operate under long duration CBRN conditions. A minimum of seven key leader tasks should be performed semi-annually.

- (a) Plan and Coordinate CBRN Protection (including MOPP).
- (b) Plan Decontamination Operations.
- (c) Plan CBRN Survey Operations. (Marking and Reporting)
- (d) Conduct Personnel Radiation Monitoring.
- (e) Plan CBRN Sampling Operations.
- (f) Estimate the size of a CBRN Endangered Area.

(g) Coordinate for CBRN Logistics Reach Back.

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 74D) are not required to be graduates of the above course.

(b) The proponent for the CBRN Defense Course is the Eighth Army G34 Protection (EAOP-PCD-S).

(2) Commanders will ensure Emergency-Essential 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 3-11.4 at [http://armypubs.army.mil/doctrine/active\\_fm.html](http://armypubs.army.mil/doctrine/active_fm.html).

(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 3-11.5 at [http://armypubs.army.mil/doctrine/active\\_fm.html](http://armypubs.army.mil/doctrine/active_fm.html).

(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 AK Reg 725-360.

#### **C-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.
  - d. Use recommended guidelines from FM 3-11.4 to determine work rest cycle while in full protective posture.

## **Appendix D Combat Life Saver (CLS)**

### **D-1. Purpose**

Establish 8A policies, responsibilities and procedures for the implementation of the Combat Life Saver Program.

### **D-2. General**

a. The 8A CLS Program is operated by 65th Medical (MED) Brigade (BDE). 65th MED BDE will provide CLS instructors per published schedules and conduct quality control of all CLS programs.

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

c. Non-divisional units, without organic medical personnel, will schedule CLS courses through their area coordinators. 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 training. Units should order supplies sixty days in advance from 16th MEDLOG Battalion, Medical Material Support.

d. The 8A goal is to have one CLS trained Soldier per wheeled and tracked vehicle, helicopter, squad, crew, team or equivalent-sized deployable element. A minimum of one per squad, crew or team is mandatory.

### **D-3. Responsibilities**

a. 65th MED BDE will:

(1) Serve as the proponent for CLS, ensure the course is readily available to units without organic medics, ensure instructors and course standards are met to achieve quality CLS graduates.

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

(3) NCOIC, Clinical Education Division, 121th 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 8A 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; schedule courses at least four months prior to the desired class date, course dates are coordinated directly with the area coordinator.

(7) Provide an exception to policy so un-forecasted requirements for CLS courses are met.

b. Area Coordinators advise, assist, and support units in the execution of CLS training. The duties of area coordinators include:

- (1) Schedule and instruct courses to facilitate 8A's CLS goals.
- (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 CLS. These certificates will 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 course standards. Post the certificate of completion in the soldiers Record using DTMS.
- (8) Track CLS certification/recertification for their respective area.

c. Non-divisional major subordinate command commanders will:

- (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 internal unit CLS training taught by unit medics.
- (5) Conduct internal CLS courses if qualified instructors are available.
- (6) Schedule CLS courses 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 8A G37 TREX Training Operations Branch Schools NCO. The report will summarize the command's CLS training and highlight the number of Soldiers, KATUSA Soldiers, and Korean Service Corp (KSC's) trained and certified.
- (9) Track CLS certification/recertification.

d. All MSCs:

- (1) Ensure the effective implementation of the CLS program.

(2) Ensure the functions assigned to 65 MED BDE within this appendix are performed for MSC elements.

(3) Appoint an area coordinator for all MSC elements.

(4) Ensure units establish and maintain Class VIII accounts for appropriate medical supplies in support of training.

(5) Track CLS Certification/Recertification internally.

(6) Ensure that local commanders are aware of CLS course dates through quarterly publication of the G37 TREX Newsletter

#### **D-4. Course Guidance**

##### **a. Combat Life Saver Instructor Requirements:**

(1) Combat Life Saver instructors will meet the following criteria: Certified as a 91W (ALC graduate), 18D, a licensed paramedic (state or national), registered nurse, physician assistant or physician.

(2) Training does not occur unless instructor is qualified. Make coordination for qualified instructors through area CLS coordinators.

##### **b. Course Structure.**

(1) Phase 1 – consists of buddy-aid tasks taught in two days with instructors testing.

(2) Phase 2 – consists of medical tasks taught in three days with instructors testing.

(3) Phase 3 – consists of a mass casualty scenario. Provides students opportunity to use new skills in an experiential training scenario.

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

##### **c. Recertification:**

(1) Recertification requires certified instructors to instruct.

(2) Recertification is an annual requirement.

(3) 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. Update data in DTMS.

d. Retest Policies: Retests are allowed for both hands-on and written tests only once. All second time failures require retaking the classroom or hands on instruction being tested in order to rest a third time.

##### **e. Class VIII Supplies:**

(1) Units requesting medical equipment sets will obtain directly from the 16th MEDLOG Battalion using units funding resources.

(2) 65th MED BDE 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) 65th MED BDE 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 E Training and Leader Development**

### **E-1. General**

a. The Army has developed strategies to train Army personnel and grow agile leaders; 8A embraces these strategies and will follow LPD guidance through sound training opportunities using various techniques and the three training domains: institutional, operational, and self-development (ADP 7-0). Each of these domains complement one another and commanders will create development opportunities to ensure qualified personnel, Soldiers and civilians, are provided sufficient opportunities to grow and develop as Army leaders.

b. Additional LPD information is written in the 8A Annual Training Guidance (ATG) at <https://army.deps.mil/army/cmds/8A/default.aspx> under the 8A Training and Leader Development tab.

### **E-2. Goal**

To provide focus for 8A commanders to create, apply, assess, and structure objectives to meet the increased need to train and educate our Soldiers and civilians in the Korean Theater of Operations (KTO) and future operational environments of assigned those personnel.

### **E-3. Objectives**

- a. Use routine training and education activities to develop leaders.
- b. Foster an environment that enhances continued leader development.
- c. Maintain a Warfighting Focus. Shape LPD programs to develop leaders who have an understanding of the terrain, climate, political and military history of the KTO.
- d. Develop well rounded leaders. Leader Development will strike a balance between doctrinal education (institutional), training (operational) and personal development (self-development).
- e. Leverage Partnership with ROK Partners (Military and Civilian). Cultural astuteness is a key component of a well-rounded leader.
- f. Balance unit and Army directed training with self-directed leader-guided professional development.

### **E-4. Training Domains**

a. The institutional training domain is the Army's professional training and education system. It includes initial training, Professional Military Education (PME) schools, and training centers of excellence inside and outside of the Army.

b. The operational training domain is where 8A commanders have significant impact. It is the daily training activities units and personnel carry out daily. Unit leaders are responsible for achieving proficiency goals, readiness, and the units METL through the development of personnel. The Army profession requires constant development, research, and command emphasis on evaluating personnel to guide and direct Soldiers and civilians.

c. The self-development domain is a continuous, life-long learning approach for individuals to pursue personal and professional development goals. Leaders assist subordinates in identifying areas where self-development education will improve current performance and future career assignments. Commanders and other leaders will create an environment that encourages subordinates to maximize self-development as an investment in their future and the Army profession.

d. Commanders will create LPD programs that enrich and maximize strengths and strengthen weaknesses of all leaders within their commands. Key components of the units LPD will include:

- (1) Officer Professional Development (OPD).
- (2) Noncommissioned officer Professional Development (NCOPD).
- (3) Implement opportunities to study lessons learned, Army and Joint Doctrine, and best practices.
- (4) Ensure qualified personnel are selected and attend (PME) schools.
- (5) Encourage and guide self-development opportunities to prepare for changing technical, functional and leader responsibilities.
- (6) Encourage personal self-development to pursue college education or advanced degrees.
- (7) Stimulate the concept of life-long learning.
- (8) Create self-assessment opportunities and encourage all personnel to use the Multi-Source Assessment and feedback (MSAF) tool.
- (9) Provide performance feedback routinely, specifically during routine counseling opportunities.
- (10) Update Individual Development Plans (enlisted, officer, civilian).
- (11) Ensuring uniform access to current learning materials and programs.
- (12) Use the Army Career Tracker (ACT). It is a leader development tool that integrates training, education, and experiential learning into one personalized and easy-to-use interface. The ACT provides users with a more efficient and effective way to monitor their career development while allowing leaders to track and advise subordinates on personalized leadership development.

#### **E-5. Responsibilities**

a. ACS G3 and Chief, G37 will—

- (1) Provide policy for the 8A Army LPD Program (OPDs and NCODPs).
- (2) Coordinate and resource new initiatives that enhance the LPD program.

b. The 8A G3 SGM with guidance from the 8A CSM will—

- (1) Advise the G37 SGM and the Chief, 8A G37 on all matters related to NCODP.
- (2) Validate and assess the implementation of NCODPs.

c. MSC Commanders will provide necessary support to promote effective LPDs in all units and activities. Request assistance through 8A G37 as required.

(1) Staffs will review ADP & ADPR 3-0, 5-0, and ATTP 5-0.1, and other applicable publications to update staff products, estimates, Military Decision Making Process (MDMP) Standard Operating Procedures (SOP), and briefs for doctrinal terms, procedures, and concepts.

(2) Staffs will use DTMS task evaluation assessments as a minimum standard when evaluating and recording staff proficiency.

(3) Commanders make the final decision of which tasks staffs will focus on during their evaluation.

(4) The minimum frequency for staff proficiency training is semi-annually.

(5) Minimum critical staff tasks include: Execute operations process, establish and conduct command post operations, and conduct mission command.

d. Battalion Commanders, separate companies, and equivalent organizations will-

(1) Develop and implement an effective LPD.

(2) Ensure the program supports the unit mission and enhances development of officers and noncommissioned officers.

(3) Ensure that the program has stated objectives with measurable and reachable standards.

(4) Ensure time and other resources are provided for the conduct of the LPDs.

(5) Tailor directives for the unit's LPDs on doctrine, tactics, techniques, and procedures relating to battle focused training and mission essential task list (METL).

(6) Respond to the professional needs of the unit's officers and NCOs at each skill level.

e. Command Sergeants Major (CSM), First Sergeants, or Senior NCOs of battalions, separate companies, or equivalent organizations will—

(1) Advise the commander on all aspects of the NCODP.

(2) Implement the commander's directives and guidance on the unit's NCODP.

(3) Have responsibility for content, relevance, and implementation of the unit's NCODP.

(4) Assess the NCODP utilizing the program goal and objectives stated in this policy.

(5) Provide feedback to the unit commander concerning the NCODP effectiveness as part of the training evaluation process.

(6) Ensure NCODP classes are focused on warfighting at skill levels 1 through 3.

## **Appendix F**

### **Master Driver Program**

8A Master Driver Training Courses (MDTC) will prepare unit Master Drivers to fulfill many responsibilities associated with the 8A Army Driver and Operator Standardization Program and military vehicle driver training & licensing.

#### **F-1. Driver and Operator Licensing**

- a. Maintain 8A drivers training and equipment operator training records (licenses) in accordance with AR 600–55, TB 600–1, and TB 600–2.
- b. AR 600–55 outlines the processes and requirements for driver/operator selection, training, testing, licensing, and sustainment training.
- c. 8A commanders will establish and maintain driver, operator, and safety training programs and include the minimum tasks.
  - (1) Operational hazardous conditions (terrain, weather, rural/urban, unfamiliar equipment.
  - (2) Intermediate Traffic Safety Training Course for Soldiers under 26 years of age.
  - (3) On-line Accident Avoidance Training Course required for all drivers.

#### **F-2. General**

- a. MSC Commanders, 2D Combined Division and 19th ESC will establish a Master Driver Training Course (MDTC) to train noncommissioned officers as Master Drivers (MD). KATUSA NCOs are not authorized as Master Driver candidates.
- b. MSC Commanders will operate MDTCs that are operated in accordance with Army regulations AR 600–55, TB 600–1, and TB 600–2, AR 385-10, 8A Supplement 1 to AR 600-55, and AK Reg 350-4 and 8A guidance.
  - (1) 19th ESC will provide MDTCs for units not assigned to 2D Combined Division.
  - (2) Personnel selected may attend either MSC MDTC based on location and availability of seating.
  - (3) Master Drivers will complete a MDTC prior to assuming the role of unit Master Driver.
  - (4) Unit MD programs are subject to inspections; 8A Staff Assistance Visits (SAV) and 8A Command Inspection Program (CIP) program requirements.

#### **F-3. Master Driver Concept**

The goal is to have at least one MD at each brigade and battalion level command. Master Drivers:

- a. Are primary certifying officials of drivers and operators.
- b. Inspect, verify, develop, coordinate, and execute unit drivers/operators training in accordance command guidance and all applicable regulations.

#### **F-4. Program of Instruction (POI)**

a. 8A MDTCs will provide training on the minimum tasks:

- (1) Course overview 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 South Korea traffic laws and road signs.
- (5) Road test procedures.
- (6) Driver testing procedures and driving range.
- (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 that includes local area hazard 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.

c. MDTC are generally 40 hours. Commanders are authorized modify the training, but all tasks listed in paragraph F-4 are mandatory training requirements.

d. Soldiers that complete a MDTC will receive a certificate of training signed by an O-5 (LTC) or higher. Maintain certificates within the Soldier's command.

#### **F-5. Master Driver Selection**

a. Select Master Drivers IAW AR 600-55, Chapter 4, Paragraph 2. Selecting the best noncommissioned officers available is essential for establishing quality programs.

b. Commanders will develop and implement a sustainment training program annually for any driver with a valid OF 346. Master Driver Sustainment training lets Master Drivers stay current with the latest developments and safety requirements. AR 600-55, appendix F explains process.

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

#### **F-6. Appointment Orders**

Commanders are responsible for ensuring unit Master Driver candidates meet the prerequisites prior to appointing them to the position. Masters Drivers are:

a. Appointed by orders to the position of unit Master Driver as primary or alternate.

b. Appointment orders will specifically state what certification/testing is permitted by the Master Driver.

#### **F-7. Manning Requirements**

8A's goal to have qualified Master Drivers at the battalion, brigade, and division level. MSCs may direct Master Drivers be placed at the company level based on unit mission statements 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.

#### **F-8. Safety**

Master Driver Courses instructed by MSCs must place emphasis on safe driving in Korea. 8A's goal is to prevent vehicle and other types of accidents through a composite risk management process 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/>.

**Glossary**  
**Abbreviations**

2ID	Second Infantry Division
19th ESC	19th Expeditionary Support Command
AAR	After Action Review
ABCS	Army Battle Control Systems
ACS	Assistant Chief Of Staff
ACTF	Army Constructive Training Federation
ADSC	Additional Duty Safety Course
AIP	Assignment Incentive Program
AK	Army in Korea
AKO	Army Knowledge Online
ALC	Advanced Leader Course
AMT	Army Modernization Training
APFT	Army Physical Fitness Test
AR	Army Regulation
ARFOR	Army Forces
ARTEP	Army Training And Evaluation Program
AT	Anti-Terrorism
ATG	Annual Training Guidance
BSNCOC	Battle Staff Noncommissioned Officer Course
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
CIP	Command Inspection Program
CIX	Combined Integrated Exercises
CJOA	Combined Joint Operations Area
CLS	Combat Life Saver
CMF	Career Management Field
CMP	Collection Management Plan
CMT	Common Military Training
CONUS	Continental United States
CPX	Command Post Exercise
CSC	Commander's Safety Course
CSS	Combat Service Support
CSSTSS	Combat Service Support Training Simulation System
CTE	Culminating Training Exercise
CTLT	Cadet Troop Leader Training
CWMD	Combating Weapons of Mass Destruction
DA	Department of the Army
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
EIB	Expert Infantryman Badge
EST	Engagement Skills Trainer

FM	Field Manual
FSC	First Sergeant Course
FSE	Fire Support Elements
FTX	Field Training Exercise
FY	Fiscal Year
HAZMAT	Hazardous Material
HQDA	Headquarters Department of the Army
HRC	Human Resources Command
IAW	In Accordance With
IED	Improvise Explosive Device
JSA	Joint Security Area
JCS	Joint Chiefs of Staff
KATUSA	Korean Augmentation to the U.S. Army
KBSC	Korean Battle Simulation Center
KTO	Korean Theater of Operations
LPD	Leader Professional Development
LPP	Land Partnership Program
LRPC	Long Range Planning Calendar
LVCG	Live, Virtual, and Constructive Gaming
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
MRAP	Mine Resistant Armor Protected
MSC(s)	Major Subordinate Command(s)
MTOE	Modified Table of Organizations and Equipment
MTT	Mobile Training Teams
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOPD	Noncommissioned Officer Professional Development
NEO	Noncombatant Evacuation Operations
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
PLEX	Plans and Exercises
PMCS	Preventive Maintenance and Check Services
POC	Point Of Contact
POI	Program of Instructions
PR	Personnel Recovery
PRO	Personnel Recovery Officer
PRT	Physical Readiness 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
SAV	Staff Assisted Visit
SERE	Survival, Evasion, Resistance, and Escape
SHARP	Sexual Harassment and Assault Response and Prevention
SLC	Senior Leader Course
SOP	Standing Operating Procedure
SPO	Support Operations
STARTEX	Start of Exercise
STP	Soldier Training Publication
STRAC	Standards in Training Commission
STT	Sergeant's Training Time
STX	Situational Training Exercise
TADSS	Training Aids, Devices, Simulators, and Simulations
TAMIS	Training Ammunition Management Information System
TDY	Temporary Duty
TEWT	Training Exercise without Troops
TLDB	Training and Leader Development Brief
TM	Technical Manual
TPFDD	Time Phased Force Deployment Document

TRADOC	Training and Doctrine Command
TSAK	Training Support Activity Korea
UCOFT	Unit Conduct of Fire Trainer
UJTL	Universal Joint Task List
ULO	Unified Land Operations
UN	United Nations
USACS	United States Army Combatives School
USAIC	United States Army Infantry Center
USARPAC	United States Army Pacific
USFK	United States Forces Korea
VTC	Video Teleconference
WLC	Warrior Leader Course
WTBD	Warrior Tasks and Battle Drills