
Logistics Platoon Leader

NOVEMBER 2021

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Headquarters, Department of the Army

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Preface

ATP 4-90.5 provides logistics platoon leaders with doctrine information to create a knowledge baseline. This baseline is an understanding of what a logistics platoon leader must know and do to effectively command and control the platoon. This ATP is not intended to be a comprehensive techniques document but provides a start point from which a platoon leader can subsequently apply personal experience and professional judgement to adapt to various operational environments and situations.

The principal audience for ATP 4-90.5 is logistics platoon leaders in all three logistics proponentencies; ordnance, quartermaster, and transportation. It is intentionally general to allow application to the wide variety of logistics platoons. The ATP is also applicable to other members of the profession of arms. Trainers and educators throughout the Army will also use this publication.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host-nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 6-27/MCTP 11-10C.)

ATP 4-90.5 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ATP 4-90.5 is the proponent publication (the authority) are italicized in the text and are marked with an asterisk (*) in the glossary. Terms and definitions for which ATP 4-90.5 is the proponent publication are boldfaced in the text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ATP 4-90.5 applies to the Active Army, Army National Guard/Army National Guard of the United States and United States Army Reserve unless otherwise stated.

The proponent of ATP 4-90.5 is the United States Army Combined Arms Support Command. The preparing agency is the Combined Arms Support Command Doctrine Division. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army CASCOM, ATTN: ATCL-TS (ATP 4-90.5), 2221 Adams Ave., Fort Lee, VA 23801; or submit an electronic Department of the Army (DA) Form 2028 by email to: usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil.

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Chapter 1

What is a Logistics Platoon Leader?

A logistics platoon leader tactically employs their platoons, attains proficiency in their branch functions, executes the orders process utilizing troop leading procedures, and leverages teams and squads to accomplish tasks.

SECTION I – ROLES AND RESPONSIBILITIES

1-1. Leaders at every level have specific roles and responsibilities. These vary based on the leader's rank, position, and mission requirements. Army doctrine, regulations, and command policies provide considerable guidance on these responsibilities, and leaders will find additional information within unit standard operating procedures.

1-2. Commanders will frequently assign additional duties to members of their command in order to support organizational programs and readiness requirements. Some additional duties are operational in nature and support daily administrative and mission requirements (example: unit movement officer [UMO] or arms room officer), while others are associated with a specific mission or event (example: range officer or noncommissioned officer [NCO] in charge).

1-3. Regardless of the circumstance, commanders assign these duties based on their confidence in their subordinate leaders and expect them to fulfill their duties in a competent, responsible manner. Ignorance is no excuse. Upon assignment to new duty positions, leaders must immediately familiarize themselves with the appropriate references in order to fulfill their responsibilities and support the commander's intent. For duties that require certification, new leaders have an implicit responsibility to learn and meet certification requirements as quickly as possible.

1-4. Duty descriptions provide brief summaries of each position's role and major obligations. Duty descriptions also provide the cornerstone of performance evaluations. While not comprehensive, these written descriptions usually include the mission, manpower, and financial responsibility for which each leader is responsible. At the platoon level, financial responsibility is often expressed in terms of the platoon leader's responsibility to maintain accountability and readiness of assigned equipment. Duty descriptions may include specified additional duties when assigned in an initial counseling. Officer evaluations and support forms often address additional duties in support of a leader attribute or competency.

ROLES

1-5. The platoon leader provides effective command and control of platoon personnel to enable accomplishment of any and all missions and tasks for which the platoon is responsible. The platoon leader is responsible for the platoon command and control system to include driving the operations process at the platoon level. The platoon leader also executes the full range of personnel management, training, counseling, mentorship, readiness, and supply accountability.

1-6. The balance of the platoon leader, warrant officer (WO), and NCO responsibilities is critical to successful platoon operations. The platoon leader is the primary planner and ensures the platoon is properly resourced, the WO provides technical expertise and the "how to" for logistics functions, and NCOs ensure Soldier and equipment readiness and oversight of task execution.

PLATOON LEADER

1-7. The platoon leader is the first officer in the chain of command. Platoon leader duties include planning platoon operations, resourcing subordinates, planning collective training, and synchronizing and overseeing

platoon execution of the mission. The platoon leader's top priority is to prepare the platoon to perform the assigned mission and maneuver to the decisive point. Platoon leaders will accomplish this using the principles of mission command. See page 1-6 for definition and further discussion of mission command principles.

1-8. The nation entrusts the Army leader with its most precious commodity, its sons and daughters. Army leaders embrace this responsibility and keep the well-being of their subordinates and their families in mind. There are times when leaders place their subordinates in harm's way; this is not because they do not care for them, but because they have a duty to the Nation. Leaders also care for subordinates by maintaining their training level so in the event of combat they are well prepared.

1-9. Leaders who respect those with whom they work will likely garner respect in return. Simple actions can demonstrate respect and care, such as listening patiently or addressing families' needs. Detecting change in morale and actively seeking honest feedback about the health of individuals and the organization indicate care.

1-10. Platoon leaders are responsible for equipment maintenance and property accountability. These are two very important responsibilities as they ensure the platoon has the right equipment on hand and equipment is fully mission capable in order to conduct the platoon's mission. For more information consult AR 750-1 for maintenance and AR 735-5 for property accountability.

1-11. Platoon leaders represent the commander's intent at the platoon level, serving as the officers in charge of mission execution, readiness, and Soldier development. This means platoon leaders are also responsible for ensuring their Soldiers understand the commander's intent.

1-12. Platoon leaders counsel and rate platoon sergeants, but the platoon leader can also gain a better perspective on the platoon's strengths and weaknesses by developing a strong professional relationship with their NCO counterpart. Platoon leaders conduct quarterly counseling sessions as the tool to assess platoon collective tasks, training, administrative tasks, and maintenance actions.

1-13. Platoon leaders support their company mission essential task list (METL) tasks as they execute or plan collective tasks to include ensuring individual training events, to prepare the platoon for their core LSCO functions.

1-14. A functional platoon requires a cohesive team. Exercising mission command and empowering junior leaders requires teams that are built through mutual trust. Platoon-level leaders gain this mutual trust through building a team based on shared experiences, enforcing standards, creating a platoon identity, building trust in training environments, and having a welcome program. A platoon where leaders do not share hardships may not function as well.

1-15. Trust and cohesion are characteristics of the Army culture that have direct impacts on climate. Leaders encourage subordinates to work together for the greater good while promoting pride in organizational accomplishments. Subordinates trust leaders who underwrite their good faith efforts to act in accordance with their leaders' intents. If the outcome is not what the leader expects, the leader and subordinate discuss the problem and develop a strategy to get back on track.

1-16. Trust also follows when a team appreciates a concerted, honest effort even when the results are incomplete. Army members gain confidence in leaders who enable them to achieve standards and demand quality performance. Leaders build cohesive teams by setting and maintaining a collective mindset among team members and enabling successful performance.

1-17. Conflict occurs when people disagree about ideas or feel their interests are threatened. Conflict does not require the involvement of two people, nor is it necessarily based on facts. One person may be in conflict with another, without the second person realizing it or being at fault. Leaders should identify and resolve conflict before it affects personal and organizational functioning, good order and discipline, and cohesion.

1-18. Leaders should be able to resolve two kinds of conflicts: work-related and personal. Any given conflict is likely to contain some level of both elements. Work-related conflict can stem from disagreement over a course of action, workload perceptions, or the best steps for completing a specific task. Personal conflicts generally stem from people who do not like or respect each other or some perceived grievance based upon individual behavior. Leaders need to develop the skills to address both types of conflicts as rapidly and

effectively as possible. Conflicts that simmer lower the morale and duty performance of those involved and can corrode an organizational cohesion when not quickly addressed.

PLATOON SERGEANT

1-19. Platoon sergeants are the enlisted advisors to the platoon leader and serve as the NCOs in charge of mission execution, readiness, and Soldier development.

1-20. Platoon sergeants are rated by the platoon leader and senior rated by the company commander. The PSG performs assigned duties and supports and advises the platoon leader in the execution of the commander's intent.

1-21. The platoon sergeant is the NCO support chain leader within the platoon and is responsible for enlisted Soldiers' development, discipline, training, and well-being. These are accomplished with the mentorship and guidance of the company first sergeant and supported by the squad/team level NCO leaders.

Platoon sergeants execute platoon level individual and collective tasks and ensure that Soldiers continue to develop and maintain tactical and technical MOS proficiency. By developing individual competence and confidence, platoon sergeants enable Soldiers to work together and execute missions collectively.

1-22. For a further look into what the relationship between a platoon leader and platoon sergeant should be refer to chapter 4, *The Resupply of Duffer's Drift*.

SQUAD LEADERS/TEAM LEADERS/SECTION NCOs

1-23. NCOs, at the corporal to staff sergeant level, perform as section/squad/team leaders and are the primary points of contact directly interacting with, motivating, and developing the junior enlisted Soldiers.

1-24. Section/squad/team leaders are responsible for the command and control and readiness of the appointed element. They provide the leadership to ensure elements are properly trained, equipped, and ready to perform all assigned missions. Section/squad/team leaders report readiness status to the platoon sergeant according to the unit standard operating procedures (SOP) or current operation order.

1-25. These NCOs are generally rated by their immediate supervisor within the chain of command and senior rated by their platoon leader or company commander.

1-26. These NCOs work with the Soldiers to execute the missions as assigned. Additional duties vary and may include the following:

- Equal opportunity (EO) leader.
- Sexual Harassment/Assault Response and Prevention (SHARP) victim advocate.
- Assist junior officers with assigned additional duty as an assistant or noncommissioned officer in charge, also referred to as the NCOIC:
 - Assistant convoy commander.
 - Physical security/key control NCO.
 - Range safety officer or noncommissioned officer in charge.
- Vehicle commander/truck commander.

WARRANT OFFICERS

1-27. WOs are the technical experts within their assigned fields. Their experience and understanding of policy and doctrine enable them to manage operations, provide added perspective to senior leaders within the commander's intent, and build relevancy and professionalism within their assigned organizations.

1-28. The rating scheme for WOs varies based on the organization and will be assigned by coordination between the company commander and battalion commander.

1-29. A WO is directly in charge of a logistics activity and generally supervises a team chief who manages Soldiers in execution of day-to-day mission support tasks. Examples of WO duties include the following:

- Supply support activity technician.

- Automotive, armament, and electronics maintenance technician.
- Allied trades technician.

COMPANY COMMANDER

1-30. The company commander is responsible for the accountability, mission readiness, and professional development of all personnel within the company. The commander influences others to establish a culture that supports organizational missions while also supporting development of assigned Soldiers and leaders in accordance with (IAW) and supporting Army command policy (AR 600-20) and regulations. The commander executes command programs that support general readiness, including the following:

- Physical fitness, health, and mission readiness of all company Soldiers.
- Professional counseling, evaluations, and promotion determinations.
- Treatment of Soldiers with dignity and respect.
- Equal opportunity program.
- Sexual harassment and assault response program.
- Family readiness groups and care planning.
- Safety and risk management.

1-31. The commander is responsible for the property accountability and mission readiness of equipment systems, facilities, property, and supplies within the company in accordance with Army regulations. The commander executes command programs that support these activities, to include the following:

- Property accountability – hand receipt management, inventories, documenting and ordering shortages when necessary.
- Command maintenance program – preventive maintenance checks and services (PMCS) validation, dispatch control, scheduled and unscheduled maintenance.
- Physical security – key control and container management.

1-32. Commanders execute missions within regulatory requirements and may compete for recognition within specific areas outlined and evaluated externally, such as the command supply discipline program, command maintenance discipline program, and command deployment discipline program.

1-33. Commanders are responsible for collective mission readiness of the company to include training proficiency, relationships, and communications with higher headquarters and supported units. The commander integrates internal equipment and processes with available personnel to meet requirements for sustainment, survivability, and deployability, including the following:

- Identification and certification of crews on assigned vehicles/equipment platforms.
- Weapons proficiency and qualification (individual and crew served).
- Communications equipment (digital and field manual proficiency).
- Key collective training tasks within the company mission essential task list.
- Unit movement operations.
- Hazardous material (HAZMAT) handling and documentation.

1-34. Company commanders establish and maintain a culture of good order and military discipline. The commander enforces orders, policies, and regulations in accordance with Section 934, Title 10, United States Code (10 USC 934), Article 134 of the Uniform Code of Military Justice (UCMJ), supported by:

- Partnering with legal advisors to ensure proper processes are followed in the application of this authority- may initiate investigations, inquiries, and reasonable searches of property.
- Punitive Actions:
 - Administer non-judicial punishment (Article 15, UCMJ).
 - Initiate and provide recommendations of courts martial.
- Initiate administrative actions on assigned Soldiers that may include:
 - Suspension of favorable actions.
 - Suspension of security clearance.

- Bar to reenlistment.
- Administrative separation of enlisted personnel.

RESPONSIBILITIES

1-35. Platoon leader responsibilities vary widely depending on the type of platoon and the operational environment in which the platoon operates. The subsequent paragraphs illustrate responsibilities a platoon leader can anticipate.

CONTINUOUS SUPPORT

1-36. Logistics platoon leaders accomplish tasks that provide for continuous support to their supported units in order for those units to seize, retain, and exploit the initiative. Continuous support maintains operational tempo and enhances capabilities throughout the battlefield. Requirements for continuous support depend on daily consumption rates and phases of the operation.

1-37. The support at the brigade combat team level is executed through the echeloned trains concept. Trains are a unit grouping of personnel, vehicles, and equipment to provide command and control and sustainment. The combat train is the basic sustainment tactical organization (see figure 1-1). Commanders at the battalion and company level in the supported battalions are responsible for the train's emplacement, and that decision depends on mission variable of mission, enemy, time, troops available, terrain, and civil considerations (METT-TC).

1-38. To ensure the most efficient and expedient way of executing the echelon sustainment concept using supply point, unit, and throughput distribution (see figure 1-2 on page 1-6), logisticians use the synchronization matrix to capture requirements from their supported units throughout all phases of the operation. This tool enables sustainment leaders to identify current capabilities and address any shortfalls to assist with future re-supply operations. The requirements and synchronization matrix drives tasks that logistics platoon leaders will execute to ensure continuous support.

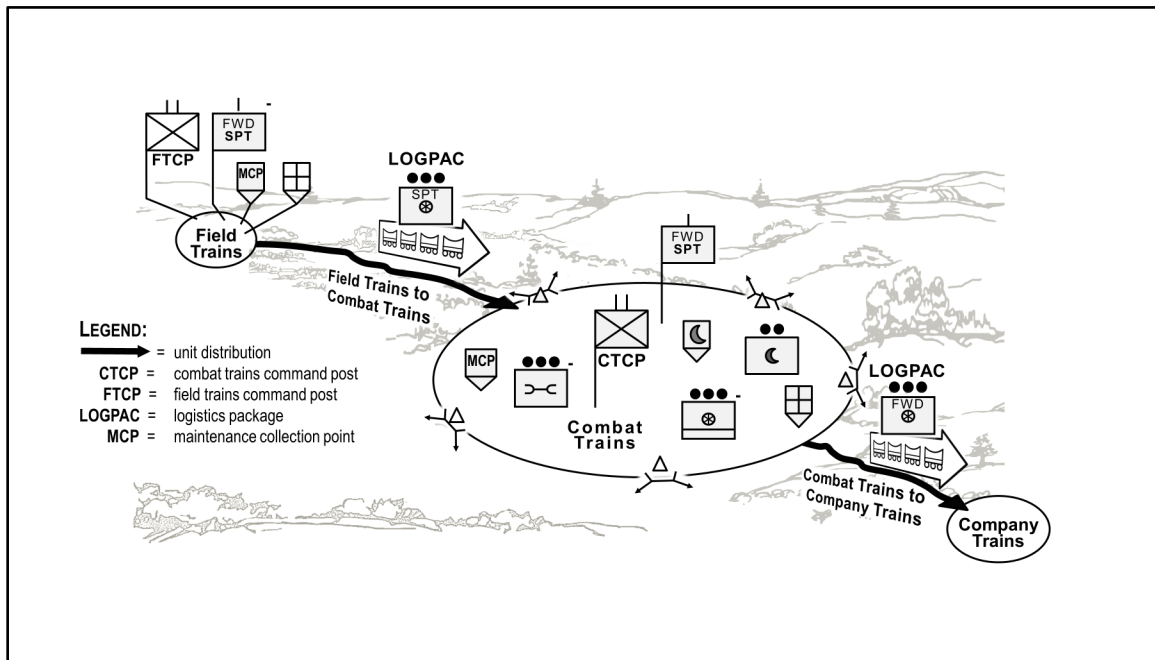


Figure 1-1. Echeloned sustainment using field, combat, and company trains

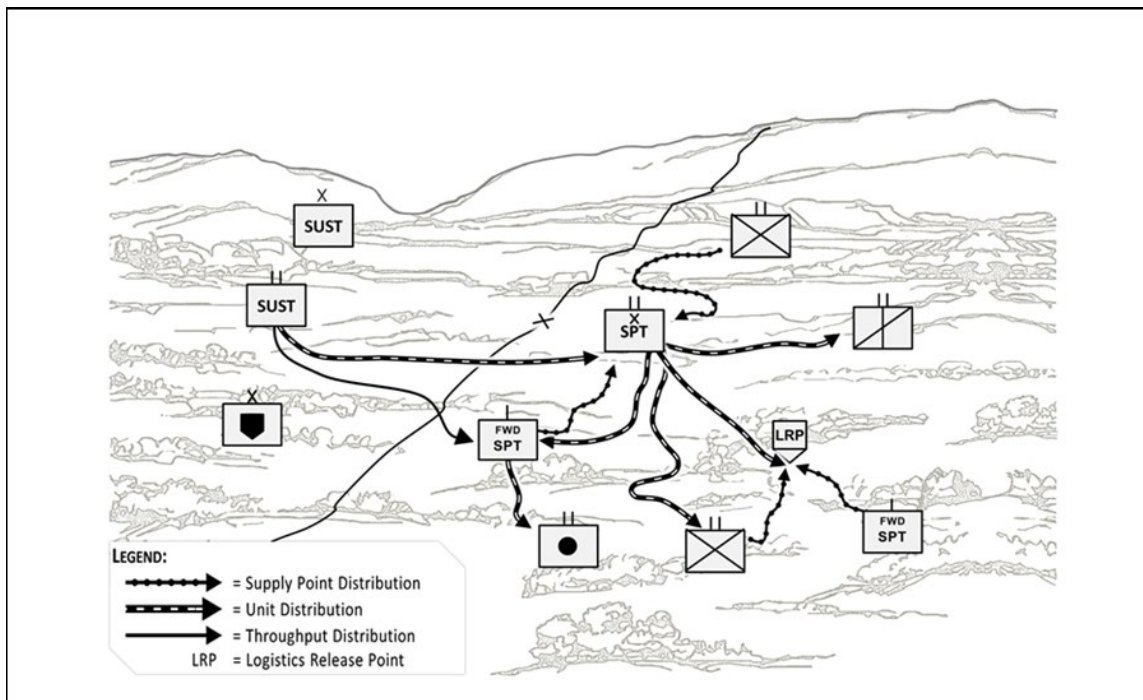


Figure 1-2. Echeloned sustainment using supply point, unit, and throughput distribution.

SECTION II – LEADERSHIP

1-39. Effective logistics platoon leaders must possess the Army leader attributes. Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization. As an element of combat power, leadership, coupled with information, unifies the warfighting functions (movement and maneuver, intelligence, fires, sustainment, protection, and command and control). Leadership focuses and synchronizes organizations. Effective leaders inspire people to achieve desired outcomes.

1-40. First impressions have a lasting impact on leaders' effectiveness, especially at the platoon level. Soldiers remember whether their leaders take charge and demonstrate competence. Logistics leaders are full partners with the leaders of the forces they support. They receive guidance from the chain of command and translate this guidance to their platoons. Platoon leaders should clarify expectations, provide back briefs, and understand how the platoon fits within the larger mission of the company and battalion. Asking the right questions, synthesizing feedback, and providing clear guidance are more important than demonstrating technical expertise.

MISSION COMMAND PRINCIPLES

1-41. Mission command (ADP 6-0) is the Army's approach to command and control; it empowers subordinate decision-making and decentralized execution appropriate to the situation. Logistics platoon leaders lead consistent with the mission command principles of:

- Build cohesive teams through mutual trust – mutual trust is shared confidence among commanders, subordinates, and partners. Effective commanders build cohesive teams in an environment of mutual trust.
- Create shared understanding – Commanders and staffs actively build and maintain shared understanding within the force and with unified action partners by maintaining collaboration and dialogue throughout the operations process (planning, preparation, execution, and assessment.)

- Provide clear commander's intent – clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned.
- Exercise disciplined initiative – action in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise in order to create opportunities.
- Use mission orders – directives that emphasize to subordinates the results to be attained, not how they are to achieve them.
- Accept prudent risk – deliberate exposure to potential injury or loss when the commander judges the outcome in terms of mission accomplishment as worth the cost.

PLATOON COMMAND AND CONTROL

1-42. Tactically and technically competent commanders, subordinates, and teams are the basis of effective command and control. The platoon requires a shared understanding of the mission and commander's intent, and an understanding of the mission two levels up and the mission of the supported unit. The platoon leader, assisted by the platoon sergeant, uses troop leading procedures (TLP) and mission orders to prepare for missions, issue orders, and employ the platoon.

COMMANDER'S INTENT

1-43. Logistics platoon leaders must understand and execute missions within their commander's intent. Commander's intent defines success for the mission and includes purpose, key tasks, and the conditions that define the end state. It describes the "what" for platoon leaders, allowing them to achieve desired results without further orders. The commander's intent must be simple, concise, and easily understood two echelons lower in the chain of command to enable Soldiers to act quickly and decisively in fluid and chaotic situations.

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Chapter 2

The Logistics Platoon

The logistics platoon is an organizational enabler that is critical to successful sustainment support to multi-domain operations. The platoon is the unit that executes tasks to provide all logistic elements; transportation, maintenance, supply, and field services. Understanding the platoon structure and capabilities is important for platoon leaders to effectively lead and employ the platoon in any operational environment.

SECTION I – UNDERSTANDING THE PLATOON

2-1. The logistics platoon is an essential component of effective logistic support. The platoon is one of the lowest levels of commissioned officer leadership. It is one of the smallest organizations in a logistics formation. However, the platoon is the unit that actually executes operations to deliver logistical support to all units in wartime. Successful platoon operations are vital to ensuring units receive logistical support to enable prolonged endurance.

THE PLATOON OPERATIONAL FRAMEWORK

2-2. Effective platoon leaders understand the platoon operational framework and what the platoon is designed to do. PLs understand the interrelationships of the framework elements to know how the platoon contributes to the Army's approach to operations. For more in depth information reference see ADP 1-01.

THE PLATOON ROLE

2-3. The platoon's role is to execute tasks and functions as directed by the company commander to provide support within a logistic element to enable mission accomplishment for a supported formation.

2-4. Logistics platoons are subordinate elements of companies that are designed around each of the logistic elements. The platoon is the unit that executes support within a specific logistic element.

PLATOON CORE COMPETENCIES

2-5. The platoon is capable of executing effective command and control, movement and maneuver, and protection in order to provide the specific logistic support for which it is designed. There are many aspects of platoon organization and operations that enable this.

2-6. The platoon is a unified team; all personnel work together to achieve mission success. A platoon faces diverse battlefield hazards such as close enemy contact and engagement. The platoon regularly faces unfavorable terrain and situations. Success in these conditions requires aggressive, physically fit, disciplined, and well-trained Soldiers. Development of these Soldiers requires bold, aggressive, resourceful, and adaptive leaders— leaders of character, competence, and commitment - who are willing to accept prudent risks to accomplish the mission.

PLATOON FUNCTIONS

2-7. Logistics platoons are organized to execute specific functions, each of which is tied to a logistics element and is necessary to enable mission accomplishment. Logistics platoons provide functional capability that does not exist elsewhere in the Army structure. Proper application of these functional capabilities ensures that platoons are an effective force on the modern battlefield and that they contribute directly to mission success.

2-8. Logistics platoon functional capabilities include those listed below.

- Field maintenance (ATP 4-90).
- General supply (ATP 4-90).
- Petroleum supply (ATP 4-43).
- Ammunition supply (ATP 4-35).
- Water supply (ATP 4-44).
- Composite supply (ATP 4-93.1).
- Medium transportation (ATP 4-93.1).
- Heavy transportation (ATP 4-93.1).
- Composite transportation (ATP 4-93.1).
- Distribution (ATP 4-90).
- Field services (ATP 4-42, ATP 4-48, ATP 4-41, and ATP 4-46).

PLATOON CHARACTERISTICS

2-9. A platoon is normally an organic subdivision of an Army company-sized unit led by a lieutenant. A platoon is typically the smallest military unit led by a commissioned officer. The platoon is an all-weather, all-terrain unit capable of operating independently in any operational environment.

2-10. In many instances, the platoon or elements of the platoon operate closer to the forward line of troops and enemy threats than any other sustainment unit. The platoon must adapt to various levels of conflict in various environments. The platoon's ability to accomplish its assigned mission depends upon proper training, good planning, sound leadership, and motivated subordinate leaders and personnel. Platoon personnel tactics must reflect the tempo and intensity of large-scale combat operations while balancing protection with execution.

2-11. A functional platoon requires a cohesive team. To exercise mission command and empower junior leaders, the platoon leader must develop teamwork by building mutual trust. Platoon leaders gain this mutual trust by sharing experiences, enforcing standards, creating a platoon identity, and building confidence in training environments. A platoon where leaders do not share hardships may not function as well.

SECTION II – PLATOON ORGANIZATION AND EMPLOYMENT

2-12. Platoons are organized to provide the required functional capability to meet mission requirements. Platoons are employed in various ways and normally work together to cover the span of all logistics elements.

LOGISTICS PLATOON ORGANIZATION

2-13. The logistic platoon is a subdivision of a logistic company and consists of a headquarters, two or more sections, squads, and teams, or a combination of these. The platoon organization varies according to the type of platoon. The personnel strength of logistics platoons from 20 to 100 or more personnel.

2-14. Some specific examples of platoons organized with sections, squads, teams, or a combination are shown below.

- Maintenance platoons are normally comprised of sections.
- Supply platoons are comprised of sections.
- Distribution platoons are comprised of a combination sections and squads.
- Transportation platoons are comprised of a combination of sections and squads.
- Ammunition platoons are comprised of sections.
- Field service platoons are comprised of a combination of sections, squads, and teams.

PLATOON HEADQUARTERS

2-15. The headquarters normally consists of a platoon leader and a platoon sergeant. The headquarters may have additional personnel such as unit supply sergeant, armorer, administrative, and operations personnel.

2-16. The platoon headquarters personnel provide required leadership. The platoon leader and platoon sergeant employ the operations process to organize efforts, integrate the warfighting functions across multiple domains, and synchronize forces to accomplish the platoon mission. Working as a team, platoon leaders and platoon sergeants use troop leading procedures to plan, prepare, execute, and assess platoon operations. They engage all subordinate leaders in troop leading procedures to ensure complete understanding of mission requirement throughout the platoon.

2-17. The platoon leader and platoon sergeant use troop leading procedures to make timely and effective decisions to accomplish the mission. Throughout the operations process, making and communicating decisions quickly and effectively ensures proper use of available time. These decisions include assigning tasks; prioritizing, allocating, and organizing subordinate elements and resources; and selecting the critical times and places to act.

PLATOON SUBORDINATE ELEMENTS

2-18. Platoon subordinate elements include the squads, teams, and sections that provide necessary personnel and equipment to execute logistics tasks. The exact makeup of subordinate elements depends on the type of platoon. The subordinate elements have a leader of a rank commensurate with the type of element. The section, squad, or team leader is responsible for the tactical employment and combat readiness of their respective element, including the health, welfare, and training of Soldiers, and maintenance of weapons and equipment assigned to the section. Subordinate leaders help the platoon leader plan the scheme of maneuver and make relevant recommendations during planning and execution.

Platoon Sections

2-19. A section is a subordinate platoon element that is generally larger than a squad. The section provides functional capability for the platoon and is designed to perform a specific task.

2-20. Sections are made up of personnel with a specific expertise. This expertise may include supply stock control, supply warehousing, field maintenance management, field maintenance, or field services.

2-21. The section has a leader or chief who is normally a staff sergeant (E-6). However, specialized sections may have leaders of higher rank. Examples of higher ranking leaders of specialized sections include:

- A sergeant first class (E7) for air traffic services.
- A warrant officer (WO) for electronics maintenance sections.

Platoon Squads

2-22. A squad is a subordinate platoon element that is generally smaller than a section. The squad provides functional capability for the platoon and are designed to perform a specific task. The squad has a leader that is normally a sergeant (E6).

2-23. Squads are made up of personnel with a specific expertise related to the parent company. Transportation platoons are normally comprised of squads each of which has expertise in transportation execution.

Platoon Teams

2-24. A team is a subordinate platoon element that is generally, but not necessarily, smaller than a squad. The team provides functional capability for the platoon and is designed to perform a specific task. Such as a maintenance support team.

2-25. Teams are made up of personnel with a specific expertise. Field services platoons are often comprised of teams. Expertise includes field feeding and casualty collection. The team leader is normally a staff sergeant, although field feeding team leaders are normally sergeant first class (E7).

PLATOON EMPLOYMENT

2-26. Platoons are often the most important units in logistics operations because they actually execute the logistics tasks necessary to provide the required support. Because of the platoon's relatively small size, it can move and maneuver quickly and effectively support other units during combat.

2-27. Since a single platoon cannot provide the full complement of logistical support, an operation usually requires multiple platoons to operate simultaneously and in conjunction with each other. This teamwork ensures timely and effective logistical support. Logistics platoons operate in a synchronized fashion in accordance with the concept of support and a synchronization matrix to support their supported units. The support battalion and logistics company assign at least one specific task and purpose to each logistics platoon based on the concept of support and the synchronization matrix. These two documents enable a shared understanding of what logistics platoons are doing and why.

2-28. Most logistics platoons are organic elements of a company and, as such, deploy with the company. Separate platoons have unique unit identification codes and standard requirements codes. These separate platoons deploy individually based on a time-phased deployment list. The theater army establishes command relationships for separate platoons once they arrive in theater.

Chapter 3

Troop Leading Procedures

The platoon leader is responsible for everything the platoon does or fails to do. With the platoon sergeant, the platoon leader uses a variety of techniques to plan and prepare a platoon's mission. The planning process is often more important than the final plan itself, as it provides platoon leaders with a greater understanding of the enemy, environment, and assigned task, increasing their tactical flexibility when the situation unexpectedly changes or when opportunities arise. TLP provide platoon leaders a framework for planning and preparing for missions. Smaller units, company and below, lack formal staffs and use TLP to plan and prepare for operations. At the platoon-level, this places primary responsibility for planning on the platoon leader.

SECTION I – PLANNING CONSIDERATIONS

3-1. A logistics platoon predominantly operates as part of a larger organization, whether it be a company team, battalion/squadron, or higher. Therefore, the planning the platoon leader executes is in conjunction with the next higher echelon to ensure proper alignment of task and purpose. Failure to do so results in the wasted expense of an already limited resource—time.

3-2. Platoon leaders can follow, though to a lesser degree, the same sequence their company or battalion/squadron commander does when executing the operations process: planning, preparation, execution, and assessment.

PLANNING

3-3. Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about (ADP 5-0). A platoon leader receives a task and purpose from the company commander as a warning order (WARNORD) or operation order (OPORD) and begins the planning process.

3-4. Planning is an ongoing process and continues as necessary during preparation and execution. Parallel planning occurs when the platoon leader and company commander plan for the same mission at about the same time. See figure 3-1 on page 3-2.

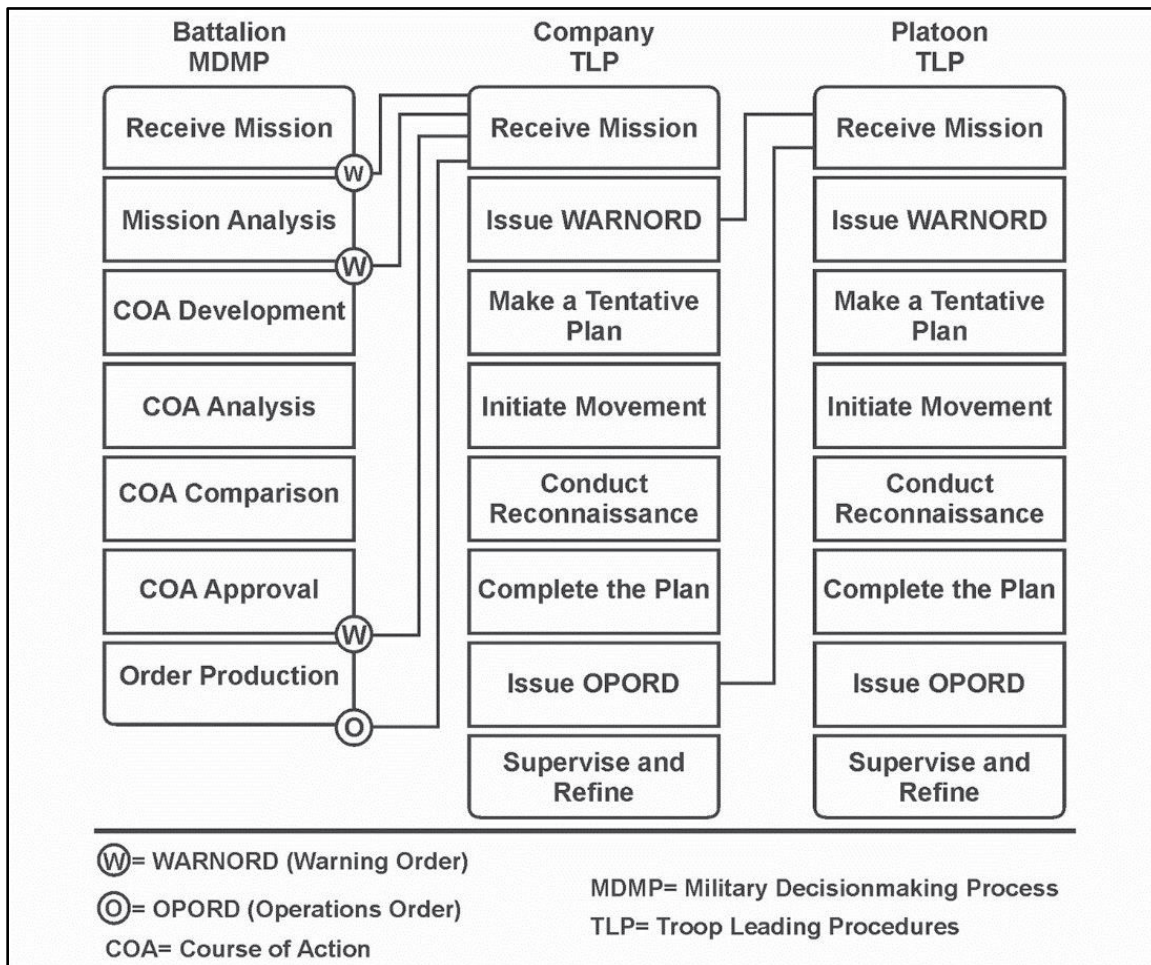


Figure 3-1. Parallel planning

3-5. At the platoon-level, planning focuses on fully developing the platoon's role in the company commander's directed course of action (COA), and rehearsing for likely contingencies that may cause the COA to develop in unexpected ways. Brigades and/or battalions frequently have tactical standard operations procedures, often referred to as a TACSOP, that platoon leaders must be familiar with.

PREPARATION

3-6. Preparation includes activities performed by the platoon to improve its ability to execute the assigned task. Preparation includes, but is not limited to plan refinement, rehearsals (see section III for more information), coordination, checks and inspections, and movement.

3-7. Detailed and customized platoon SOPs consider the specific personnel and equipment in the platoon. When consistently executed and continually updated after each mission, the SOP can increase the platoon leader's time available to plan and prepare for a particular assigned task. The most effective SOPs are ones developed with input from all leaders in the platoon.

EXECUTION

3-8. Execution is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). The platoon leader uses situational understanding to assess progress and make execution and adjustment decisions during the process.

ASSESSMENT

3-9. Assessment refers to the continuous monitoring and evaluation of the current situation, particularly the enemy, along with the progress of the assigned task(s). Assessment entails these tasks:

- Assess the platoon readiness and capacity of support capability. Immediately report aspects that affect mission accomplishment.
- Continuously assessing the enemy's reactions and vulnerabilities which may lead to windows of opportunity to exercise disciplined initiative.
- Continuously monitoring the situation and progress of the operation towards the company commander's desired end state.

SECTION II – TROOP LEADING PROCEDURES

3-10. The platoon leader uses TLP to solve tactical problems and uses the platoon sergeant and squad/section leaders to help with the process. The type, amount, and timeliness of information passed from higher to lower directly impacts the platoon leader's TLP. TLP include eight steps:

- Receive the mission/Begin planning.
- Issue the WARNORD.
- Make a tentative plan.
- Initiate movement/Arrange reconnaissance.
- Conduct reconnaissance/Make reconnaissance.
- Complete the plan.
- Issue the OPORD.
- Supervise and refine/Supervise.

Note. Chapter 10 in FM 6-0 contains a more in-depth discussion of each step of TLP.

EXECUTING TROOP LEADING PROCEDURES

3-11. TLP provide a framework for planning and preparing for a mission, beginning when the platoon leader receives the first indication of an upcoming mission, and continues throughout the operations process. As each subsequent order arrives, they modify the assessments, update tentative plans, and continue to supervise and assess preparations.

3-12. Normally, the first three steps (receive the mission, issue a WARNORD, and make a tentative plan) of TLP occur in order. However, the sequence of subsequent steps is based on the situation. Initiate movement and conduct reconnaissance may occur several times and sometimes simultaneously. The last step, supervise and refine, occurs throughout.

3-13. Subordinates require sufficient information to plan and prepare for their mission. In other cases, TLP start before receiving a company WARNORD based on existing plans, orders, concepts of support, and on the subordinate leader's understanding of the situation.

STEP 1 – RECEIVE THE MISSION

3-14. The platoon leader receives the platoon's mission through a written or verbal WARNORD, OPORD, or fragmentary order (FRAGORD), assesses the time available to accomplish the mission, and conducts a cursory analysis of the assigned task(s) using METT-TC. A more detailed METT-TC analysis comes after issue of the platoon WARNORD (step 2).

3-15. In addition to receiving (or deducing) the mission during this step, platoon leaders also—

- Determine the entire time available to plan, prepare, and execute the mission.
- Determine the “one-thirds, two-thirds” timeline for leader planning and subordinate preparation, respectively

- Prepare an initial planning timeline using backwards planning. Backwards planning starts at the end state and then logically works the steps backwards to the current point.

STEP 2 – ISSUE THE WARNING ORDER

3-16. The platoon WARNORD is a preliminary notice of an order or action to follow, issued as close to receipt of the company WARNORD as possible. Less detailed than a complete OPORD, a WARNORD aids in parallel planning. After platoon leaders receive the new or updated mission and assess the time available for planning, preparing, and executing the mission, they immediately issue a WARNORD to the platoon.

3-17. In the initial platoon WARNORD, the platoon leader includes the same elements given in the company commander’s initial WARNORD, but platoon focused. If practical, platoon leaders brief subordinate leaders face-to-face using a rough terrain model, sketch, or map (See figure 3-2 for an example of a WARNORD format).

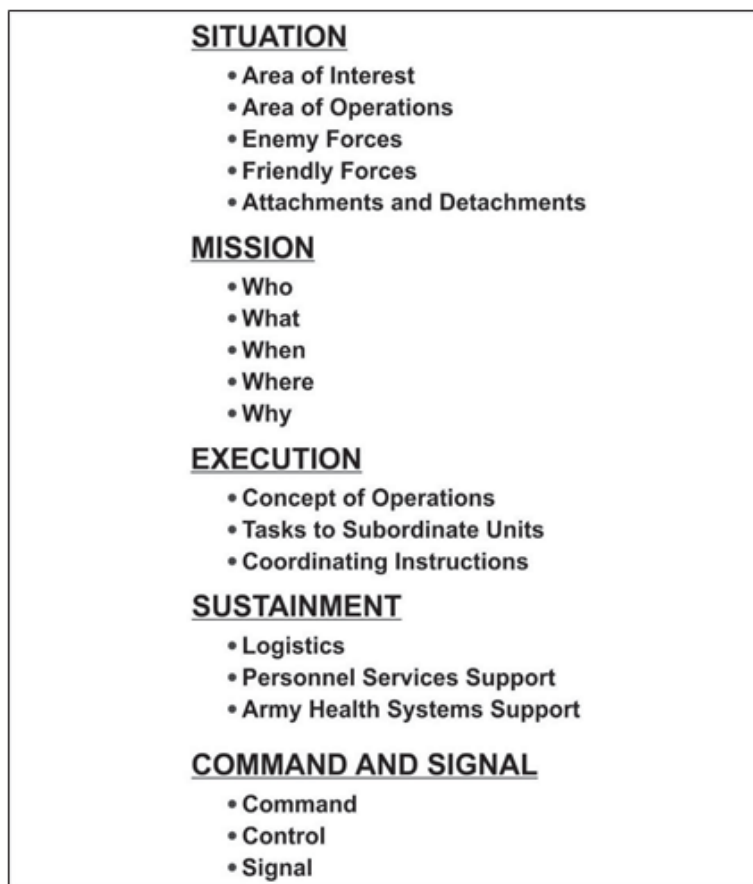


Figure 3-2. Example warning order format

3-18. The WARNORD has no specified format, though it may follow the five-paragraph OPORD format and include the following items:

- Enemy situation as currently known.
- Company mission or nature of the operation.
- Commander’s intent (if available).
- Initial operational timeline.
- Platoon mission (may modify after step 3).
- Updated graphics (analog and digital).
- Reconnaissance to initiate, if any.

- Movement to initiate, if any.
- Earliest time of movement.
- Planning and preparation instructions (to include planning timeline).
- Information requirements.
- Commander's critical information requirements.
- Changes to task organization, if any.
- Use of specialized equipment, if any.
- Attachment of enablers, if any.
- Recommended ammunition loadout.
- Key events to rehearse and timeline to rehearse those events.
- Readiness condition (known as REDCON) and vehicle preparation schedule.
- Personal protective equipment modifications.
- Time and place for issuing the OPORD.

3-19. An essential element of the WARNORD is the initial planning timeline, including instructions or information that will help subordinates prepare for the upcoming mission.

3-20. Issuing the initial WARNORD as quickly as possible enables subordinates to maximize their own planning and preparation time (parallel planning) while the platoon leader begins to develop the OPORD. Upon receipt of more information, the platoon leader issues updated WARNORDs if time is available, giving subordinates as much information as is available at the time. Otherwise, the platoon leader will wait to give the information until the OPORD brief to the platoon.

Note. Figures 3-3 on page 3-6 and figure 3-4 on page 3-7 are examples of sketches a platoon leader may receive from their company commander. The platoon leader will use sketches to make a tentative plan.

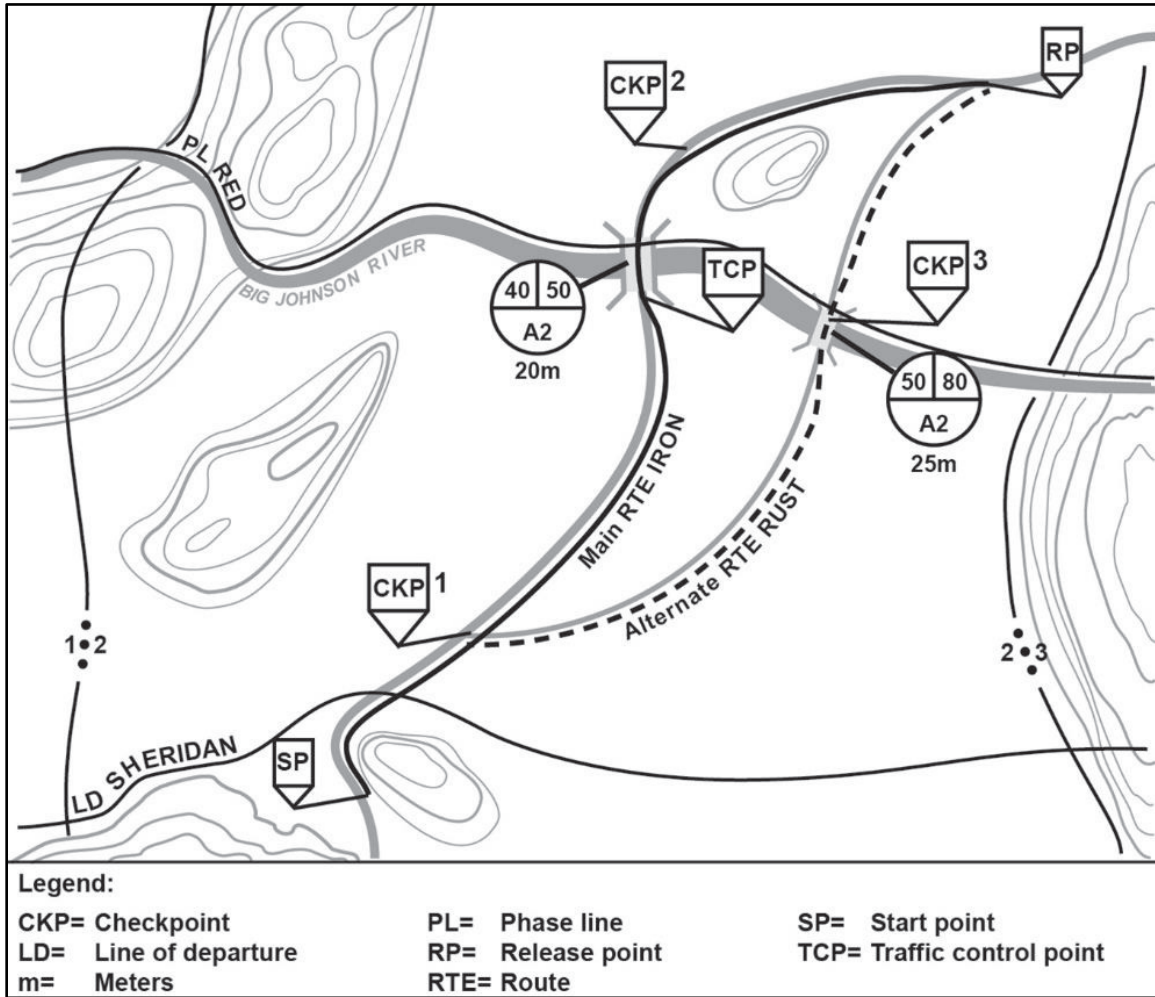


Figure 3-3. Example of Service Station Resupply

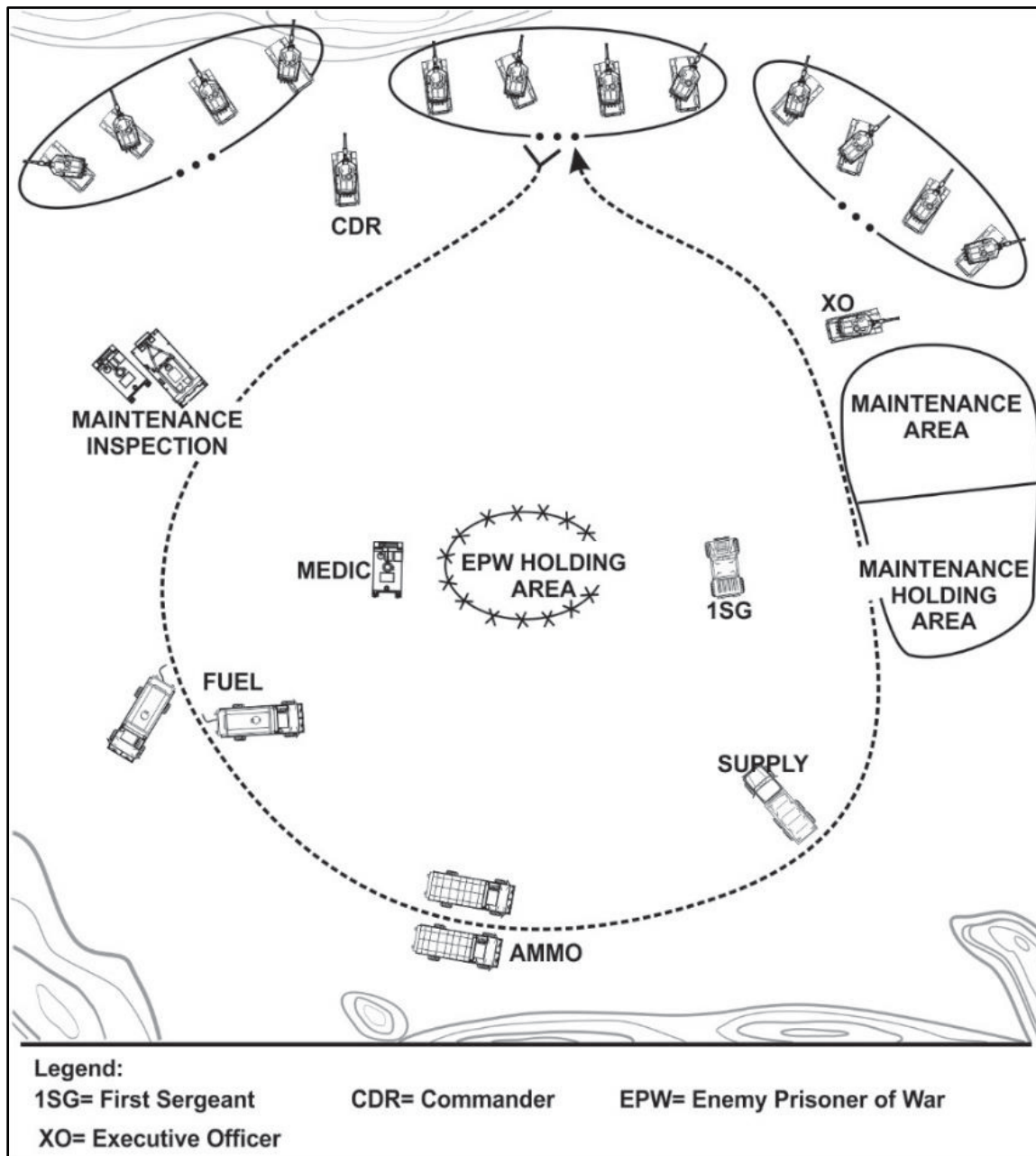


Figure 3-4. Example of Service Station Resupply

STEP 3 – MAKE A TENTATIVE PLAN

3-21. Platoon leaders begin to develop a tentative plan after issuing the platoon WARNORD; they need not wait for a complete company OPORD before starting to develop a tentative plan.

MISSION ANALYSIS

3-22. Mission analysis helps answer the following questions for the platoon leader:

- What is the current situation?
- What is my mission?

- How can we best accomplish the mission?
- What are my available assets? (Personnel and Equipment)
- What are the possible risks?

3-23. The platoon leader begins mission analysis immediately upon receipt of the mission from the company commander. During mission analysis, the platoon leader—

- Restates the given mission.
- Conducts an initial risk assessment.

3-24. Though mission analysis is an ongoing process, the platoon leader adheres to the “one-third/two-thirds” technique to give subordinates sufficient time to prepare at their level. One-third/two-thirds technique is accomplished through parallel planning i.e. for a convoy mission having the NCOs preparing the Soldiers and vehicles while the platoon leader is working final route and security. One-third of the time available remains set aside for the platoon leader to prepare and issue an order, while the remaining two-thirds of the time is for squad/section leaders to disseminate the order to their squads/sections and prepare for the mission.

3-25. The platoon leader conducts their own more in-depth mission analysis by evaluating the mission variables: METT-TC. Platoon leaders convey to their subordinates deductions from these variables and the effect they will have on the platoon’s mission. A thorough mission analysis helps the platoon leader in recognizing and capitalizing on opportunities.

MISSION VARIABLES

3-26. Mission variables describe characteristics of the area of operations (AO) and their impacts to a mission. The mission variables are:

- Mission.
- Enemy.
- Terrain.
- Troops and support available.
- Time available.
- Civil considerations.

3-27. Analyzing METT-TC is a continuous process. During execution, continuous analyses of the mission variables facilitates the issuing of well-developed FRAGORDs. Platoon leaders assess if any new information presented during the planning process changes their mission and if so, decide how to adjust the plan to meet these new situations.

3-28. As METT-TC analysis does not need to occur in any particular order, how and when platoon leaders analyze the variables depends on when they receive information. It also depends on their experience and preferences. One technique is to parallel the TLP based on the products received from their company.

Mission

3-29. The platoon leaders look to answer, for themselves, the question, “What have I been told to do, and why?”

3-30. Platoon leaders must understand the mission, intent, and operational concept one and two levels higher. Doing so makes it possible to exercise disciplined initiative and act within limited windows of opportunity.

3-31. Platoon leaders use the following to gain this understanding—

- Battalion/squadron (two levels up) mission, intent, and concept.
- Company (one level up) mission, intent, and concept.
- Unit’s purpose.
- Constraints.
- Specified, implied, and essential tasks.
- Restated mission.

Battalion/Squadron (Two Levels Up) Mission, Intent, and Concept

3-32. Regardless of echelon, leaders understand the concept of the operation two levels up, identifying the tasks and purposes, and how their immediate higher headquarters contributes to the operation. At the platoon level, this is the battalion's/squadron's mission, intent, and concept. This information is found in paragraph three of the company OPORD, or in paragraphs two and three in the battalion/squadron OPORD.

Company (One Level Up) Mission, Intent, and Concept

3-33. Leaders understand their immediate headquarters' concept of the operation, identifying their headquarters' task and purpose as well as their own contributions to the mission. At the platoon-level, the immediate headquarters' concept of operations is the company commander's mission, intent, and concept. This information is found in paragraphs two and three of the company OPORD. Leaders also identify the tasks, purposes, and dispositions for all adjacent sustainment elements under the company's control.

Unit's Purpose

3-34. The platoon leader locates the platoon's purpose in the concept of the operation in paragraph three of the company OPORD. The platoon's purpose helps achieve the purpose of the immediate higher HQ. If platoon leaders are unclear of their purpose, they should ask the company commander for further explanation.

3-35. Understanding the company commander's intent and purpose helps the platoon leader in executing the philosophy of mission command. In the presence of new information, the platoon leader knows the intent and purpose of the next higher headquarters, and so, can adjust as needed to meet them. The platoon leader must be able to answer the question "If all else fails around me, what must my platoon accomplish and why?"

Tasks

3-36. Platoon leaders identify and understand the task(s) required to accomplish a given mission. The three types of tasks are—

- Specified.
- Implied.
- Essential.

3-37. A specified task is a task specifically assigned to a unit by its higher headquarters (FM 6-0). These types of tasks are found in paragraph three of the company OPORD, under tasks to subordinate units.

3-38. An implied task is a task that must be performed to accomplish a specified task or mission but is not stated in the higher headquarters' order (FM 6-0). Implied tasks come from a detailed analysis of the company OPORD, enemy situation and COA, terrain, and from knowledge of doctrine and history. The platoon leaders rely upon their experience and the experience of the leaders in the platoon to help with identifying the implied tasks.

3-39. An essential task is a specified or implied task that must be executed to accomplish the mission (FM 6-0). The platoon leaders make the decision on which task is essential or may be told directly by the company commander. The essential task, along with the platoon's purpose, is in the company OPORD, paragraph three's concept of operations (if an implied task) or tasks to subordinate units (if a specified task). Essential tasks build the mission statement.

Note. Some specified, implied, and essential tasks that directly affect the platoon may be written into an annex and not included in paragraph three of the company OPORD itself. Either the platoon leader or platoon sergeant should review, at a minimum, Annex C Operations from the battalion/squadron OPORD, if available and if time permits.

Constraints

3-40. A constraint is a restriction placed on the command by a higher command. A constraint dictates an action or inaction, thus restricting the freedom of action of a subordinate commander (FM 6-0). Constraints are primarily found in paragraph three of the company OPORD.

3-41. Examples of constraints may be resource limitations, such as class III or class V transport capacity, or in the operational environment, such as the load capacity of a bridge the platoon must traverse. Overlay graphics such as restricted fire lines or no-fire areas are also examples of constraints.

Restated Mission

3-42. The platoon leader concludes the mission analysis by restating the platoon mission. To do this, they answer the five Ws:

- Who (the platoon)?
- What (the platoon's essential task and type of operation)?
- When (this is the time given in the company OPORD)?
- Where (the objective or location stated in company OPORD)?
- Why (the platoon's purpose, taken from the company's concept of the operation)?

Note. Example mission statement: 1/A/115 Brigade Support Battalion, conducts a resupply from brigade support area to logistics release point 3 not later than 121200JUN2020 to link up with 1-7 Infantry and conduct replenishment operations. See ATP 4.90 for information on the brigade support battalion.

Visual Aids

3-43. Platoon leaders prepare, or receive, a graphic depiction of terrain to help explain their findings regarding the effects of terrain and weather on the mission. The graphic depiction of terrain can be a photograph, digital map, overlay for a map sheet, or a terrain model. In it, leaders show terrain mobility classifications, key terrain, intervisibility lines, known obstacles, avenues of approach, mobility corridors, main supply routes (MSRs), alternate supply routes, logistics release points, supply points, and maintenance collection points.

Enemy

3-44. The second mission variable to consider is the enemy. Intelligence on enemy posture will come straight from the battalion and company orders. The platoon leader will put out the parts that affects the platoon mission. The battalion/squadron intelligence officer (S-2) provides an analysis of the enemy with which the battalion/squadron or company anticipates contact. However, platoon leaders still need to know and understand the enemy's disposition, composition, strengths, doctrine (if known), equipment capabilities, vulnerabilities, and probable course of action. Additionally, the line between enemy combatants and civilian noncombatants is sometimes unclear and therefore requires the leader to understand the laws of war, the rules of engagement, and the local situation.

3-45. Analyzing the enemy answers the question, "What is the enemy doing and why?" The platoon leader also looks to answer—

- What is the composition and strength of the enemy force?
- What are the capabilities of their weapons? Other systems?
- What is the location of current and intercepted enemy positions?
- What is the enemy's most probable course of action? (defend, reinforce, attack, withdraw, or delay).

Assumptions

3-46. Platoon leaders continually improve their situational understanding of the enemy and update their enemy templates (analog and digital) as new information becomes available. Deviations or significant conclusions reached during enemy analysis that could positively or negatively affect the company's plan are brought to the company commander for awareness and acted upon if necessary.

How the Enemy Will Fight

3-47. The platoon leader should understand when, where, and how the enemy has historically used their assets. A doctrinal template is a visual illustration of how the enemy force looks and acts without the effects of weather and terrain and should be provided in the company OPORD or made available from the battalion/squadron S-2. This type of understanding is the starting point for the leader's enemy analysis.

3-48. The enemy may not fight using any form of structured or published doctrine. In such a situation, platoon leaders rely upon the assessments that are made by the battalion/squadron S-2 and passed down through the company commander. Platoon leaders also rely on personal tactical skills and experience,

Composition

3-49. Platoon leaders determine the types of vehicles, soldiers, and equipment the enemy could use against the platoon. They should be familiar with the basic characteristics of the enemy units and platforms identified.

Disposition

3-50. From the battalion/squadron S-2 and company commander's input, platoon leaders determine how the enemy is (or might be) arrayed, the echelon from where the enemy originated, and the disposition of the next two higher enemy elements. Previous terrain analysis also helps illuminate where the enemy may or may not be able to go, based upon the number and types of vehicles in their formation.

Strength

3-51. The strength of the enemy element in the platoon's AO can be made available by way of requests for information made through the company commander to the battalion/squadron S-2.

Capabilities

3-52. The platoon leader must know what weapon systems the enemy possesses. Knowing the maximum effective ranges of the enemy systems, the platoon leader can better determine when to transition to tactical movement or when to initiate contact within the defense.

Recent Activities

3-53. Through the company commander, platoon leaders can request any recent enemy activities in the platoon's or company's AO from the battalion/squadron S-2. Knowing what the enemy has done in the past, can be an indicator as to what is to come in the future.

Enemy Situation Template

3-54. The situation template is a refined version of the doctrinal template, taking into account the effects of terrain, weather, and all previous enemy analysis considerations up to this point. The platoon leader may receive a detailed situation template from the company commander, either by an analog map overlay or digital joint capabilities release graphic. The information in the template informs the platoon leader on possible or likely enemy courses of action. This situation template is portrayed one echelon lower than the one developed by the next higher HQ. For example, if the company commander determines the enemy is operating in the company area of operations, the platoon leader determines if enemy activity affects the assigned platoon or subordinate elements' sustainment mission. Table 3-1 on page 3-12 shows recommended situation template items.

Table 3-1. Typical enemy situation template items

Defense	Offense
Primary, alternate, subsequent positions	Attack formations
Engagement area	Axes of advance
Individual vehicles	Firing lines
Crew-served weapons	Objectives
Tactical and protective obstacles	Reserve force commitment
Trenches	Planned indirect-fire targets
Planned indirect-fire targets	Situational obstacles
Observation posts	Reconnaissance objectives
Command and control positions	Reconnaissance force routes
Final protective fires and final protective line	Phase lines
Locations of reserves	Planned point of penetration
Routes for reserve commitment	
Travel time for reserve commitment	
Battle positions, strong point, area of operation	
Sectors of fire	

3-55. The situation template is a briefing tool for the platoon leader and is only an estimate of the enemy disposition and must be changed when new information adjusts previous assumptions.

Note. Many current allies possess and operate equipment similar or almost identical to that of current threat militaries. All platoon members need to possess a robust knowledge of vehicle identification, capable of identifying allied and enemy vehicles from multiple angles, at varying distances, and in limited visibility conditions.

Information Requirements

3-56. Commander's critical information requirements consist of priority intelligence requirements and friendly force information requirements. This translates to the platoon as items that must be reported to the CO and battalion (BN) (see figure 3-5):

- Priority intelligence requirements are information a leader, in this case the company or battalion/squadron commander, needs to know about terrain or enemy to make a critical decision. They are clear, answerable, focused on a single question, and necessary to drive an operational decision.
- Friendly force information requirements include information leaders need to know about their units or about adjacent units to make critical decisions.

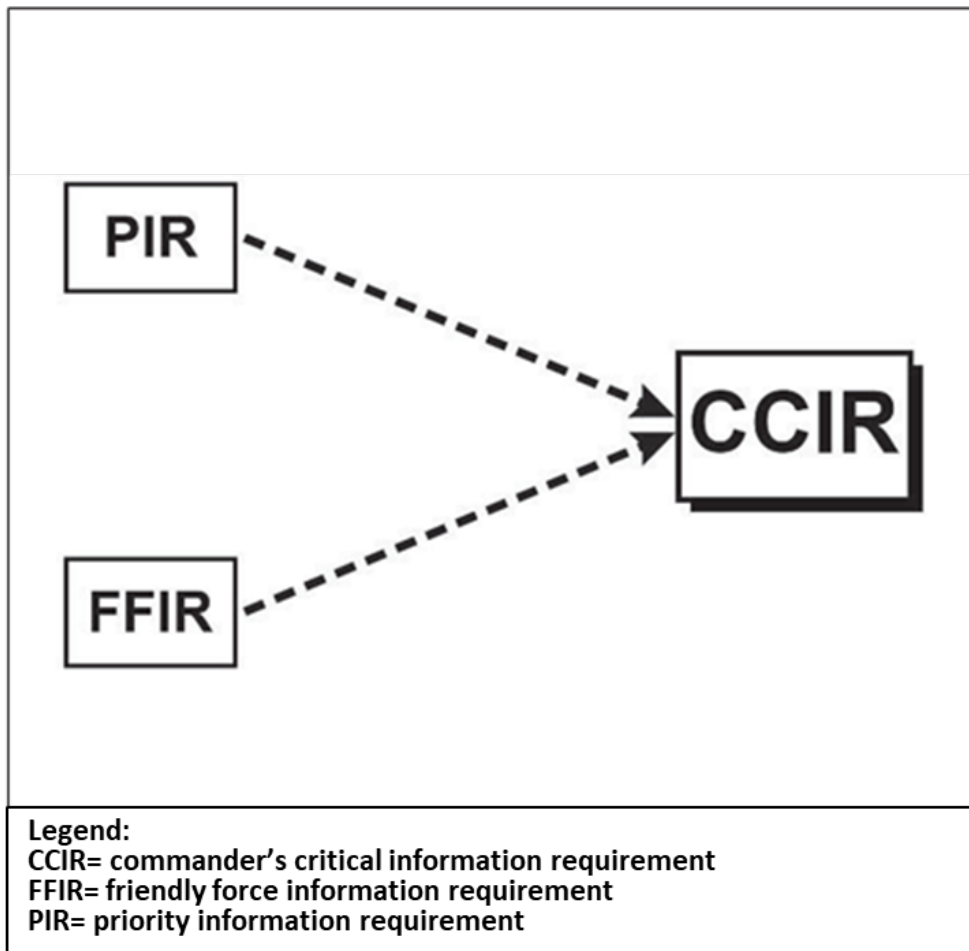


Figure 3-5. Commander's critical information requirement

3-57. The platoon leader may be tasked either directly or indirectly to answer one or more of the company or battalion/squadron commander's information requirements and must ensure all personnel in the platoon know what to look for, or report changes to friendly capabilities.

3-58. Essential elements of friendly information are not commander's critical information requirements, but are critical aspects of a friendly operation that, if known by the enemy, would compromise or lead to failure of the operation. Consequently, this information must be protected from identification by the enemy. For example, the location of the company command post or company trains.

Terrain

3-59. Analysis of terrain answers the question, "What is the terrain's effect on the mission?" Platoon leaders consider the effects of manmade and natural terrain in conjunction with the weather on friendly and enemy operations.

3-60. Terrain can be categorized into three separate categories:

- Unrestricted. Terrain free of restrictions to movement; no actions are needed to enhance mobility. For the logistics platoon, unrestricted terrain typically is flat or moderately sloped, with scattered or widely spaced obstacles such as trees or rocks.
- Restricted. Terrain hindering movement somewhat. Little effort is needed to enhance mobility, but units might have to adjust speed and formations, or make frequent detours. For the platoon, restricted terrain typically means moderate to steep slopes or moderate to dense spacing of

obstacles such as trees, rocks, or urban. Swamps and rugged ground are two examples of restricted terrain for armored forces.

- Severely restricted. Terrain which severely hinders or slows movement in combat formations unless some effort is made to enhance mobility. Engineer forces might be needed to improve mobility or the platoon might have to deviate from doctrinal tactics. Steep slopes, densely spaced obstacles, urban, and an absence of a developed road system characterize severely restricted terrain.

3-61. Terrain analysis should produce several specific conclusions for the platoon leader:

- Potential battle, support-by-fire, and attack-by-fire positions.
- Possible engagement areas (EAs) and ambush sites.
- Asset locations such as enemy command posts or ammunition caches.
- Template of enemy forces and essential weapon systems.
- Likely avenues of approach.
- Observation post locations.
- Potential breach locations.
- Areas which increase the range of communications systems.
- Positioning of own assets.
- Understanding of time and space relationships of events, leading to thorough contingency plans.
- Identifying possible enemy indirect firing points.
- Selecting of movement techniques and formations, including when to transition from movement to tactical maneuver.

3-62. Limited planning time may force platoon leaders to prioritize their terrain analysis. For example, for a distribution mission, the platoon leader might prioritize the terrain along the distribution route.

3-63. From the modified combined obstacle overlay developed by the battalion/squadron S-2, platoon leaders gain an appreciation of the general nature of the ground and effects of weather. They must go beyond passing along the modified combined obstacle overlay to their squad/section leaders or making general observations of the terrain such as “This is high ground,” or “This is a stream.” They must conduct their own analysis and determine how the terrain and weather uniquely affects the enemy and their platoon.

3-64. In general, terrain and weather do not favor one side over the other unless one is better prepared to operate in the environment or is more familiar with it. The terrain, however, may favor defending or attacking. Platoon leaders analyze terrain using the categories of observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment often referred to as OAKOC or in a different order as key terrain, observation and fields of fire, cover and concealment, obstacles, and avenues of approach often referred to as KOCOA.

Other Aspects of Terrain

3-65. The platoon leader analyzes the other aspects of terrain to determine the effects of each aspect of terrain on friendly and enemy forces.

Obstacles

3-66. Platoon leaders identify existing (natural or manmade) and reinforcing (tactical or protective) obstacles limiting mobility in the AO:

- Existing obstacles.
 - Natural obstacles include rivers, mountains, ravines, gaps and ditches more than three meters wide, tree stumps and large rocks more than 18 inches high, forests with trees eight inches or more in diameter (with less than four meters between trees.)
 - Manmade obstacles include urban areas, canals, railroad embankments, buildings, power lines, or telephone lines.
- Reinforcing obstacles.

- Tactical. Inhibit the ability of the opposing force to move, mass, and reinforce. Examples include mine fields (conventional and situational), AT ditches, or wire obstacles.
 - Protective. Offer close-in protection and are important to survivability.
- 3-67. Offensive considerations when analyzing obstacles and restricted terrain include:
- How is the enemy using obstacles and restricted terrain features?
 - What is the composition of the enemy's reinforcing obstacles?
 - How will obstacles and terrain affect the movement or maneuver of the unit?
 - If necessary, can such features be avoided or reduced?
 - How does the platoon detect and, if desired, bypass the obstacles?
 - Where has the enemy positioned weapons to cover the obstacles, and what type of weapons are they using?
 - If the platoon must support a breach, where is the expected breach site and where will the enemy overwatch the obstacle?
- 3-68. Defensive considerations when analyzing obstacles and restricted terrain include:
- Where does the enemy want to go?
 - Where can the platoon kill the enemy?
 - How does the platoon get the enemy to go there?
 - How will existing obstacles and restricted terrain affect the enemy?
 - How can the platoon use these features to force the enemy into its engagement area, deny the enemy an avenue, or disrupt the enemy's movement?

Avenues of Approach

- 3-69. An avenue of approach is a path used by an attacking force leading to its objective or to key terrain. Avenues of approach exist in all domains. Avenues of approach are classified by type (mounted, dismounted, or air, formation, and speed of the largest unit traveling on it.
- 3-70. If not already identified by the company commander or battalion/squadron staff, the platoon leader may group mutually supporting mobility corridors to form an avenue of approach.
- 3-71. Mobility corridors are classed based on the distance between the terrain features that form the corridor, though their ranges are not absolute but reflect the relative and approximate distance between terrain features.
- 3-72. Considerations the leader can include in an evaluation of avenues of approach are—
- How can the platoon use each avenue of approach to support movement and maneuver to the logistics release point?
 - How will each avenue support movement techniques, formations and, once the platoon makes enemy contact, maneuver?
 - Will variations in trafficability force changes in formations or movement techniques, or require clearance of restricted terrain?
 - What are the advantages and disadvantages of each avenue?
 - What are the enemy's likely counterattack routes?
 - What lateral routes could the platoon use, and which could the enemy use to threaten the platoon's flanks?
 - How will each avenue of approach affect the rate of movement?
- 3-73. Other considerations the leader can include in an evaluation of avenues of approach are—
- What are all likely enemy avenues into my AO?
 - How can the enemy use each avenue of approach?
 - What lateral routes could the enemy use to threaten the convoy?
 - What avenues would support a friendly counterattack or repositioning of forces?

Observation and Fields of Fire

3-74. Platoon leaders identify locations along each movement route providing clear observation and fields of fire for the attacker and defender. They analyze the area surrounding key terrain, objectives, EAs, and obstacles; locate intervisibility lines (ridges or horizons which can hide equipment or personnel from observation); they assess the ability of the attacking force to overwatch or support movement (with direct fire). When analyzing fields of fire, platoon leaders consider the friendly and enemy potential to cover supply routes and key terrain, in particular, with direct fires.

3-75. Offensive considerations when analyzing observation and fields of fire include:

- Where can the enemy concentrate fires?
- Where will the enemy be unable to concentrate fires?
- Where can friendly forces conduct support by fire or retrograde by fire?
- Where are the natural target registration points?

3-76. Defensive considerations in analyzing observation and fields of fire include:

- What locations have clear observation and fields of fire along enemy avenues of approach?
- Where will the platoon be unable to mass fires?
- Where is the dead space in the AO? Where is the platoon vulnerable?
- Where can the platoon destroy the enemy? Can the platoon observe and fire on the enemy with at least two-thirds of the platoon's personnel?
- How obvious are these positions to the enemy?

Cover and Concealment

3-77. All leaders in the platoon look at the terrain, foliage, structures, and other features along avenues of approach (and on objectives or key terrain) to identify sites offering cover and concealment. Cover is protection from the effects of fires whereas concealment is protection from observation or surveillance. In the defense, positions must be lethal to the enemy and survivable to the platoon.

3-78. Concealment, more specifically camouflage, is critical when the possibility of enemy aviation or unmanned aerial systems may be present in the AO. Preventing the enemy from identifying the composition or disposition of the platoon prevents the likelihood of being targeted by enemy direct or indirect fires.

Military Aspects of Weather

3-79. The military aspects of weather are—

- Visibility.
- Winds.
- Precipitation.
- Cloud cover/ceiling.
- Temperature and humidity.
- Atmospheric pressure (as required).

3-80. Platoon leaders determine how the weather will affect the visibility, mobility, and survivability of the platoon and that of the enemy, reviewing the company commander's conclusions and identifying their own.

Visibility

3-81. Platoon leaders identify critical conclusions about visibility factors such as light data, fog, smog, smoke, and dust. They consider light data and identify critical conclusions about begin morning nautical twilight, sunrise, sunset, end of evening nautical twilight, moonrise, moonset, and percentage of illumination. Some additional visibility considerations include:

- Will the sun rise behind the platoon or in the platoon's eyes?
- Will the platoon attack toward the sunrise?
- How can the platoon take advantage of the limited illumination?

- When are night vision devices most effective or ineffective?
- Are certain parts of the platoon AO prone to fog at particular times of the day or times of the year?

Winds

3-82. Winds of sufficient speed can reduce the combat effectiveness of a force downwind as the result of blowing dust, obscurants, sand, or precipitation. The upwind force usually has better visibility. Chemical, biological, radiological, and nuclear operations usually favor the upwind force. Windblown sand, dust, rain, or snow can reduce the effectiveness of radar and other communications systems.

3-83. Wind is described as “from...to...” as in “winds are from the east moving to the west.” The leader must answer these questions:

- Will wind speed cause obscurants to dissipate quickly?
- Will wind speed and direction favor enemy use of obscurants?
- Will wind speed and direction affect the employment of available mortars?
- What is the potential for chemical, biological, radiation, and nuclear contamination?
- Will wind speed affect the ballistics of organic platoon weapon systems?

3-84. The smell of petroleum products used by the platoon can carry in heavy winds, revealing the general location of a concealed or camouflaged position. Depending on the direction, heavy winds can either mask the sound of a truck engines or cause the sound to carry considerable distances. All leaders in the sustainment platoon must consider how their individual vehicle will benefit from, or be hindered by, the wind.

Precipitation

3-85. Precipitation includes rain, sleet, snow, and hail. Precipitation affects soil trafficability, visibility, and optical systems. Heavy precipitation can reduce the quality of supplies in storage. Heavy snow cover can reduce the efficiency of many communications systems. Some precipitation questions to answer include:

- How will precipitation (or lack of it) affect the mobility of the unit or of enemy forces?
- Are there particular locations in the AO that the platoon should avoid during times of increased precipitation either due to flooding or extremely loose soil?
- Are there particular portions of the route that may be susceptible to freezing or black ice due to precipitation?
- How will cloud cover affect helicopter and close air support?

Temperature and Humidity

3-86. Extreme shifts in temperature and humidity reduce personnel and equipment capabilities and may require the use of special shelter or equipment. The leader identifies critical factors about temperature, including high and low temperatures, and effects of obscurants. Some considerations include:

- How will temperature and humidity affect the crew and equipment?
- Will temperatures and humidity favor the use of nonpersistent chemical, biological, radiation, and nuclear?
- Will thermal sights be as effective given the time of day? When is thermal crossover?
- How will battery life in handheld devices, such as radios and optics, be affected by extreme heat or extreme cold?

Troops and Support Available

3-87. Platoon leaders realistically and objectively study their platoon to determine the number, type, capabilities, and condition of available friendly troops and other available support. Analysis of troops and support answers the question, “What assets are available to accomplish the mission and what is the combat potential of the unit?” The platoon leader as well as the platoon sergeant look to answer these types of questions:

- What are the strengths and weaknesses of subordinate leaders?
- What is the supply status of class I/III/V and other necessary items?

- What is the present physical condition of the platoon (health, morale, sleep)?
- What is the condition of assigned platoon equipment?
- What is the unit's training status and experience relative to the mission?
- What additional personnel or units will accompany?
- What additional assets are required to accomplish the mission?
- What is the condition of attached units or those in direct support?
- What type of indirect fire, by type, is available and when will it become available?

3-88. The platoon leader cannot be expected to think of every aspect of the platoon to analyze and so asks for help when the situation exceeds the platoon's capabilities. Assistance can come from either within, or external to, the company.

Time Available

3-89. Platoon leaders see their platoon in time and space. As events occur, the platoon leaders adjust the time available to the platoon and assess its impact on what they want to accomplish. Understanding how long it takes to execute a task determines where in space the platoon is upon completion of that task. Therefore, considerations should include:

- Overall time available.
- Priorities of work to be accomplished, including security, maintenance, resupply, coordination, rehearsals, inspections, and sleep.
- Planning and preparation.
- Times specified by the commander in the OPORD for such activities as movement, reconnaissance, rehearsals, and logistics package (LOGPAC) operations.
- Company and battalion/squadron timeline.
- Enemy timeline.

3-90. Platoon leaders conduct reverse planning to ensure that all specified, implied, and essential tasks can be accomplished in the time available. They develop a reverse planning schedule (timeline) beginning with actions on the objective and working backward through each step of the operation and preparation to the present time.

Civil Considerations

3-91. Civil considerations are the influence of manmade infrastructure, civilian institutions, and attitudes and activities of civilian leaders, populations, and organizations within an area of operations on the conduct of military operations (ADP 5-0). Civil considerations of the environment can either help or hinder friendly or enemy forces. The difference lies in taking the time to learn the situation and its possible effects on the operation. Examples of civil considerations are a market day in town or a pilgrimage taking place. Analysis of civil considerations answers three critical questions:

- How do civilian considerations affect the operation?
- How does the operation affect the civilians?
- How do our forces build national will in our AO?

3-92. Battalion/squadron provides the company and platoon with civil considerations affecting the brigade's mission. The memory aid the battalion/squadron may use to analyze and describe these civil considerations include areas, structures, capabilities, organizations, people, and events (Also called ASCOPE). (Refer to ATP 2-01.3 for more information.)

Risk Assessment

3-93. Risk assessment is the identification and assessment of hazards (first two steps of the risk management process) (JP 3-26). Leaders at all levels manage risk to protect the force and aid in mission accomplishment and so the platoon leader identifies risks based on the results of their mission analysis. Risk assessment is a continual process undertaken by the platoon leader and platoon sergeant throughout the duration of the mission.

3-94. Once identified, risk is mitigated or eliminated through the use of controls. The commander will establish overall risk tolerance level for the mission. Platoon leaders determine in their plan how to reduce risk to an acceptable level. For example, fratricide may be mitigated by taking into consideration surface danger zones and risk estimate distances, resulting in the emplacement of target reference points and phase lines used to control movement and thus reduce this risk.

Develop the Plan at the Platoon Level

3-95. The platoon leader generally receives a directed COA action from the company commander. As a result, the platoon leader has only to determine how to accomplish the platoon's assigned task while meeting the commander's intent.

3-96. The platoon leader begins to develop a plan that:

- Must accomplish the given task (suitable).
- Is executable given the skills, time, and resources on hand (feasible).
- The military advantage gained justifies the expected cost (acceptable).
- Differs sufficiently from other approaches (if required) considered to achieve the given task (distinguishable).
- Fully addresses the who, what, where, when and how from start to finish (complete).

3-97. Platoon leaders may be able to accomplish the given task and purpose in more than one way. They consider TTP from doctrine, company or battalion SOPs, history, or other resources to determine if a solution to a similar tactical or logistical problem exists already.

3-98. Platoon leaders determine what combinations of personnel and systems are needed to accomplish the assigned task. This is known as "assigning troops to task," and is based on the METT-TC conditions the leader faces, such as having an attachment of engineers or other enabler.

3-99. Platoon leaders identify the best ways to use the available terrain and employ the platoon's strengths against the enemy's weaknesses. They develop the control measures necessary to execute the mission, prevent fratricide, and clarify the task and purpose.

3-100. Platoon leaders ensure every vehicle in the platoon is fully employed, every asset is attached, and adequate control is provided for each element.

3-101. Platoon leaders solidify the plan by notionally fighting it against how they believe the enemy will operate. Asking the question "what if?" throughout the process can help identify points of friction not previously considered up to that point.

3-102. This process may be done solely by platoon leaders who review the plan up to that point, or by including the platoon sergeant's and other squad/section leader's input as well. This enables the platoon leader—

- To determine how to maximize the effects of the platoon while protecting the platoon and minimizing collateral damage.
- To anticipate events in the AO.
- To determine conditions and any additional resources required for success.
- To identify additional control requirements.
- To identify friendly coordination requirements.
- To appreciate the time, space, and triggers needed to integrate direct, and if available, indirect fire support.
- Develop control measures to aid in control, flexibility, and synchronization.
- Project sustainment expenditures, friendly casualties, and resulting medical requirements.
- Complete paragraphs three, four, and five of the OPORD.

Considerations in Choosing a Course of Action

3-103. If a predetermined COA is not the best option, the platoon leader analyzes the commander's intent. In most cases, the commander identifies the criteria for a successful sustainment operation. These include the effect the sustainment has on the supported maneuver unit specifically and the effect it has on the overall mission of the supported unit. Based on the commander's intent and these criteria, the platoon may develop a new COA. Refinements to the original plan or development of a new COA may change the sustainment concept.

Execute the Selected Course of Action

3-104. When executing the selected COA the platoon begins movement to the decisive point of the operation. In all but the most intense enemy engagements, the platoon continues to advance while in contact to reach the decisive point on the battlefield from which it executes its sustainment task.

STEP 4 – INITIATE MOVEMENT

3-105. Platoon leaders initiate movements necessary to continue mission preparation or to posture the unit for starting the mission. This step can be executed anytime throughout the sequence of TLP. It can include execution of priorities of work, movement to an assembly area, release point, or new AO or the movement of guides or quartering parties.

STEP 5 – CONDUCT RECONNAISSANCE

3-106. To exploit the principles of speed and surprise, platoon leader should weigh the advantages of reconnoitering personally against only using a map or product from a higher HQ. When possible, platoon leaders and subordinates in the platoon should conduct their own visual reconnaissance of as much of the objective area as possible, time, and safety permitting. Nothing replaces walking the ground upon which one will execute the operation. The leader's recon might include moving to the supported unit area or to the logistics release point. The reconnaissance might be moving to another source of supply where supply transfer is to occur.

3-107. The leader must include disseminating results and conclusions arrived from reconnaissance into their timeline. The platoon leader also considers how to communicate changes, if any, in the initial plan to subordinates whether it be face-to-face, over the radio, or through a digital update.

3-108. Platoon leaders take into consideration that the mere act of conducting a leader's reconnaissance may alert the enemy of the platoon's intention and potentially eliminate the element of surprise.

STEP 6 – COMPLETE THE PLAN

3-109. Platoon leaders refine their plan, preparing analog and digital overlays, complete sustainment requirements, and update the tentative plan based on the latest reconnaissance. The platoon leaders prepare briefing sites and other briefing materials they might need to present the OPORD directly to their platoon. Based upon platoon SOP and in an effort to maximize use of time, other members of the platoon may prepare graphics, overlays, briefing sites, or briefing materials.

3-110. Using the five-paragraph OPORD format helps platoon leaders to explain all aspects of the operation: terrain, enemy, higher and adjacent friendly units, unit mission, execution, support, and mission command (see figure 3-6). The format serves as a checklist to ensure they cover all relevant details of the operation. Ultimately, the plan should be kept as simple as possible, while at the same time ensuring the platoon plan supports the company commander's intent.

STEP 7 – ISSUE OPERATION ORDER

3-111. The OPORD precisely and concisely explains the platoon leader's concept of how the platoon accomplishes the mission. Time and security permitting, the platoon leader issues the order from a vantage point overlooking the terrain on which the platoon will move to as many members of the platoon as possible.

The OPORD is delivered quickly, with confidence, and in a manner allowing subordinates to concentrate on understanding the platoon leader's vision—not just copying what is said verbatim.

3-112. The platoon leader uses a terrain model, sand table, sketches, or the map to orient the platoon. They can also build a model of the AO using a briefing kit that contains such items as engineer tape, colored yarn, 3-by-5-inch index cards, and “micro” vehicle models.

3-113. Whenever possible, platoon leaders issue the order in person. They look into the eyes of their subordinate leaders to ensure each one understands the mission and what the platoon must achieve. If platoon leaders already addressed an item adequately in a previous WARNORD, they simply state “No change,” or provide necessary updates. Ultimately, the platoon leader is free to brief the OPORD in the most effective manner to convey information to subordinates, whether over the radio, through the available digital mission command platform, or on a sand table, terrain model, or map.

3-114. Platoon leaders complete the order with a confirmation brief. At a minimum, squad/section leaders should be able to backbrief the platoon's mission and intent, the company commander's intent, their own tasks and purpose, and time they will inform their squad/section of the mission details if they were not present at the OPORD brief itself. This confirmation brief provides an opportunity to highlight issues or concerns. The operation order format is shown in figure 3-6.

<p><u>1. SITUATION</u></p> <ul style="list-style-type: none"> • Area of Interest • Area of Operations <ul style="list-style-type: none"> ■ Terrain ■ Weather • Enemy Forces <ul style="list-style-type: none"> ■ Latest Threat Intelligence • Friendly Forces <ul style="list-style-type: none"> ■ Two Levels Up ■ One Level Up ■ Adjacent Units • Attachments and Detachments <ul style="list-style-type: none"> ■ Who/Why <p><u>2. MISSION</u></p> <ul style="list-style-type: none"> • Who • What • When • Where • Why <p><u>3. EXECUTION</u></p> <ul style="list-style-type: none"> • Commander's Intent • Concept of Operations • Scheme of Movement and Maneuver <ul style="list-style-type: none"> ■ Describe from Start to Finish ■ Fires ■ CASEVAC • Tasks to Subordinate Units • Coordinating Instructions <ul style="list-style-type: none"> ■ Time Schedule ■ CCIR (PIR, FFIR), EEFI ■ Risk Reduction Control Measures ■ ROE ■ Environmental Considerations ■ Force Protection 	<p><u>4. SUSTAINMENT</u></p> <ul style="list-style-type: none"> • Logistics <ul style="list-style-type: none"> ■ Maintenance ■ Transportation ■ Field Services • Personnel Services Support <ul style="list-style-type: none"> ■ Handling of EPW • Army Health System Support <ul style="list-style-type: none"> ■ MEDEVAC ■ Preventive Medicine <p><u>5. COMMAND AND SIGNAL</u></p> <ul style="list-style-type: none"> • Command <ul style="list-style-type: none"> ■ Location of Leaders • Control <ul style="list-style-type: none"> ■ Command Post Location • Signal <ul style="list-style-type: none"> ■ Radio Frequencies ■ Passwords/Running Passwords ■ Pyrotechnic Signals 								
<p>Legend:</p> <table> <tbody> <tr> <td>CASEVAC= Casualty Evacuation</td> <td>FFIR= Friendly Force Intelligence Requirements</td> </tr> <tr> <td>CCIR= Commander's Critical Information Requirements</td> <td>PIR= Priority Intelligence Requirements</td> </tr> <tr> <td>EEFI= Essential Elements of Friendly Information</td> <td>MEDEVAC= Medical Evacuation</td> </tr> <tr> <td>EPW= Enemy Prisoner Of War</td> <td>ROE= Rules Of Engagement</td> </tr> </tbody> </table>		CASEVAC= Casualty Evacuation	FFIR= Friendly Force Intelligence Requirements	CCIR= Commander's Critical Information Requirements	PIR= Priority Intelligence Requirements	EEFI= Essential Elements of Friendly Information	MEDEVAC= Medical Evacuation	EPW= Enemy Prisoner Of War	ROE= Rules Of Engagement
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Figure 3-6. Operation order format

STEP 8 – SUPERVISE AND REFINE

3-115. This final step of TLP is crucial. After issuing the OPORD, platoon leaders and vehicle commanders must ensure the required activities and tasks are completed quickly before mission execution. Supervision is the primary responsibility of all leadership. Platoon leaders and vehicle commanders must check those items or events deemed important for mission accomplishment. This includes, but is not limited to—

- Conducting backbriefs on all aspects of the platoon mission.
- Ensuring the second in command in each element is prepared to execute in that leader's absence.
- Observing rehearsals.
- Inspecting load plans to ensure crews are carrying what is necessary for the mission or what the OPORD specified.
- Inspecting the status and serviceability of weapons and communications systems.
- Inspecting maintenance activities.
- Ensuring local security is maintained.

SECTION III – REHEARSALS

3-116. Rehearsals are practice sessions conducted to prepare units for an upcoming operation or event and the most valuable tool in preparing the platoon for the upcoming operation. Effective rehearsals require crews to perform required tasks, ideally under conditions that are as close as possible to those expected for the actual operation. Participants move their actual vehicles or use vehicle models or simulations while interactively verbalizing their elements' actions.

3-117. In a platoon-level rehearsal, platoon leaders select the tasks to be rehearsed and controls execution of the rehearsal. They may designate a subordinate vehicle commander to role-play the enemy they anticipate to face during the operation.

Note. A rehearsal is different from the process of talking through the plan. For an example, in a rehearsal, squad/sections leaders send a complete spot report when reporting enemy contact, rather than simply saying, "I would send a spot report now."

REHEARSAL PURPOSES

- 3-118. Platoon leaders use well-planned, efficiently run rehearsals to accomplish the following purposes:
- Reinforce training and increase proficiency in critical tasks.
 - Reveal weaknesses or problems in the plan.
 - Synchronize the actions of the squads/sections.
 - Confirm coordination requirements between the platoon and adjacent units.
 - Improve each crewmember's understanding of the concept of the operation, the direct and indirect fire plan, anticipated contingencies, and possible actions and reactions for various situations that may arise during the operation.

REHEARSAL TYPES

- 3-119. The platoon leader can choose among several types of rehearsals, which include:
- Backbrief.
 - Combined arms rehearsal.
 - Support rehearsal.
 - Battle drill or SOP rehearsal.

BACKBRIEF

3-120. A backbrief is a briefing by the vehicle commanders to the platoon leader to review how each intend to accomplish their portions of the mission. Normally, subordinates perform backbriefs throughout preparation. These briefs allow platoon leaders to clarify the mission early in subordinate planning and use the backbrief to identify any problems in the concept of the operation. In the sustainment platoon, the platoon leader conducts backbriefs after the vehicle commanders have had a chance to review the OPORD but before the platoon rehearsal begins.

COMBINED ARMS REHEARSAL

3-121. A combined arms rehearsal is a rehearsal in which subordinate units synchronize their plans with each other and is normally conducted at company-level and above. If required to participate in a combined arms rehearsal, platoon leaders generally brief their task and purpose, composition, disposition and key actions executed by phase, though the exact information briefed varies by unit SOP.

SUPPORT REHEARSAL

3-122. The support rehearsal helps synchronize each warfighting function with the overall operation. Platoon leaders may take part in the support rehearsal depending upon their task and purpose and how it relates to the higher HQ operation.

BATTLE DRILL OR STANDARD OPERATING PROCEDURE REHEARSAL

3-123. A battle drill or SOP rehearsal ensures all participants understand a technique or a specific set of procedures. Throughout preparation, vehicle commanders and crews rehearse battle drills and SOPs. These rehearsals do not require a completed order from the company to execute. Platoon leaders place priority on those drills or actions they anticipate occurring during the operation. For example, convoy missions will almost always include: React to ambush, react to breakdown, actions on objective etc.

METHODS OF REHEARSALS

3-124. Rehearsals should follow the crawl-walk-run methodology whenever possible (see figure 3-7 on page 3-24). This prepares the platoon for increasingly difficult conditions. (Refer to FM 6-0 for more information.) Security must be maintained, however, units can conduct these forms of rehearsals if mission variables permit—

- Full-dress rehearsal.
- Key leader rehearsal.
- Terrain-model rehearsal.
- Digital terrain-model rehearsal.
- Sketch-map rehearsal.
- Map rehearsal.

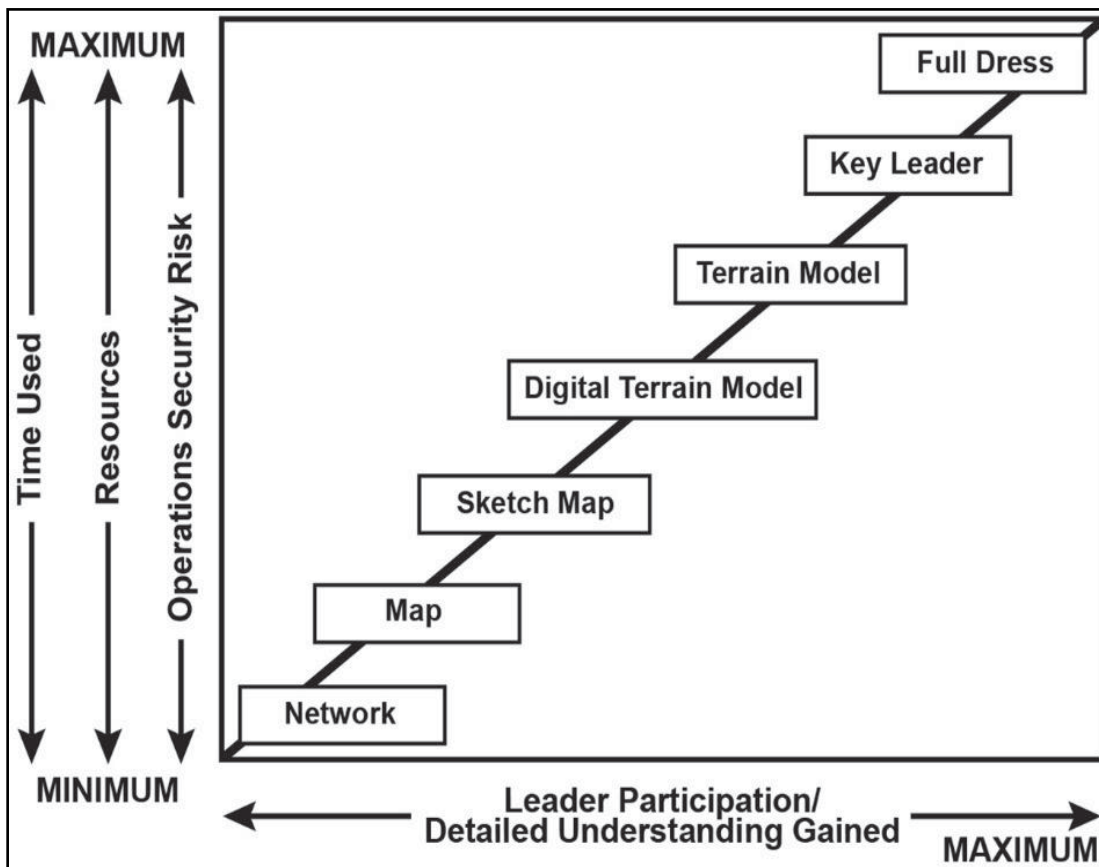


Figure 3-7. Methods of rehearsals

FULL-DRESS REHEARSALS

3-125. A full-dress rehearsal includes every participating platoon member and system, executed on terrain similar to the AO, initially under good light conditions, and then in limited visibility. Any attachments to the platoon take part in this rehearsal, bringing with them any specific equipment they will require to execute the mission.

KEY LEADER REHEARSAL

3-126. This rehearsal involves only key leaders of the organization and subordinate units and normally takes fewer resources than a full-dress rehearsal. Terrain requirements mirror those of a full-dress rehearsal. A reduced-force rehearsal can be used to prepare key leaders for a full-dress rehearsal.

TERRAIN-MODEL REHEARSAL

3-127. This technique employs an accurately constructed model to help subordinates visualize the battle. When possible, the platoon leader places the terrain model near, or where it overlooks, the actual terrain of the AO. The model should be large enough to depict graphic control measures and important terrain features for reference and orientation. Based on size, participants walk or move icons around the table or model, using complete radio transmission, to practice the actions of their own vehicles in relation to other members of the platoon. One consideration is to conceal the terrain model from enemy air assets.

SKETCH-MAP REHEARSAL

3-128. Sketch-map procedures are similar to those for the terrain model rehearsal. The sketch must be large enough to allow all participants to see as each subordinate “walks” through an interactive oral presentation of their actions. Squads/Sections can use symbols or “micro” vehicles to represent their locations and movement on the sketch and use complete radio transmissions when executing their movements.

MAP REHEARSAL

3-129. Procedures are similar to those for the sketch-map rehearsal except that the leader uses a map and operation overlay of the same scale as the platoon leader used to plan and control the operation. This technique is useful in conjunction with a confirmation brief or backbrief involving subordinate leaders and vehicle commanders.

PRECOMBAT CHECKS AND INSPECTIONS

3-130. Precombat checks (PCCs) differ from precombat inspections (PCIs) in that they are quick combat checks performed at crew-level and designed to account for individuals and equipment. PCCs do not require formal notification to conduct. However, PCCs are validated in the PCIs. They are designed to be quick and concise, verifying that the vehicle crews have all necessary equipment to accomplish the mission. Examples for PCCs include the following:

- Perform pre-fire checks for all weapons, and report or repair deficiencies, if necessary.
- Machine guns test fired, if possible.
- Ammunition checked and stored properly.
- Upload vehicles per the platoon SOP.
- Account for crews’ uniforms and equipment necessary to accomplish the tasks.

Note. The standardization of load plans allows the platoon leader and platoon sergeant to quickly check accountability of equipment. It also ensures standard locations of equipment in each vehicle. This can be an important advantage if the platoon leader is forced to switch to a different vehicle during an operation.

3-131. PCIs allow the platoon leader to check the platoon’s operational readiness. The key goal is to ensure that crews and vehicles are fully prepared to execute the upcoming mission. The platoon leader includes the time and location for PCIs in the platoon OPORD, reinforcing their importance, and ensuring they occur as part of the pre-mission preparation.

3-132. It is essential that the entire platoon chain of command know how to conduct PCCs and PCIs per applicable SOPs. Examples of an inspection include the following:

- Perform before-operation maintenance checks, and report or repair deficiencies, if necessary.
- Perform communications checks of voice and digital systems.
- Inspect and verify maps and corresponding analog and digital graphics.
- Ensure that crews understand the plan and are in the correct uniform and mission-oriented protection posture level based upon the threat level.
- Ammunitions types as required by mission.
- Review the supply status of rations, water, fuel, oil, all types of ammunition, pyrotechnics, first-aid kits, and batteries (for such items as flashlights, night vision devices, and chemical, biological, radiation, and nuclear alarms).
- Ensure that vehicles are correctly camouflaged so they match the AO.

3-133. The platoon leader or platoon sergeant observes each crew during preparation for combat. They conduct the inspection once the vehicle commanders report that their crews and vehicles are prepared. It is understood that platoon leaders will check items they deem critical for the upcoming operations, but the vehicle commanders check all items based on the platoon SOP. Failure at the vehicle commander level to

check all systems, and not just the ones the platoon leader inspects personally, could lead to a critical element or piece of equipment to fail during operations.

ABBREVIATED TROOP LEADING PROCEDURES

3-134. When there is not enough time to conduct all eight steps in detail, such as when a change of mission occurs after an operation is in progress, the platoon leader truncates the procedures to save time. Most steps of these abbreviated TLP are done mentally, but the platoon leader skips none of the steps.

3-135. Once the order is received, the platoon leader conducts a quick map reconnaissance, analyzes the mission using the factors of METT-TC, and sends for the vehicle commanders. They ensure the vehicle commanders post the minimum required control measures on their maps and issues a FRAGORD covering the key elements of the enemy and friendly situations, the platoon mission, and the concept of the operation. The sustainment and command and signal paragraphs can be deleted if they are unchanged or covered by SOP. The platoon leader and vehicle commanders may also conduct a quick walk-through rehearsal of critical elements of the plan using a hastily prepared terrain model or sand table.

3-136. In some cases, there may not be enough time even for these shortened procedures. The platoon may have to move out and receive FRAGORDs by radio or at the next scheduled halt. It then becomes critical for the platoon leader to send FRAGORDs of the platoon leader's vehicle commanders explaining the platoon's purpose within the overall company plan.

3-137. Digital systems are valuable tools when the platoon is forced to use abbreviated TLP and FRAGORDs. They allow the platoon leader to designate waypoints to help in navigation and target reference points to help in weapons orientation while in route to the objective.

3-138. Other keys to success when abbreviated procedures are in effect include a well-trained platoon; clearly developed, thoroughly understood SOPs; and an understanding by all members of the platoon of the current tactical situation. The platoon leader and platoon sergeant keep the platoon informed of the ever-changing enemy and friendly situations. They accomplish this by monitoring the company net and issuing frequent updates to the other crews using the radio and mission command systems.

SECTION IV – COMMAND AND SUPPORT RELATIONSHIPS

3-139. Command and support relationships provide the basis for unity of command and unity of effort in operations. Command and support relationships are the basis for task-organizing. A task organization is a temporary grouping of forces designed to accomplish a particular mission. (Refer to FM 6-0 for more information.)

3-140. Nonorganic combat and sustainment assets can significantly enhance the platoon's combat capability. These elements support the company team and platoon under established command and support relationships.

COMMAND RELATIONSHIPS

3-141. The command relationships define superior and subordinate relationships between unit commanders. The platoon is under command of the company commander. However, within the platoon, command relationships exist between the platoon leader, platoon sergeant, and the vehicle commanders. Command relationships unify effort and give the platoon leader the ability to employ the platoon with maximum flexibility. Command relationships include—

- Organic.
- Assigned.
- Attached.
- Operational control.
- Tactical control.

ORGANIC

3-142. Organic forces are those assigned to and forming an essential part of a military organization as listed in its table of organization and equipment. Army commanders exercise OPCON and administrative control (ADCON) of organic forces.

ASSIGNED

3-143. Assign is to place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. Army assigned units remain subordinate to the higher echelon headquarters for extended periods, typically years. Assignment is based on the needs of the Army, and it is formalized by orders rather than organizational documents. Although force tailoring or task-organizing may temporarily detach units, they eventually return to either their headquarters of assignment or their organic headquarters. Army commanders exercise OPCON and ADCON of assigned forces.

ATTACHED

3-144. Attach is the placement of units or personnel in an organization where such placement is relatively temporary. When an Army force is attached to another Army headquarters, the attachment order specifies the command relationship of OPCON or tactical control also called TACON. The gaining units exercise ADCON of the attached Army force unless the command relationship is modified operational control

3-145. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.

3-146. OPCON includes authoritative direction over all aspects of military operations necessary to accomplish missions assigned to the command. This authority should be exercised through the commanders of subordinate organizations. OPCON provides full authority to organize commands and forces and to employ those forces as the commander exercising OPCON considers necessary to accomplish assigned missions.

TACTICAL CONTROL

3-147. Tactical control is the authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is a command authority inherent in OPCON and may be delegated to and exercised by commanders at any echelon at or below the level of combatant command. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of support assets within the assigned mission or task.

ARMY SUPPORT RELATIONSHIPS

3-148. Army support relationships are direct support, general support (GS), reinforcing, and GS-reinforcing. Army support relationships are not command authorities and are more specific than joint support relationships.

Area Support

Area support is not a support relationship. It is a task given to sustainment units that directs them to support units transiting or operating within a specified geographic boundary and for which a support relationship has not been established. This is normally for units that are in immediate need of support and are not near their organic or designated supporting unit.

Area support is not synonymous with general support. It is a viable and necessary support consideration given the limitations of existing sustainment force structure. Commanders must anticipate the need to provide area support and must also anticipate the increased demand for commodities. However, utilizing the area support task does not absolve commanders of the responsibility to do mission analysis, task organize, and designate support relationships for subordinate units. Commanders cannot simply direct subordinate units to provide area support to any and all units in an area of operations. If this occurs, supporting units are unable to forecast requirements and are constantly in a reaction mode. This, in turn, leads to ineffective sustainment support.

In order for unit commanders to be able to plan and develop viable support concepts, commanders must know the type and quantity of units supported and for how long. The commander's higher headquarters provides this information by task organizing subordinate units and designating clear support relationships between each subordinate unit and supported units. This information is communicated via an OPORD.

Direct support is a support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance (joint doctrine considers direct support as a mission rather than a support relationship). A unit assigned a direct support relationship retains its command relationship with its parent unit but is positioned by and has priorities of support established by the supported unit.

3-149. Direct support is a support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. A logistics platoon assigned a direct support relationship retains its command relationship with its parent company, but is positioned by and has priorities of support established by the supported unit. The logistics platoon leader of a unit in direct support recommends position areas and coordinates for movement clearances where the platoon can best support the maneuver commander's concept of the operation.

3-150. Reinforcing support is a support relationship requiring a force to support another supporting unit. Only like units (for example, supply reinforcing supply) can be given a reinforcing mission. A logistics platoon assigned a reinforcing support relationship retains its command relationship with its parent company, but is positioned by the reinforced unit. A logistics platoon that is reinforcing has priorities of support established by the reinforced unit first, and then by the parent company.

3-151. General support reinforcing is a support relationship assigned to a unit to support the force as a whole and to reinforce another similar-type unit. A logistics platoon assigned a GS-reinforcing support relationship is positioned and has priorities established by its parent company and secondly by the reinforced unit.

3-152. General support is that support which is given to the supported force as a whole and not to any particular subdivision thereof. Units assigned a general support relationship are positioned and have priorities established by their parent unit.

3-153. Commanders establish support relationships when subordination of one unit to another is inappropriate. Assigning support relationships is one aspect of command and control. Commanders assign a support relationship when—

- The echelon of the supporting unit is the same as or higher than that of the supported unit. For example, the supporting unit may be a brigade, and the supported unit may be a battalion. It would be inappropriate for the brigade to be subordinated to the battalion; hence, the echelon uses an Army support relationship.
- The supporting unit supports several units simultaneously. The requirement to set support priorities to allocate resources to supported units exists.

3-154. Units that have a command relationship with a unit are not designated a support relationship with the same unit. Since a command relationship is established, it provides adequate authority for the gaining unit to direct support efforts. Support relationships do not alter ADCON.

3-155. Army support relationships allow supporting commanders to employ their units' capabilities to achieve results required by supported commanders. Supporting commanding officers clearly designate support relationships to subordinate units in OPORDs. The designation must identify the supported unit, the specific support relationship designated, and the duration of the relationship. The duration may be based on time, duration of a phase, or based on achieving an objective. This information is included in the 'Task Organization' paragraph of the OPORD. Supported commanders must also identify supporting units to subordinates in the same paragraph. Commanders may place this information in annex A of the order. The support is more effective if a commander with the requisite technical and tactical expertise controls the supporting unit rather than the supported commander.

3-156. Support relationships can be an exclusive relationship between two units, (direct support), or a broad level of support extended to all units under the control of the higher headquarters (general support). While reinforcing and GS reinforcing relationships are not commonly used by sustainment units these relationships are valid for sustainment units and may be designated based on support requirements.

3-157. Although all support relationships are applicable to sustainment units, direct and GS are the most commonly used. Direct support requires a unit to support another specific unit and authorizes it to answer directly to the supported unit's request for assistance. A unit assigned a direct support relationship retains its command relationship with its parent unit but is positioned by and has priorities of support established by the supported unit. The parent unit may end or redirect the direct support relationship at any time if directed to do so by its higher headquarters.

3-158. GS requires a unit to support multiple units simultaneously and not to any specific subdivision of the unit. A unit assigned a GS relationship retains its command relationship with its parent unit and is positioned and has priorities established by the parent unit. The parent unit may end or redirect the GS relationship at any time if directed to do so by its higher headquarters. Table 3-2 on page 3-30, lists Army support relationships.

Table 3-2. Army support relationships

<i>If relationship is:</i>	<i>Then inherent responsibilities:</i>							
	<i>Have command relationship with:</i>	<i>May be task organized by:</i>	<i>Receives sustainment from:</i>	<i>Are assigned position or an area of operations by:</i>	<i>Provide liaison to:</i>	<i>Establish/maintain communications with:</i>	<i>Have priorities established by:</i>	<i>Can impose on gaining unit further command or support relationship by:</i>
<i>Direct support</i> ¹	Parent unit	Parent unit	Parent unit	Supported unit	Supported unit	Parent unit; supported unit	Supported unit	See note ¹
<i>Reinforcing</i>	Parent unit	Parent unit	Parent unit	Reinforced unit	Reinforced unit	Parent unit; reinforced unit	Reinforced unit; then parent unit	Not applicable
<i>General support-reinforcing</i>	Parent unit	Parent unit	Parent unit	Parent unit	Reinforced unit and as required by parent unit	Reinforced unit and as required by parent unit	Parent unit; then reinforced unit	Not applicable
<i>General support</i>	Parent unit	Parent unit	Parent unit	Parent unit	As required by parent unit	As required by parent unit	Parent unit	Not applicable

Note: ¹ Commanders of units in direct support may further assign support relationships between their subordinate units and elements of the supported unit after coordination with the supported commander.

Chapter 4

The Resupply of Duffer's Drift

The following narrative provides a fresh take on an old book, Ernest Dunlop Swinton's, *The Defence of Duffer's Drift*. The 1904 novella recounts a series of dreams in which a British junior officer tries and fails to defend a critical river crossing, until he finally absorbs the lessons and accomplishes the mission. In light of the U.S. Army's renewed emphasis on platoon leader development, this updated story borrows from Swinton's original work to illustrate core principles of small unit leadership in the twenty-first century.

THE FIRST DREAM: TROOP LEADING PROCEDURES

4-1. Fresh from his basic course, Second Lieutenant Anderson reported to his first assignment just as Krasnovian forces invaded Palukistan. With the entire division preparing to deploy overseas, Anderson barely had time to in-process and rent an apartment before signing in as a platoon leader in the brigade support battalion's distribution company. Now, nine weeks after graduating from Fort Lee, Anderson found himself on the ground in a combat zone halfway around the world, responsible for forty soldiers, twenty cargo trucks, and an arsenal of rifles, machine guns, and grenades.

4-2. Anderson had little time to shave that morning, much less sit down and eat a meal. Breakfast was coffee and an energy bar; lunch was a Snickers. While his soldiers spent the day pulling guard duty at the initial staging base (ISB) and shuttling equipment from the port, Anderson seemed stuck in a series of endless meetings, first with the company commander, then with the battalion command and then at a brigade rehearsal that took most of the afternoon.

4-3. At dinner, he ate a lukewarm plate of chicken cacciatore with his senior noncommissioned officer, Sergeant First Class Carroll, and shared as much information as he could recall while scribbling notes on the status of the platoon's soldiers and equipment. Another commander's meeting that evening took longer than expected, and it was nearly midnight before Anderson got back to his barracks room, brushed his teeth, and crawled into bed.

4-4. He woke to the commander's driver nudging his elbow: "Sir, Captain Bagley needs to see you right away." Anderson slipped on his boots, grabbed his gear, and made his way across the darkened assembly area toward the generator hum that marked the command post (CP).

4-5. Inside the dimly lit tent, the lieutenant found his commander and Major Smith, the battalion support operations officer, crouching in front of a large map board. The commander nodded at him, and turned back to the major: "Sir, this is Lieutenant Anderson. He is new, but his platoon is near full strength and he has an experienced platoon sergeant to keep him out of trouble."

4-6. The major glanced at Anderson, nodded his assent, and pointed to the map: "Okay, Anderson, this is a warning order; prepare to copy."

4-7. Shortly after midnight, Krasnovian forces had attacked in strength throughout the brigade sector. Task Force Landry, a mix of armor and mechanized infantry units, lost several crews and vehicles during the initial engagement, including seven casualties and five prime movers in the forward support company. The task force occupied battle positions on Duffer's Drift, a critical ridge overlooking the only bridge across the Meji River.

4-8. The major ordered Anderson to prepare to receive flat racks of Class V at the ammunition transfer and holding point (ATHP) and deliver them to a logistics release point south of the river, approximately 50

kilometers from their current location. Two convoy protection platforms from battalion headquarters would provide security. The convoy would move along Main Supply Route (MSR) Titans. Captain Bagley would provide additional information within the next two hours. Anderson's platoon should be ready to move no later than 0700.

4-9. Anderson jotted down the relevant grid coordinates and checked his watch; it was already 0200. He had less than five hours to prepare. He had led convoys before, but never this far forward.

4-10. Captain Bagley interrupted Anderson's racing thoughts. "Lieutenant," said Bagley, "go make your preparations. Report back to me in one hour for more information."

4-11. Anderson left the tent, marked his map, and checked the coordinates for Task Force Landry. Carefully tracing the route of MSR Titans, Anderson saw a paved, two-lane highway passing through rolling hills with farmland on either side of the road. He observed no bridges or overpasses that might interfere with the convoy's progress. Travelling in broad daylight, he and his soldiers would be able to see in every direction for several hundred meters. (See figure 4-1.)

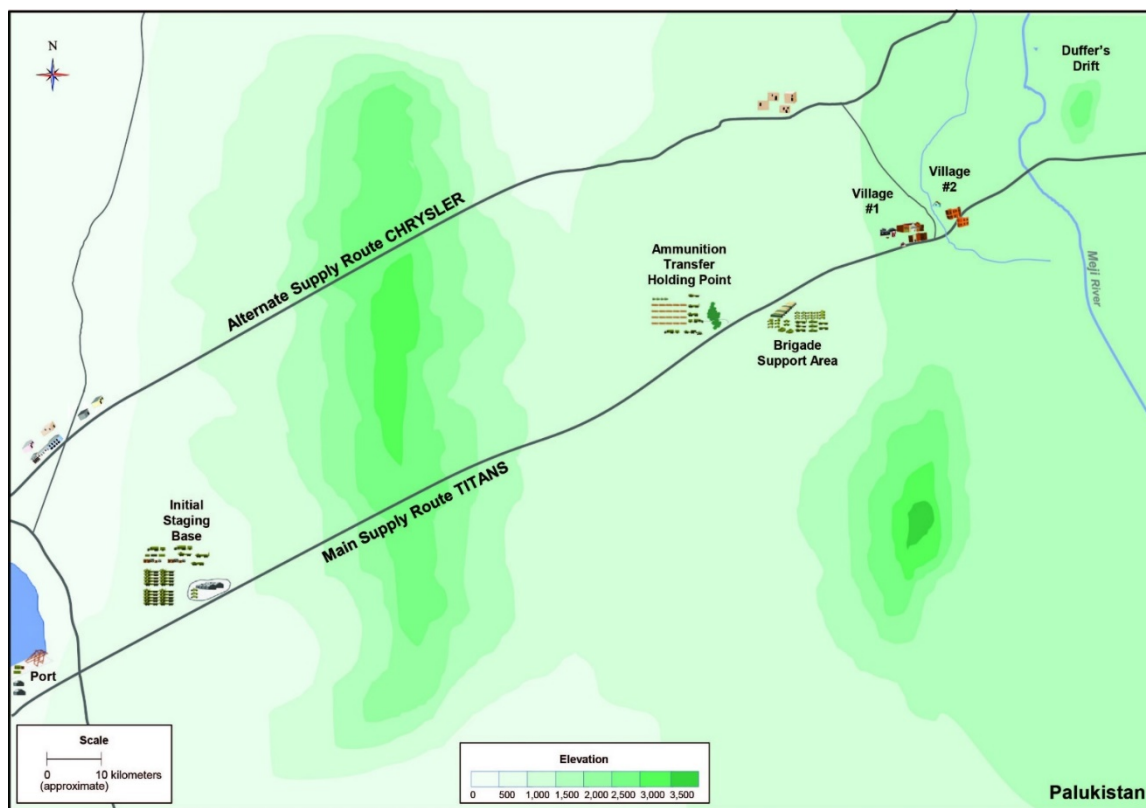


Figure 4-1. Map of the mission area

4-12. Next, he found Sergeant Carroll, shook her awake, and told her about the mission. "I need the whole platoon to assemble at my vehicle as soon as possible, fully dressed and ready to receive a warning order," said Anderson. Carroll acknowledged and moved off to notify the squad leaders. Meanwhile, Anderson began jotting down notes for a five-paragraph order. In the distance, he could hear whispered orders and the clink of soldiers reaching for their gear.

4-13. Within fifteen minutes, the platoon had formed a ragged formation near the front bumper of Anderson's HMMWV. Huddling the group around him, Anderson issued a brief warning order. Several noncommissioned officers (NCOs) asked questions he couldn't answer. Running short on time, Anderson abruptly ended the briefing, telling his soldiers to follow the tactical standard operating procedure (SOP) in the absence of specific guidance. Turning the platoon over to Sergeant Carroll, he sprinted back across the moonlit assembly area to the command post.

- 4-14. Captain Bagley greeted him with a frown: "You're late, lieutenant. That's a bad habit to develop anywhere, but especially in a combat zone."
- 4-15. Anderson responded with an apologetic "No excuse."
- 4-16. Bagley's update contained bad news. "The Krasnovians are still attacking along the entire division front. Our brigade continues to defend in place, but front-line units are running low on Class V. Your mission is one of several emergency resupply convoys going out this morning."
- 4-17. The captain continued, providing many of the details that Anderson had been unable to answer earlier that morning. The weather would be sunny and warm. Enemy contact was possible but unlikely along MSR Titans. A recovery vehicle and ground ambulances would be standing by at the brigade support area in case Anderson's platoon needed assistance. The security vehicles would report to Anderson no later than 0530. Anderson's soldiers needed to be at their vehicles, ready for the commander's walk-through at 0600. The ATHP would be ready to transfer flat racks to Anderson's vehicles at 0730.
- 4-18. Bagley asked if he had any questions. Anderson couldn't think of any. "Good luck," said Bagley. "I'll be in your area at 0600."
- 4-19. The lieutenant hustled back to his platoon area. In the darkness, he could hear his platoon sergeant chewing out one of the squad leaders because of a filthy crew-served weapon. "I am sorry to interrupt, Sergeant Carroll," said Anderson, "but I am going to need another platoon formation in fifteen minutes."
- 4-20. "Okay, sir," responded his platoon sergeant. She turned and gave the squad leader a last look conveying her displeasure over the weapon, then strode off toward the other squad leaders.
- 4-21. Within ten minutes, Anderson began another, longer briefing. Reading from notes, he talked his platoon through the situation, mission, execution, sustainment, and command and control for the convoy. Aware that time was short, he briefed as quickly and concisely as possible, but received several more questions; some he couldn't answer. When the briefing finally ended at 0445, Anderson directed his platoon sergeant to get the vehicles ready for movement and set out for the company command post to get answers to the questions he hadn't thought of earlier.
- 4-22. Captain Bagley was surprised to see him again, but decided not to point out the time remaining. When Anderson got back to his platoon, the first rays of sunlight were glowing on the eastern horizon. He trooped the line of vehicles, checking that all vehicles were mission-ready and all soldiers were in uniform and had their weapons.
- 4-23. The two protection platforms did not arrive at 0530. After waiting ten minutes, Anderson sent a runner to the command post to report their absence. Moments later, he heard the growl of engines as the two heavily armored HMMWVs crawled toward him behind a ground guide.
- 4-24. While Anderson's soldiers took a break to enjoy their meal ready to eat (MRE) breakfasts, an embarrassed staff sergeant saluted and apologized for showing up late.
- 4-25. Anderson began briefing the two new crews on the convoy plan when Captain Bagley and First Sergeant Doubletree arrived. Anderson interrupted his briefing to greet the commander.
- 4-26. "Carry on, lieutenant," said Bagley. "The first sergeant and I are fine."
- 4-27. Sergeant Carroll immediately intercepted the first sergeant and guided him toward the left side of the trucks. Seeing their approach, crews put aside their MREs and rose to their feet, like dominoes in reverse.
- 4-28. Anderson resumed briefing the security crews, and Bagley strolled around to the other side of the truck line, where news of his arrival quickly brought the remaining crews to their feet.
- 4-29. After finishing his briefing, Anderson noticed the commander and first sergeant in deep conversation. He moved toward them, but Bagley held up a hand warning him to stand fast. The first sergeant was clearly upset about something, and Bagley was nodding in agreement.
- 4-30. Their conversation finished, Bagley summoned Anderson to join him. The first sergeant walked over to speak with Sergeant Carroll.

4-31. “Lieutenant Anderson, have you reconnoitered the ammunition transfer holding area yet?” asked Bagley.

4-32. “No sir,” responded Anderson. “I haven’t had time.”

4-33. “Then how are you going to find it with twenty-two vehicles behind you?” asked Bagley. “Sir, I have the grid coordinates. It’s right down the road,” replied Anderson.

4-34. “Have you been there before?” asked Bagley. No, Anderson had never been there. Bagley shook his head. “Okay,” he continued, “have you done a rehearsal yet?” Anderson responded with an embarrassed look: “A rehearsal?”

4-35. “Yes,” said Bagley, “a rehearsal for actions on contact. A rehearsal in case one of your vehicles breaks down. A rehearsal for actions at the transfer point. A rehearsal for actions at the logistics release point.”

4-36. “Sir, I hadn’t scheduled one yet,” said Anderson. “I was going to give a final mission brief, then do pre-combat inspections (PCI) with Sergeant Carroll.” Fortunately, your platoon sergeant initiated movement and began doing PCIs on her own, observed the commander. “But you have wasted too much time doing everything but get this platoon ready for its mission.”

4-37. “Sir, I was just trying to ensure they had the right information,” responded Anderson.

4-38. “I get that,” said Bagley. “But we don’t have time to run down every answer. The battalion staff are doing their best to push us good information as soon as they get it, but in the meantime, you have forty soldiers and twenty-two vehicles to prepare for movement into a dangerous forward area. There’s an entire battalion up there depending on your platoon.”

4-39. Anderson nodded. Bagley continued, “We can’t afford to fail this mission. I have no choice but to relieve you. The company executive officer will take your place and lead this convoy. Report to my CP and stand by for further instructions. We’ll sort this out if and when we make it through this day. In the meantime, I want you to review the Army’s troop leading procedures. If you had followed them, you would have gotten more done in less time and we wouldn’t be having this discussion.” (See figure 4-2).

4-40. Anderson saluted, turned, and walked slowly toward the company command post, his mind reviewing the last four hours. What had he done wrong, and how could he have done better? Regardless of his future, he was going to spend the next few hours learning everything he could about the troop leading procedures. Gazing at the pink clouds in the eastern sky, Anderson swore that given a second chance, he’d do a much better job.

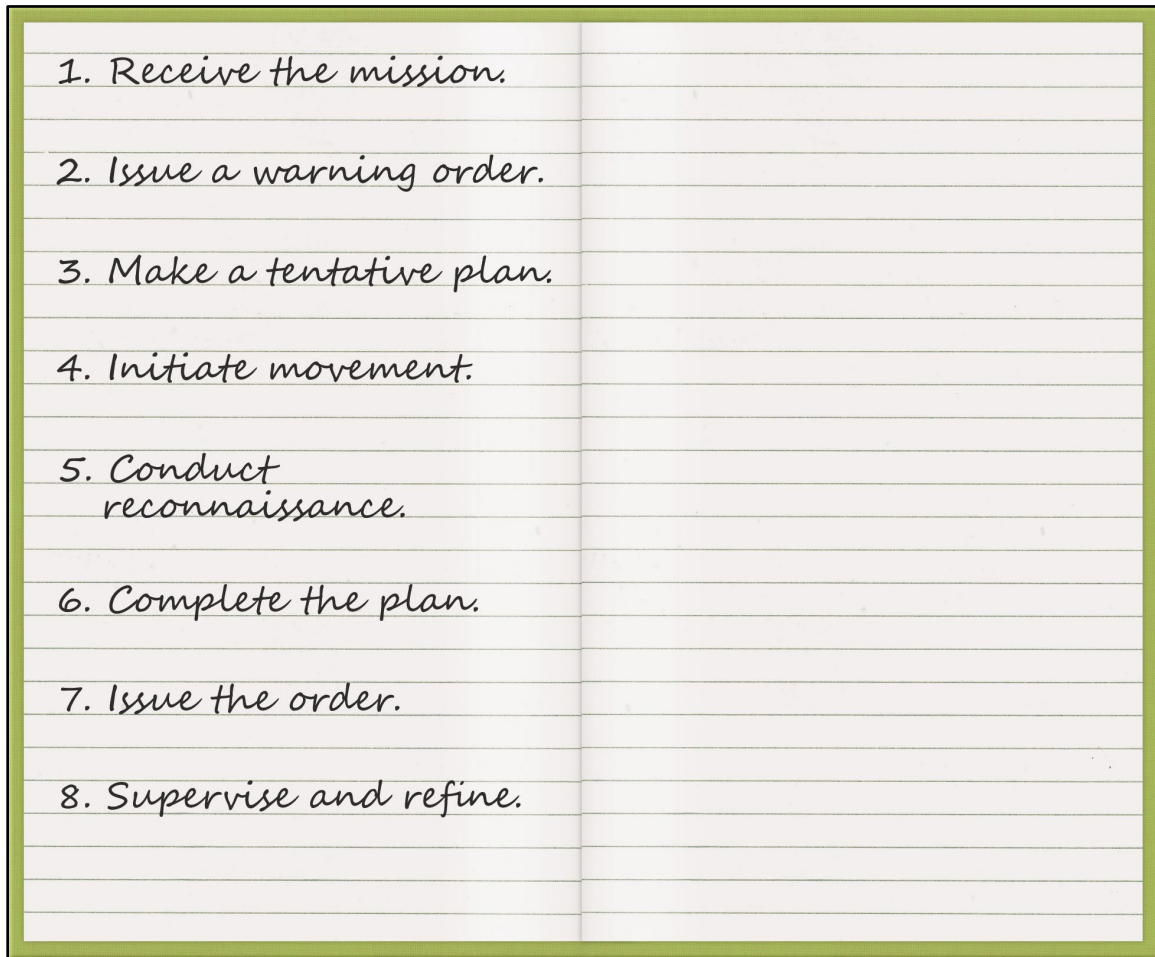


Figure 4-2. Troop leading procedures

THE SECOND DREAM: USE YOUR TEAM

4-41. Anderson sat straight up in bed. As his eyes adjusted to the darkened room, he realized he was back in the ISB barracks. There was no summons to the command post, no emergency resupply mission, no darkened assembly area. He hadn't been relieved. Out of habit, he reached down with his right hand to check his weapon and protective mask. The commander's guidance about troop leading procedures was ringing in his ears.

4-42. He rolled onto his back, staring at the dark ceiling. His Fort Lee instructors had made a fuss about the troop leading procedures, but he had few chances to use them during his first few weeks in the brigade. Besides, the unit SOP seemed to cover many of the functions that his platoon might have to perform in combat. He remembered there were eight steps, and dozed off trying to remember all of them.

4-43. He awoke to a hand jostling his shoulder. Captain Bagley's driver crouched beside him, summoning him to the command post. Anderson reached for his gear, pulled on his boots, and followed the soldier through the darkness toward a humming generator and the tent beyond.

4-44. Inside, Major Smith and Captain Bagley huddled before a dimly lit map. Bagley turned to acknowledge Anderson's arrival, and introduced him to the major. It all seemed familiar somehow.

4-45. Smith talked, and Anderson took notes. The enemy had attacked, Task Force Landry had suffered losses, his platoon needed to prepare for a resupply convoy. Bagley would give him more information in an hour.

4-46. Anderson asked a few questions. What was the communications plan for this operation? Would indirect fire support be available? What about vehicle recovery and medevac? Was there an alternate route if the main supply route was blocked?"

4-47. The major finally cut him off. "These are all good questions, lieutenant, but we are still working out some of those details." Said Smith. "Your commander will have more details soon. We're giving you a warning order now so that you can start your own preparations."

4-48. Outside the tent, the lieutenant reached for a three-by-five card in his pocket and looked at it under his flashlight. The card contained a handwritten list of eight steps: the troop leading procedures. He figured he suddenly had more to do than he had time to accomplish; a checklist would at least point him in the right direction.

4-49. His watch read 0215. Anderson had already completed the first step (receive the mission), but he had less than five hours to accomplish the other seven steps and prepare his platoon. He walked quickly back to his platoon area and woke the platoon sergeant.

4-50. "Sergeant Carroll, we just received a warning order directing us to prepare to conduct a resupply convoy," said Anderson. "Battalion is sending us two convoy protection platforms for security. The platoon needs to be ready to go no later than 0700. The commander will give me additional information at 0300. Notify the squad leaders now to get their soldiers and vehicles ready."

4-51. "Okay sir," responded Carroll. "Do you want me at the 0300 brief?"

4-52. "No thanks," responded Anderson. "We're short on time, so I want you to focus on preparing the soldiers and their equipment. I will brief the whole platoon as soon as I have the details."

4-53. Carroll nodded, and began pulling on her boots. Anderson took out his notebook and started planning backward, assuming he would need to initiate movement at 0700 hours.

4-54. He figured he might need thirty minutes right before the deadline to provide any updates, such as changes in the friendly or enemy situation. Having sat through battalion rehearsals, he figured he could use a similar format to rehearse actions at the pickup and drop-off points and discuss other contingencies, such as a broken vehicle. If that took an hour, he was already back to 0530. Before that, he'd want to do final PCIs and give soldiers enough time to correct minor issues. That was another thirty minutes. Thirty minutes to reconnoiter the transfer point and thirty minutes to brief the platoon moved him back to 0400.

4-55. The commander would provide him with more information at 0300, and it was already 0245. At some point, he was going to have to put all that information into an operations order and brief the platoon. Anderson decided he'd figure it out once he knew more. He took two minutes to roll up his sleeping bag, brush his teeth, and jot down his timeline, then walked back to Bagley's tent.

4-56. The update contained grim news. The enemy attack had forced withdrawals in several sectors. The brigade continued to hold, but every unit was running low on ammunition. Anderson's convoy would be one of several emergency resupply missions going out that morning.

4-57. Bagley's briefing answered several of Anderson's earlier questions: the weather forecast was clear and sunny; the enemy threat to MSR Titans was low; indirect fire support would be available on a general support basis; recovery vehicles and ground ambulances would be standing by to provide support from the BSA (brigade support area). The protection platforms from battalion would report at 0530. The commander would do a walk-through at 0600.

4-58. Anderson's platoon needed to be at the ATHP no later than 0730 to receive ammunition flat racks. Bagley agreed to provide an extra HMMWV so Anderson could take two vehicles on his reconnaissance.

4-59. Bagley wished him luck, and Anderson walked back to his platoon area. He checked his watch: 0345 hours.

4-60. He found his platoon sergeant lecturing one of the squad leaders on weapons maintenance. He waited a moment before interrupting: "Sergeant Carroll, I am going to do a quick recon of the ATHP. Captain Bagley is providing a second HMMWV and driver, but I'll need an NCO to ride shotgun. When I get back, I will brief the platoon on our mission."

- 4-61. "Okay, sir," responded the platoon sergeant. "I assume we're hauling ammo. Are we still leaving at 0700, and do you know where we are going?"
- 4-62. Anderson told her about the 0730 pick up at the ATHP and showed her the route on his map.
- 4-63. "Roger, sir," she acknowledged. "If it's okay with you, I will send Sergeant Velasco on the recon mission."
- 4-64. Anderson nodded agreement, and began reviewing his notes.
- 4-65. "Sir, did the commander say anything else about our mission? What's the threat level on that MSR?" asked Carroll.
- 4-66. "The two protection platforms will be here at 0530. Minimal threat along the route, but medevac and recovery vehicles will be on standby here at the BSA in case we need them," he said.
- 4-67. Carroll paused, waiting for more information, but Anderson turned back to his notes.
- 4-68. "Your vehicle should be ready to go in fifteen minutes," said Carroll. Anderson gave a distracted thumbs-up gesture, and his sergeant moved off into the darkness.
- 4-69. Twelve minutes later, Anderson heard the rumble of the extra HMMWV arriving from the company command post. He could see his own driver doing checks and services. A moment later, Sergeant Velasco from third squad arrived. Anderson summoned the two drivers and briefed the small group. With Anderson leading the way on foot, the two vehicles crept across the assembly area, past the security checkpoint, and out onto the MSR.
- 4-70. Four kilometers south of the brigade support area, a small white sign marked the turn-off for the ATHP. Again, Anderson got out and ground-guided his small convoy toward the security checkpoint. A bored sergeant called in his arrival and allowed him to pass through. Creeping forward, the two vehicles emerged from the tree line into a large open area. In the darkness, they could make out cargo trucks coming and going, their movements orchestrated by a dozen flashlight-wielding ground guides. Small white signs marked lanes and directed one-way traffic toward long, straight rows of flat racks awaiting retrieval.
- 4-71. Wary of the time, Anderson walked his two vehicles past the activity and toward the exit. When they got back to the MSR, he asked his driver to hurry. He was already twenty minutes behind schedule, and still needed to brief the platoon.
- 4-72. By the time Anderson returned, his soldiers had gathered in a loose formation before the lead cargo truck. Working from an outline in the brigade tactical SOP, Anderson began briefing his order. Sergeant Lewis asked a question about enemy activity along the route. Anderson reiterated the low threat, but promised to get a more specific answer before the convoy departed.
- 4-73. He continued the briefing. Sergeant Carson asked about the possibility of follow-on missions. For example, might the platoon need to make a second turn to this same location?
- 4-74. Anderson responded that he had no information about that at the moment, but a second mission was a possibility.
- 4-75. Specialist Johnson asked about artillery support. Good question, but the interruptions were extending the briefing. Anderson finally asked his soldiers to hold their questions to the end.
- 4-76. At 0540, the arrival of two protection platforms from battalion caused another delay. Anderson directed his platoon sergeant to flag down the two vehicles, then pressed on with the convoy order. He finished at 0555 and gave the platoon a ten-minute break to hit the latrines before reporting back to their vehicles for pre-combat inspections.
- 4-77. At that moment, Captain Bagley and the first sergeant arrived. "Is your platoon ready to go?" asked the commander.
- 4-78. "Sir, I am just getting ready to do PCIs now," said Anderson. "Have you done any rehearsals?" asked the commander patiently.

- 4-79. “We will do those right after I conduct PCIs,” said Anderson. “I still think we can make our start point at 0700.”
- 4-80. “Okay, lieutenant,” said Bagley. “The first sergeant and I are going to get a cup of coffee, and I’ll be back in twenty minutes. I expect to see you doing rehearsals when I return.”
- 4-81. That didn’t happen. With the platoon sergeant at his side, Anderson began spot-checking soldiers and vehicles. Private First Class Holliday had forgotten to fill his camelback, and Specialist Turner was missing the signature on his dispatch, but there were no major problems with the first five vehicles. The sixth vehicle, however, was missing its tow bar. Specialist Lowe swore it had been there before the last mission and stated flatly that somebody must have stolen it. His squad leader, Sergeant Velasco, could not verify whether it had been there yesterday.
- 4-82. “Hey Sir, we’ll borrow a tow bar from Bravo Company,” said Sergeant Carroll. “We can figure this out later.”
- 4-83. “I don’t understand how a tow bar could just walk off in the middle of the night,” said Anderson, losing patience.
- 4-84. “Sir, that stuff happens all the time,” said Sergeant Velasco. “We don’t do it, but some of the guys in other companies have no problem making midnight requisitions.”
- 4-85. Carroll glared at Velasco. This was the wrong time to complain about pilferage. “Sir, let us fix this,” she added. “We still have rehearsals to do.”
- 4-86. “Oh shoot,” said Anderson, too late.
- 4-87. In the morning light, he could see the commander returning. Anderson directed his platoon sergeant to call another formation, and strode out to intercept Captain Bagley.
- 4-88. “I don’t see any rehearsals,” commented the captain, his earlier patience gone.
- 4-89. “We’re starting them now,” replied Anderson.
- 4-90. I tell you what, lieutenant, said the commander. “This is an important mission but I don’t want to rush so fast that we get soldiers killed. So—take these rehearsals seriously and do them right. Make sure every soldier knows what to do, including your protection platform crews. I will call battalion and try to adjust your pickup time. When I get back, you need to be ready.”
- 4-91. “Yes, sir,” he responded. The young officer’s head was buzzing from the lack of sleep and the indirect reprimand. He walked back to his platoon, trying to look confident.
- 4-92. “Ladies and gentlemen,” he began, “We are going to spend the next thirty minutes doing rehearsals. Line up in chalk sequence, drivers on the left, assistant drivers on the right.”
- 4-93. The commander and first sergeant returned at 0705. Bagley informed Anderson that battalion was trying to coordinate a later pickup time. The commander and first sergeant split up and walked down the two sides of the vehicle line, asking soldiers about the mission, and checking their weapons and radios.
- 4-94. They completed their walk-through in less than ten minutes. Bagley wished Anderson luck and told him to move out. The convoy reached the ATHP at 0745. The lieutenant in charge hadn’t heard anything from battalion. There were two other serials in line, and no, he couldn’t move up Anderson’s convoy.
- 4-95. Anderson reported his situation to the company CP, and was told to stand fast.
- 4-96. After an hour-long delay, ground guides finally called the convoy forward to load its flat racks. By 0915, Anderson’s trucks were back on MSR Titans heading toward Task Force Landry and the logistics release point. Black smoke drifted toward them from a ridgeline to the north.
- 4-97. Halfway to their destination, Anderson received a change of mission. Task Force Landry had gone black on ammunition and was withdrawing from Duffer’s Drift to occupy hasty defensive positions farther south. His convoy should return immediately to the BSA and await further instructions; Anderson should report to the company CP.

4-98. When Anderson got there, he found Captain Bagley in the midst of three different radio conversations. The battalion support operations office was trying to coordinate a new logistics release point for Anderson's convoy. The fuel and water platoon had lost a rifle. The first sergeant's driver had just received a Red Cross message.

4-99. Bagley finally noticed Anderson standing by the tent flap. "Let's talk," said the commander, grabbing his helmet.

4-100. Emerging from the tent, the two walked toward the mess tent.

4-101. "We will get you back on the road as soon as we identify a new logistics release point," began the captain. "In the meantime, how did things go this morning?"

4-102. "I got behind in my timeline, sir," responded Anderson. "Because of that we missed our SP (start point) time, which may have impacted the mission."

4-103. "That's true," said Bagley. "If your vehicles had made their original pickup time, Task Force Landry might still be holding its position. On the other hand, you were trying to pull things together on a pretty short timeline. Is there anything else you would have done differently?"

4-104. Anderson shrugged: "I'm not sure, sir. I had a lot on my plate." "How much help were your NCOs?" asked Bagley.

4-105. "They were great," responded Anderson. "Especially my platoon sergeant. They got the troops and the vehicles ready while I did the reconnaissance and put together the plan."

4-106. "I agree that you have good NCOs," replied the captain. "But here's what I saw. You seemed to be working through the troop leading procedures by yourself. Those steps are a good place to start, but don't forget to leverage your NCOs. Every one of them is an experienced leader. You seemed unwilling to delegate responsibility, much less share the information necessary to prepare for this mission. You have a pretty good leadership team in your platoon, but they can't help you if you don't let them." (See figure 4-3 on page 4-10).

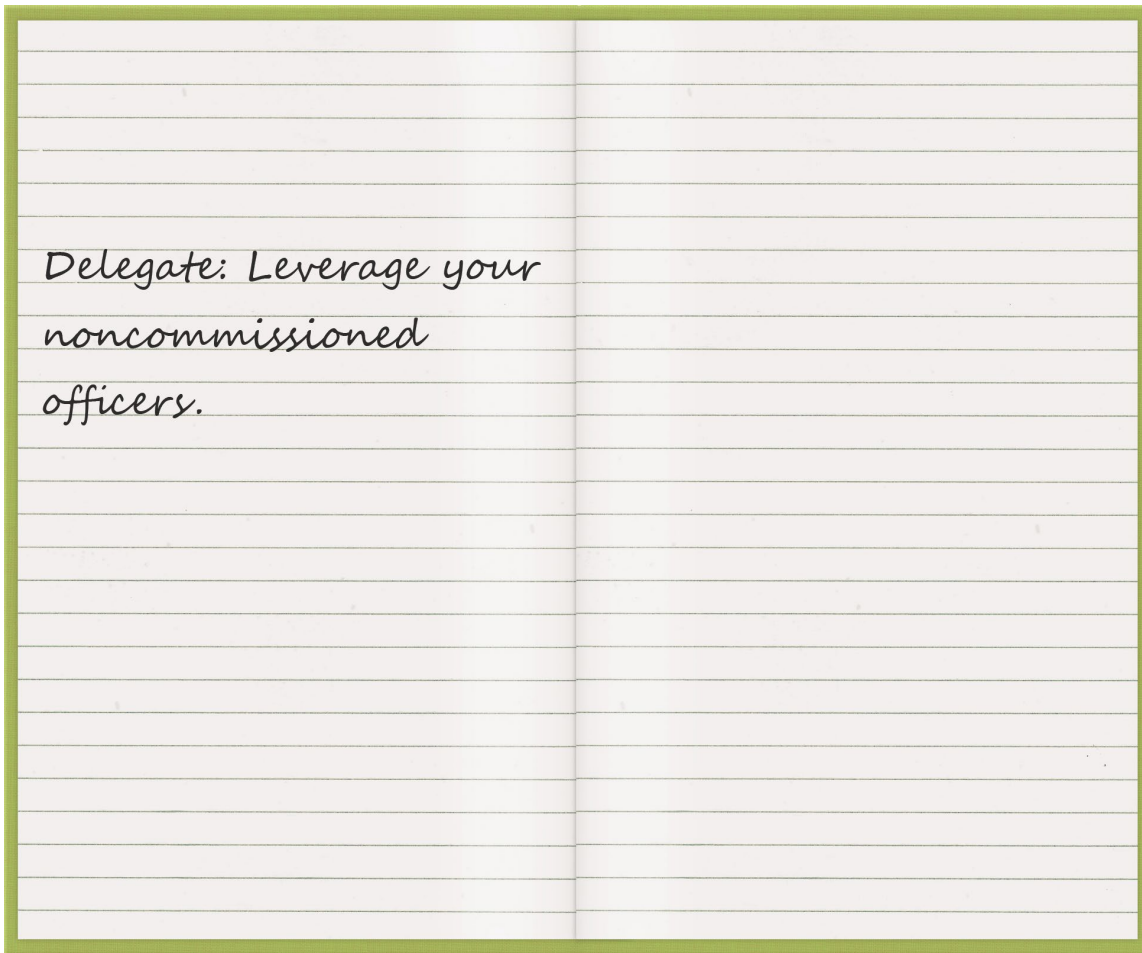


Figure 4-3. Additional lesson learned for Anderson

4-107. Anderson returned to his vehicle and slumped into the passenger seat. The platoon was on standby until Task Force Landry established new positions. In the meantime, he thought about how to share more responsibility with his NCOs. As he replayed the morning's events in his mind, Anderson dozed off in the midday sun.

THE THIRD DREAM: RUSHING TO FAILURE

4-108. A hand shook him awake: "Sir, Captain Bagley needs to see you right away." Anderson looked up from his sleeping bag to see the messenger and, behind him, a starlit night sky.

4-109. "Coming," he responded, fumbling in the dark for his boots.

4-110. Inside the company command post, he received a warning order directing his platoon to prepare for an ammunition resupply convoy in support of Task Force Landry, which was under heavy attack. Anderson took several notes, asked several questions, and got several answers. Tentative SP was 07:00; weather was favorable; the primary route would be MSR Titans; enemy contact was unlikely, but battalion would provide two protection platforms for additional security. Bagley would provide more information at 0300 hours.

4-111. On the way back to his platoon, Anderson checked his watch: 0215 hours. He had less than five hours to pull this mission together. He woke his platoon sergeant and directed her to gather the squad leaders. While he waited for them, Anderson began planning backwards, jotting down events in his notebook: (See figure 4-4).

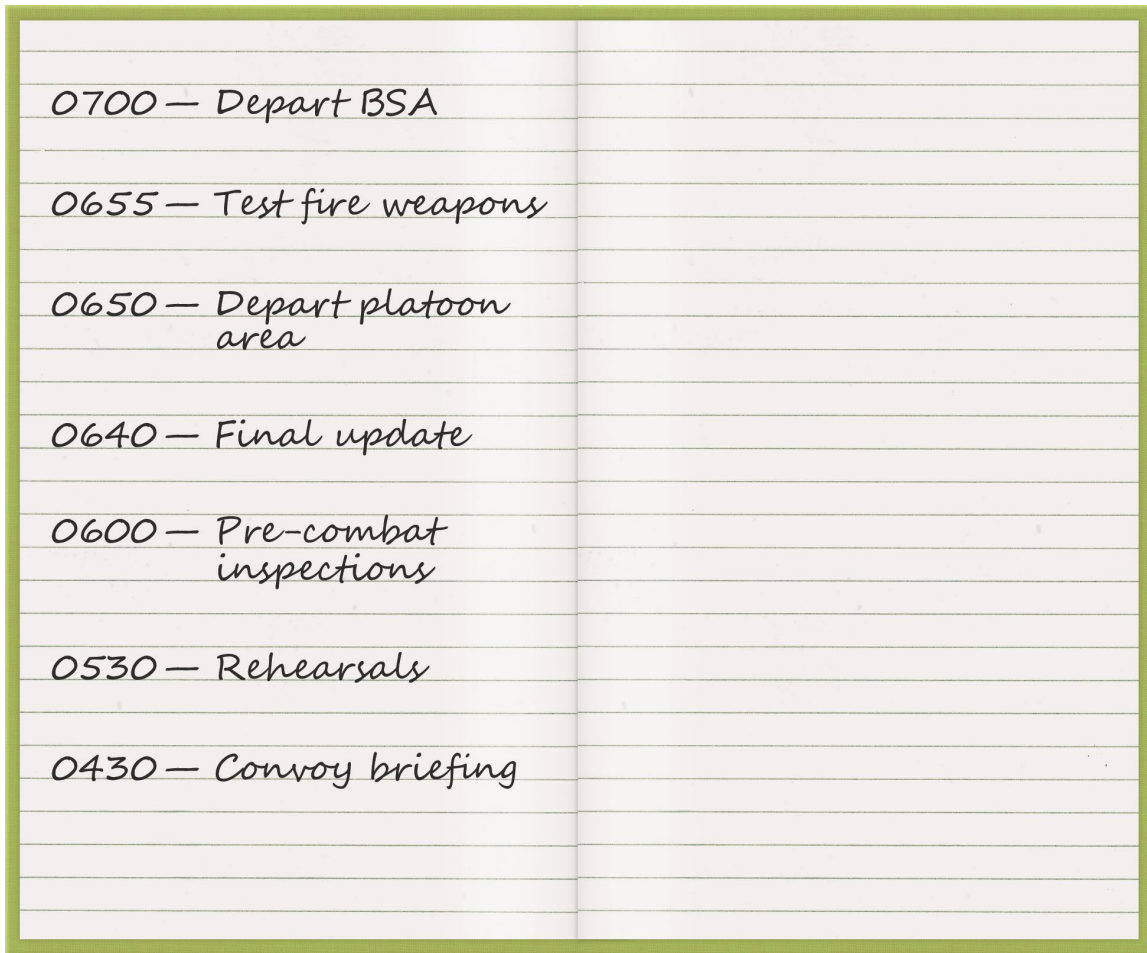


Figure 4-4. Anderson's projected timeline for the day.

4-112. If Captain Bagley's briefing took an hour, Anderson still had thirty extra minutes for squad leaders to prepare their Soldiers and vehicles. He also needed to send a team to reconnoiter the ammunition transfer holding point (ATHP); he was not going to get lost trying to find a transfer point three clicks south of the assembly area.

4-113. Sergeant First Class Carroll returned with the four squad leaders, and Anderson relayed the warning order. Two of the sergeants asked questions he hadn't thought of. Writing them in his notebook, the platoon leader promised to get answers.

4-114. The meeting broke up, and the squad leaders dispersed. Reviewing his notes, Anderson asked his platoon sergeant who they should send to reconnoiter the ATHP. "Velasco's got the most experience," said Carroll, "but we're going to need another HMMWV."

4-115. "Roger, let's identify that issue at the update," said Anderson. "Did I miss anything else?"

4-116. "No sir," said Carroll. "So far, so good. Of course, the night is young."

4-117. Anderson smiled, vaguely recalling an old saying about no plan surviving contact. The two leaders walked back to the command post.

4-118. Sure enough, the update complicated matters. While their brigade continued to hold in sector, enemy pressure had forced several other units to withdraw. All combat forces were running low on fuel and ammunition. Anderson's platoon would be one of several emergency resupply missions going out that

morning. Recovery vehicle and casualty evacuation support from the BSA would be standing by to assist, if needed. The protection platforms would join the platoon at 0530.

4-119. Carroll and Anderson asked several questions. Bagley answered to the best of his ability, and agreed to lend a vehicle for the recon mission. As part of his back brief, Anderson shared his tentative timeline, including the pre-combat inspections at 0600.

4-120. Nodding his approval, Bagley wished him luck. “I’ll be in your area at 0600,” added Bagley, “but I won’t need any special attention. You and SFC Carroll just go on about your business.”

4-121. It was already 0345. On the way back to the platoon area, Anderson and Carroll compared notes. “I’m worried about those protection platforms,” said Anderson. “Even if they show up on time, they are still going to miss the orders briefing.”

4-122. Carroll agreed, but suggested there might be time at the ATHP to brief the crews.

4-123. “I am more concerned about coms,” she added. “If we can’t talk internally, any problem along the route could turn into a dumpster fire. And if we can’t talk to higher, we’ll be on our own if we make contact.”

4-124. Back at the platoon, Carroll moved off to organize Velasco and the reconnaissance mission, while Anderson began organizing his notes into a five paragraph order. The vehicle from headquarters arrived a few minutes later. By 0415, Velasco and two HMMWVs were en route to the ATHP with orders to bring back a legible sketch of the transfer point.

4-125. By 0430, Carroll had organized the platoon’s vehicles into a single line, and the Soldiers had assembled in a horseshoe formation by the lead vehicle. The convoy brief took 45 minutes. Anderson delivered his five paragraph order, then asked Carroll to speak. She emphasized the need to check vehicles, radios, and weapons before leaving the wire. After a short break, the Soldiers reassembled, just as Sergeant Velasco and his team returned from their reconnaissance.

4-126. “Ladies and gentlemen,” said Anderson, “We are going to spend the next 30 minutes doing rehearsals. Line up in chalk sequence, drivers on the left, assistant drivers on the right.”

4-127. In the half-light of dawn, Anderson’s Soldiers imitated the convoy’s movements like a camouflaged dance troupe, walking and talking their way through vehicle reactions, radio calls, weapons orientation, and rules of engagement at the pick-up point, release point, and in case of accident or enemy attack. Halfway through the drill, two security vehicles arrived—late—from battalion headquarters. SFC Carroll intercepted and directed their crews towards the rehearsal.

4-128. The rehearsal finished, Anderson released the Soldiers back to their squad leaders for pre-combat inspections. As they dispersed, Captain Bagley and the first sergeant arrived.

4-129. “Is your platoon ready to go?” asked the commander.

4-130. “Sir, we are on schedule. Doing PCIs now,” said Anderson.

4-131. “Carry on lieutenant,” he responded. “Your pick up at the ATHP is still 0730. Let me know if you need anything. We’ll just take a quick look and get out of your hair.”

4-132. Anderson acknowledged, grateful that he wouldn’t have to spend the next twenty minutes escorting Bagley. The commander and first sergeant headed down the right side of the line-up.

4-133. He and Carroll went down the other side, spot checking weapons, and vehicles while quizzing the Soldiers. They spotted a few minor issues, including a missing tow bar on one of Velasco’s trucks and a dirty crew served weapon on Sergeant Carson’s vehicle. Carroll sent Velasco to borrow a replacement tow bar, and gave Carson and his squad leader a few choice words on weapons maintenance.

4-134. The security vehicles from battalion were last in line, their .50 caliber machine guns pointing menacingly from each cupola. While Carroll inspected the vehicles, Anderson spent a few extra minutes talking with the senior NCO, Staff Sergeant Nelson, to ensure that he and his team understood the mission.

4-135. Carroll rejoined them, her jaw clenched. “Sergeant Nelson,” she asked, “Why are your vehicles half-empty?”

- 4-136. Nelson gave a lame excuse, citing last minute notification and a problem rounding up the two crews. Anderson directed him to top off his vehicles immediately and rejoin the convoy at the ATHP.
- 4-137. "What do you think," asked Anderson on their way back to their vehicles.
- 4-138. Carroll paused before answering. "Those knuckleheads from battalion have spent most of this deployment in the TOC," she responded. "I don't want them freaking out at the first sign of trouble."
- 4-139. Anderson nodded, and stifled a yawn. He left Carroll at her truck and walked to the company CP for an update. Captain Bagley had no further information. He wished Anderson luck, and told him to get moving.
- 4-140. Anderson jogged back to his HMMWV, circling his arm above his head. 21 engines roared to life, and he did a radio check on the platoon frequency. Each vehicle acknowledged, and the convoy moved forward. Anderson notified the command post, then heard gunfire crackling as his Soldiers test fired their weapons.
- 4-141. It was 0700, and the sun was shining over the tree line in the east. Anderson called the command post again, and the convoy crept out of the assembly area and onto the main supply route, with Velasco's truck leading the way towards the ATHP.
- 4-142. The loading of pallets went smoothly. By 0800, the two security vehicles had rejoined the convoy, and the trucks were back on the MSR, heading towards Task Force Landry and a thin line of black smoke. The convoy drove north at a steady pace through rolling hills and farm country.
- 4-143. Anderson's vehicles bristled with firepower. In each truck, a soldier manned either a machine gun or grenade launcher mounted on top of the cab. Bullet proof windows, armored plates, and chicken wire provided further protection. Enemy contact was unlikely, but open terrain on both sides provided good visibility and clear fields of fire, just in case.
- 4-144. From his map recon, Anderson knew the MSR would take them through three small villages. Entering the first village, the trucks drove slowly past a deserted collection of boarded up homes, looted shops, and stripped vehicles. The only occupant was a stray dog barking at them from the gas station. They drove past and back out into the open fields beyond the village.
- 4-145. Ten kilometers later, the convoy crested a low ridgeline and descended a gradual slope towards the next village. A stone bridge led them over a small brook and into another deserted village. Underneath the bridge, Army engineers had built steel bars to discourage explosive devices.
- 4-146. This village looked similar, less the barking dog. As they crept through town, Anderson saw the same shuttered homes and looted storefronts, the same disabled vehicles and piles of refuse on the sidewalks.
- 4-147. Unsure why, Anderson called Velasco in the lead truck: "Delta Five One, this is Delta One Six: sitrep?"
- 4-148. Before Velasco could answer, Anderson heard a massive explosion from the front of the convoy. The PLS trucks jerked to a halt. A black mushroom cloud of smoke floated up from the front of the convoy.
- 4-149. Buildings on the left came alive with muzzle flashes, and a hail of gunfire peppered the vehicles. Bullets thudded against Anderson's windshield, leaving white spider webs that limited visibility.
- 4-150. Anderson squeezed the handset and stated the obvious: "All elements, this is Delta One Six: we are in heavy contact. Return fire and keep moving. Rally point is one kilometer north of the village."
- 4-151. Anderson yelled to his vehicle gunner: "Watch out for RPGs!"
- 4-152. To his driver, Anderson pointed forward and barked: "Johnson, get us up there."
- 4-153. Meanwhile, a hail of return fire from Anderson's vehicles perforated the buildings up and down the street, turning bricks and masonry into a thick grey dust.
- 4-154. Switching frequencies, Anderson called in his location and situation to Bagley, who echoed Anderson's initial guidance: get as many vehicles out of the kill zone as fast as you can.
- 4-155. Anderson's driver maneuvered left around the next truck, and moved forward towards the gunfire at the front of the convoy.

- 4-156. Switching frequencies, Anderson called his platoon sergeant: “Delta One Seven, this is Delta One Six: sitrep.”
- 4-157. He paused a moment, then called the security team: “Bandit Two Five, this is Delta One Six: we are receiving heavy fire at the front of the convoy. I want both trucks up here now to provide suppressive fire.”
- 4-158. The radio crackled, and Anderson heard his platoon sergeant’s voice: “Sir, we’re taking sporadic small arms fire back here. I don’t think the enemy counted on this many trucks. Recommend we exit the village the way we came in.”
- 4-159. “Can you get out that way?” asked Anderson.
- 4-160. “I think so,” responded Carroll, “But it’s too tight to turn around. We’re going to have back out of here.”
- 4-161. “Do it,” said Anderson.
- 4-162. Bandit Two Five came on the net to acknowledge Anderson’s order.
- 4-163. Looking rearward, Anderson saw trucks slowly backing out of the village.
- 4-164. Ahead, a PLS truck lay on its side, blocking the northern exit. Thick black smoke poured from the engine compartment. Behind this obstacle, three stationary trucks continued to exchange fire with the enemy. The drumming of bullets intensified as enemy fire shifted to Anderson’s vehicle.
- 4-165. The lieutenant reached up and pulled his gunner down into the safety of the cab, signaling him to wait a minute. Cupping his ears to hear the radio headset, Anderson shouted into his microphone: “Bandit Two Five, where are you?”
- 4-166. “Sir, we’re heading your way,” came the answer. After a pause, he added, “But we have a problem. The .50 cal on Bandit Two Three is jammed.”
- 4-167. Anderson cursed, then squeezed the handset: “I want both vehicles here anyway, in case we need to evacuate wounded Soldiers.”
- 4-168. Bandit Two Five paused before answering. “Sir, are you sure? My crew is basically unarmed. Why risk additional casualties?”
- 4-169. Anderson shook his head. “Bandit Two Five, I do not have time for a debate. Get both vehicles up here now to provide suppressive fire, and be prepared to evacuate casualties. That’s an order.”
- 4-170. Their HMMWV stopped next to, Sergeant McDonald’s truck, Delta Six Eight. From his window, Anderson saw that McDonald’s turret was empty. The other two vehicles continued firing, their pace slowing to conserve ammunition. Over the radio, McDonald reported that they were out of ammunition.
- 4-171. The two security vehicles arrived. Bandit Two Five’s .50 caliber machine gun poured heavy fire into what was left of the buildings on the left side of the street. Anderson checked the ammunition left in his vehicle—three canisters—and signaled his gunner to resume firing from the cupola.
- 4-172. Behind them, an RPG exploded against the third truck, Delta Seven Niner. When the smoke cleared, Anderson saw that it had destroyed the two front tires on the driver’s side, immobilizing the vehicle.
- 4-173. Over the radio, SFC Carroll reported in with an update: ten trucks had evacuated with her to the south, and two trucks, including Velasco’s, had made it to the rally point north of town. That left four more trucks and crews behind him.
- 4-174. Anderson directed Carroll to continue the mission, then contacted the remaining vehicles in the village: “Continue to suppress enemy forces on our left, but conserve your ammunition. Delta Six Eight, we will give you a can of our 7.62 ammunition. Bandit Two Three, evacuate the crew from Delta Seven Niner. When you have them on board, we are going to back our way out of here.”
- 4-175. Johnson maneuvered the HMMWV towards McDonald’s truck. Anderson cracked open the door to make the transfer. Another RPG streaked out of the wreckage, this one headed towards their vehicle. Anderson’s world went black.

THE FOURTH DREAM: A GOOD DECISION NOW

4-176. He woke to the sound of his name.

4-177. "Lieutenant Anderson? Lieutenant Anderson!" It was the commander's driver, crouching beside him in the dark.

4-178. "Sir," said the young soldier. "Captain Bagley needs to see you right away." Anderson paused a moment. Something was wrong, but he couldn't say what. He slipped on his boots and moved toward the CP.

4-179. Anderson found his commander and Major Smith examining the map. Bagley nodded and introduced him to the major.

4-180. Smith glanced at him and pointed to the map: "Okay, Anderson, this is a warning order; prepare to copy."

4-181. Enemy forces were attacking throughout the division sector. Their brigade continued to defend in place, but Anderson's platoon was ordered to prepare for a resupply mission shortly after sunrise. Captain Bagley would provide more information at 0300.

4-182. Anderson acknowledged, and hurried back to his platoon. It was already 0215. As he walked, Anderson began backward-planning the tasks he would need to complete to ready his platoon by 0700. He woke his platoon sergeant and directed her to gather the squad leaders. While he waited, Anderson looked at his map, reviewing the route they would take and noting the distance, terrain, and obstacles, including two villages.

4-183. Sergeant Carroll returned with the four squad leaders, and Anderson relayed the warning order, fielded questions, and promised an update before departure.

4-184. As the meeting broke up, Anderson and Carroll agreed to send Staff Sergeant Velasco to reconnoiter the ammunition transfer holding area. The two leaders walked back to the command post.

4-185. Bagley's update complicated matters. The brigade continued to hold, but all units were running low on fuel and ammunition. Battalion headquarters was launching several emergency resupply convoys. Recovery vehicle and casualty evacuation support from the brigade support area would be standing by to assist. Two protection platforms would support Anderson's mission.

4-186. Anderson and Carroll briefed their timeline and asked questions. Bagley answered what he could and wished them luck. "I'll be in your area at 0600," added Bagley, "but I won't need any special attention. You and Sergeant Carroll just go on about your business."

4-187. Back at the platoon, Carroll moved off to organize Velasco and the reconnaissance mission, while Anderson began drafting his order. His briefing to the platoon took forty-five minutes, followed by thirty minutes of rehearsals.

4-188. The protection platforms arrived late, halfway through the rehearsals. After they walked through actions on contact, Anderson released the soldiers back to their squad leaders for pre-combat inspections. As they dispersed, Bagley and the first sergeant arrived.

4-189. "Is your platoon ready to go?" asked the commander.

4-190. "Sir, we are on schedule. Doing PCIs now," explained Anderson.

4-191. The lieutenant and his platoon sergeant walked down the line of trucks, checking equipment and quizzing the crews. They found no major problems until they reached the protection platforms. The security team NCO-in-charge, Staff Sergeant Nelson, seemed to understand the mission, but the fuel gauge on one of vehicles read half-empty.

4-192. Stifling his annoyance, Anderson directed Nelson to top off his vehicles, check-fire his weapons, and rejoin the convoy at the ATHP. While Nelson's team moved out to the fuel point, Anderson and his trucks rolled out to retrieve their cargo.

4-193. The loading of pallets went smoothly. By 0800, the two security vehicles had rejoined the convoy, and the trucks were back on MSR Titans, heading toward Task Force Landry and a thin line of black smoke. The convoy drove north at a steady pace through rolling hills and farm country, Anderson calling in at every checkpoint to report progress.

4-194. Six hundred meters short of the first village, Anderson halted the convoy. He knew the mission was urgent, but avoiding ambush was worth a ten-minute delay. He ordered Nelson's two protection platforms to reconnoiter the village. While the convoy gunners provided overwatch, Nelson led his heavily armed HMMWVs down the main street past a barking dog. On the far end, they u-turned and sped back.

4-195. "All clear," reported Nelson.

4-196. The convoy moved forward, through the town and back into open countryside.

4-197. A half kilometer south of the next village, Anderson took the same precaution. Through binoculars, he watched Nelson's vehicles drive north across a stone bridge and up the main street, weaving past garbage piles and abandoned vehicles.

4-198. At the far end of the village, a massive explosion shattered the morning stillness, followed by a deadly chorus of assault rifles firing at the two vehicles.

4-199. Over the radio, Anderson heard Nelson shouting over the gunfire: "Enemy contact! Left side of the road! Bandit Two Three is hit!"

4-200. Anderson tried to respond calmly: "Bandit Two Five, this is Delta One Six. What is Bandit Two Three's status?"

4-201. "Vehicle's flipped over . . . not sure about casualties," shouted Nelson.

4-202. "Roger, Bandit Two Five. Continue to suppress enemy fire. We'll get help to you ASAP."

4-203. Anderson switched frequencies and called in his situation to Bagley and battalion headquarters. The battalion support operations officer responded: "Roger, Bandit One Six. We are sending the QRF (quick reaction force) now. We will re-route your convoy to Alternate Supply Route Chrysler. Stand by for further instructions."

4-204. Switching back to the platoon net, Anderson summoned his platoon sergeant. Five vehicles back, Sergeant Carroll jumped down from her truck and ran toward his vehicle.

4-205. The lieutenant's mind raced. He needed to get help to Bandit Two Five fast, but the cargo trucks were too big and slow, so he would need to send his HMMWV. If he went with the vehicle, he risked taking himself out of the fight. On the other hand, he didn't have time to brief his plan and didn't like sending an NCO in his place.

4-206. "We need to get those guys out of that kill zone," barked Anderson.

4-207. "You're going to need more suppressive fire," responded Carroll. "The QRF will never get here in time."

4-208. Looking past Anderson, she pointed to a farmyard 300 meters left of the road. "I think we can range the target with .50-caliber machine guns from over there."

4-209. "Do it," said Anderson. "I am going down there to get Bandit Two Three's crew. I'll call when we're in position."

4-210. "Sir, you don't need to be a hero," said Carroll.

4-211. "I'll be careful," replied Anderson. "If we don't make it back, notify battalion and continue the mission."

4-212. "Good luck," said Carroll. "Watch out for RPGs."

4-213. Anderson nodded. Carroll moved out to reposition the guns.

4-214. The lieutenant climbed back into his HMMWV, briefed his crew, and notified battalion.

4-215. The support operations officer answered: "QRF is leaving now. Estimated time of arrival at your location is twenty minutes."

4-216. "Too slow," Anderson responded. "We are going in now to help Bandit Two Three."

4-217. Switching back to the platoon net, Anderson notified Nelson of his plan and warned that friendly fire would be coming from his nine o'clock position. Two trucks from the convoy were already rumbling toward the farmyard to provide fire support. Anderson's driver pulled their vehicle onto the main road and sped toward the village.

4-218. The main street through the village was less than 200 meters long. Bandit Two Three lay overturned at the far end, black smoke roiling out of its engine compartment. Bandit Two Five was parked between Bandit Two Three and the enemy. Small arms fire poured into both vehicles. Approaching from their rear, Anderson's gunner cut loose on his M249 machine gun, spraying fire into the right flank of the enemy position. Enemy fire shifted toward Anderson's vehicle, bullets bouncing off the window shield.

4-219. Sergeant Carroll's voice crackled on the radio: "All elements, this is Bandit One Seven. We are prepared to fire."

4-220. "Marking our position with red smoke!" shouted Nelson, tossing a smoke grenade from Bandit Two Five into the street. Enemy fire subsided as Carroll's two heavy machine guns perforated neighboring brick buildings where the enemy was hiding.

4-221. Anderson's vehicle pulled behind the overturned HMMWV. His gunner continued firing short bursts toward the enemy position, while the lieutenant dashed to the driver's door. Inside the cab, all three crewmembers lay prone, clutching their weapons, on what had been the vehicle's roof. The two front seaters were able to crawl out, but the gunner couldn't move. With Anderson's help, the crew dragged the wounded soldier out the back door.

4-222. Anderson loaded the driver and wounded gunner into his HMMWV. The third soldier crouched by Anderson's open passenger door. Bandit Two Five roared back to life and repositioned behind the lieutenant's HMMWV to recover the third man. With both vehicles buttoned up, Anderson notified Carroll that they were coming out.

4-223. The hail of .50-caliber rounds from the farmyard halted. Seconds later, Anderson's HMMWV and Bandit Two Five rumbled out of the village. Anderson notified battalion of their situation, and arranged to evacuate the three soldiers from Bandit Two Three. Reassembling on the road, the convoy turned east toward Alternate Supply Route Chrysler, and resumed its mission.

4-224. Later, after they delivered the ammunition, after they got back to the BSA, and after he had confirmed accountability of all personnel and sensitive items, Anderson reported to Bagley's tent.

4-225. Anderson summarized the mission, then Bagley nodded. "Let's take a walk."

4-226. The two fastened chinstraps, grabbed their weapons, and strolled toward the mess tent. The late afternoon sun cast long shadows across the nearly empty assembly area.

4-227. "So," said Bagley casually, "how would you rate your platoon's performance today?"

4-228. "Sir, I thought we made a good plan and executed it okay," said Anderson. "We had a few hiccups, but my NCOs made sure our crews and vehicles were ready and that we stayed on schedule."

4-229. "Yes," said Bagley. "Good use of troop leading procedures, and great teamwork with your NCOs."

4-230. Anderson said an embarrassed thanks.

4-231. "But what about the ambush?" continued Bagley. "You lost one vehicle, the other got pinned down, and you basically led a one-vehicle rescue into a very hot kill zone. What were you thinking?"

4-232. "We didn't have time to wait for the QRF," explained Anderson. "My other trucks were too big and slow to send into that village, so my HMMWV was the only option. I know I risked taking myself out of the fight, but I didn't have time to brief another NCO, and I wasn't exactly comfortable sending someone else in my place."

4-233. "I'm okay with it," answered Bagley. "Under other circumstances, I'd rather not have my lieutenants charging into ambushes. If your vehicle had been hit, your only hope would have been the QRF, which was still twenty minutes away. I realize you had to make a quick decision, and you couldn't abandon those soldiers. I think you made a good decision. You probably save their lives."

4-234. "Thank you, sir," repeated Anderson.

4-235. "Okay, lieutenant," the captain finished. "You earned your pay today. Get some sleep."

4-236. Anderson walked back to his vehicle, stripped off his gear, and crawled into his sleeping bag.

4-237. He woke up in his barracks room at the ISB.

4-238. There had been no assembly area, no ambush, and no rescue mission. He stared at the ceiling for a moment, then turned on the bedside lamp, grabbed his notebook, and wrote down what he could remember. (See figure 4-5).

4-239. Anderson replaced the notebook, turned out the light, and drifted back into a dreamless sleep.

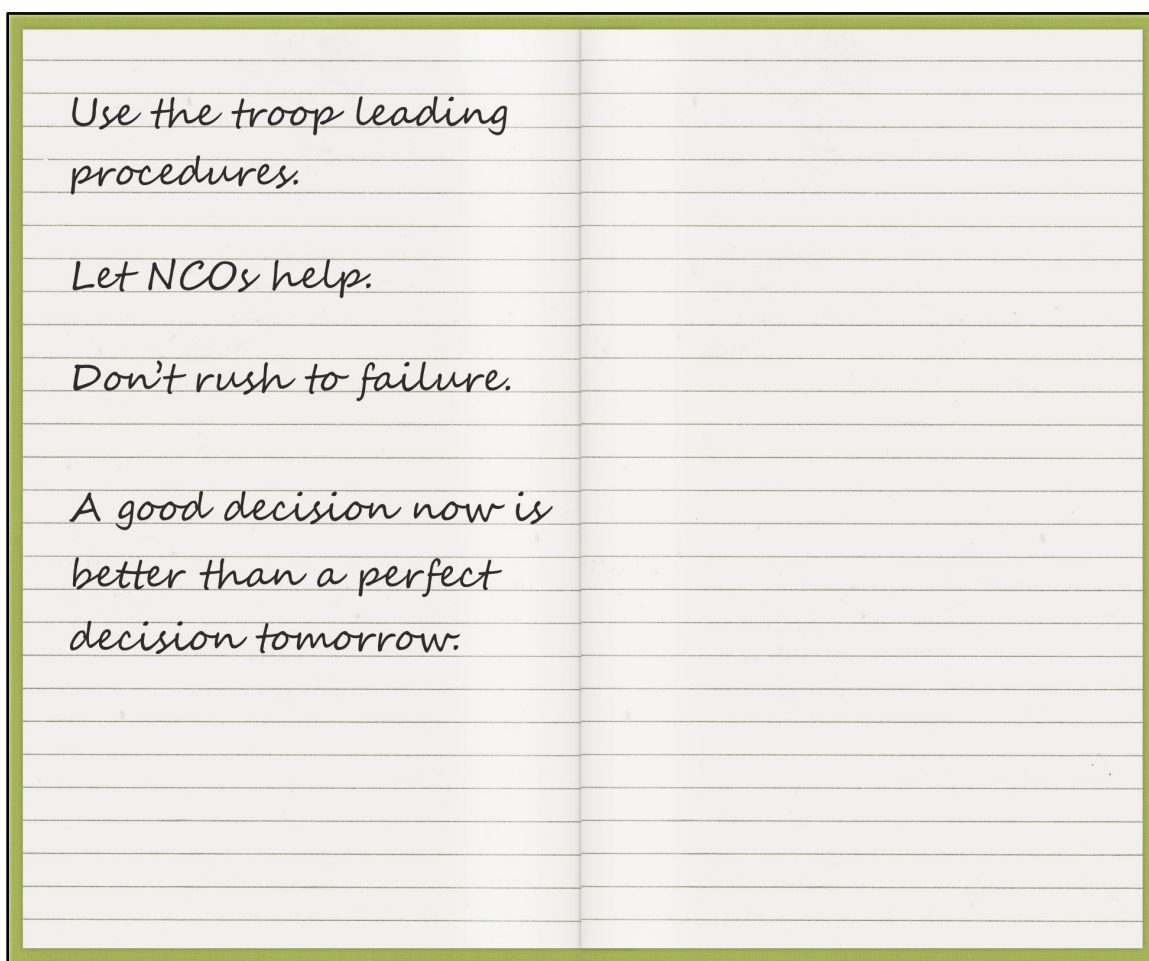


Figure 4-5. Anderson's list of lessons learned

Appendix A

Training Management

Logistics platoon leaders and platoon sergeants are the leadership team that directly impacts the readiness of their platoon. Here are some guidelines to success at the platoon level.

A PL's and PSG's primary job is to inspire and influence their platoon to accomplish the mission. They do this by providing purpose, direction, and motivation to accomplish the mission and improve the organization. PLs and PSGs are responsible for all missions their platoon accomplishes or fails. This responsibility comes with the position, but PLs are only successful because of character, presence, and intellect.

- CALL Handbook 18-24, *The First 100 Days of Platoon Leadership*, May 2018

KNOW YOUR TRAINING RESOURCES

A-1. Start with the Digital Training Management System (DTMS) you will need to get access to your unit's DTMS site from your training NCO in order to view your unit's mission essential tasks (METs) and training schedules. Use the Army Training Network (ATN) and unit Combined Arms Training Strategy (CATS) as tools to determine your platoon's battle tasks, those key collective tasks and performance standards to train on in order to support your commander's METs. In addition to ATN, the Combined Arms Support Command (CASCOM) Army Sustainment Resource Portal and Central Army Registry (CAR) are very useful training portals. Since so much of your job involves planning and resourcing your platoon's training, these tools will be an invaluable asset to you. An excellent training management resource is the published *Training Management at the Company Level, Individual Critical Task List*, dated August 2018, available via the Army Sustainment Resource Portal or CAR.

KNOW YOUR DOCTRINE AND REGULATIONS

A-2. In addition to the doctrinal publications pertinent to sustainment, FM 4-0 and proponent doctrine, know the following: FM 7-0, *Training*, ADP 7-0, *Training*, FM 6-0, *Commander and Staff Organization and Operations*, ADP 5-0, *The Operations Process*, AR 350-1, *Army Training and Leader Development*, and AR 25-50, *Preparing and Managing Correspondence*. Additionally, the Soldier training publications (STPs) identify individual MOS specific training requirements for your Soldiers. The STPs are designed as both a Soldier's manual and trainer's guide.

KNOW YOUR ROLE

A-3. Your role as a platoon leader is to plan, resource, prepare, execute, and assess training as well as oversee sustainment support to your supported units. You are also the champion and advocate for the unit, encouraging and rewarding success while working to strengthen weak areas within the platoon. Time spent training Soldiers pays great dividends in the end. Scheduling training resources, managing hand receipts, conducting maintenance, performing counselling, writing evaluations and awards are all key aspects of a leader's role at the platoon level.

Platoon Leader Duties

- Responsible for what the platoon does or fails to do.
- Plan training with company leadership.
- Executing and supervising troop leading procedures and 8 Step Training Model.
- Lead platoon planning; identify platoon battle tasks.

- Point of contact between the company commander and the platoon; receive mission for the platoon and communicate needs to the commander.
- Communicate with higher headquarters for reporting and receipt of mission.
- Develop the platoon supporting concept of the operation; depending on unit SOP, may require an OPORD, WARNORD, or FRAGORD.
- Lead rehearsals; conduct pre-operations checks.
- Responsible for property; assigned equipment readiness.
- Develop junior leaders through leader profession development sessions (LPDs); conduct assessments.
- After Action Reports.
- Risk assessment and risk management.

Platoon Sergeant Duties

- Advise platoon leaders.
- Are the lead trainers for the platoon; identify individual tasks in support of platoon battle tasks.
- Senior mentor to the platoon; conduct and/or oversee noncommissioned officer professional development.
- Track personnel and platoon readiness.
- Lead Soldier counseling.
- Plan physical training.
- Contribute to planning.
- Develop maintenance, medical, and supply plans.
- Communicate through the executive officer (XO) and 1SG.
- Plan packing lists.
- Set the standard for equipment readiness and discipline.
- Conduct pre-operations checks and inspections.
- Responsible for platoon manning.

KNOW YOUR PLATOON'S CAPABILITIES

A-4. The TOE, Doctrine, METL, and SOPs define the mission (role), capabilities, and functions of your platoon. *The Sustainment Force Structure Book* on the Army Sustainment Resource Portal is a great resource to show your platoon's personnel, equipment, and mission. A well-maintained leader continuity battle book with these documents puts all these resources in one place.

KNOW YOUR SOLDIERS

A-5. Learn from your platoon sergeant/subordinate leaders and build on their strengths. Consider developing and maintaining a platoon leader book to include some of the following areas: Soldier data, medical readiness, personnel readiness, weapons qualification, army combat fitness test, and operator qualification data. Talk to your subordinate leaders and Soldiers, as this will generate a snapshot of their strengths and weaknesses and will provide a road map to improving performance. It is important to know who is strong and weak in marksmanship and army combat fitness test, as well as who is strong and weak at specific MOS skills. Equally important is knowing Soldiers on a personal level, to include if they have any dependents, if dependents are in the Exceptional Family Member Program, or if they struggle with finances. If you are a platoon leader, your NCOs, your warrant officers and especially your platoon sergeant and First Sergeant present a wealth of experience and information from which you may draw. Speaking with them about their experiences, whether deployed or in garrison, will help you develop professionally while building valuable relationships.

KNOW THE UNIT(S) YOU SUPPORT

A-6. Sustainment is by definition a supporting effort and your platoon directly impacts readiness in supported units. Achieving the best results in customer service requires a high degree of coordination and cooperation between you and your supported units. To understand your supported unit's mission, capabilities, and functions, leverage Force Management System (Also called FMSWeb). Platoon leaders must be involved in identifying weaknesses and problems in supporting other units and work jointly to resolve them. Effective communication requires mutual understanding and trust between units.

A-7. As sustainers, a large part of our job focuses on supporting customer units, whether in garrison, field training, or deployed. As professional sustainers, we must be involved early on in the planning process of the supported unit. Ensure that you know who the key decision makers are in the planning process, to include adjacent company platoon leaders, XOs, battalion S3, and S4.

A-8. To foster a relationship with the supported unit, you should:

- Know the key people in the supported units.
- Know the mission of the supported units.
- Know the training plan of the supported units.
- Know the SOPs and how these units manage your area of support.
- Know the requirements and capabilities of the supported unit to shape the support you provide.
- Maintain frequent contact with key personnel in the supported units.
- Respond to actual or perceived problems and complaints about support provided and resolve issues without damaging communication channels.
- Tactfully discuss problems and weaknesses with your counterpart in the supported unit. Many things can be resolved internally between supporting and supported platoon leaders.
- Exploit opportunities to conduct concurrent, multi-echelon training during support missions with the supported unit in the field and during operations, such as gunnery cycles.

KNOW HOW TO MAINTAIN A RUNNING ESTIMATE OF SUPPORT

A-9. Running estimates are the bedrock of sustainment planning and continually change. A running estimate is the continuous assessment of facts, assumptions, constraints, and limitations concerning the current situation and operational environment used to determine whether current operations are proceeding according to the commander's intent and if planned future operations are supportable. Knowing your supported units and their capabilities (personnel and equipment densities, recurring support, etc.) is key to maintaining a good running estimate of support requirements to anticipate changes in demands.

A-10. Logistics Estimation Tools, updated annually and approved by DA G-4, provide a useful baseline for estimating consumption rates located at the CASCOM website in Army Sustainment Resource Portal.

KNOW HOW TO DEPLOY AND DEFEND

A-11. No sustainment unit is fully capable if it is not prepared to deploy on short notice into austere environments and defend itself in a contested environment. Standardized METLs for nearly all deployable companies include Deploy and Defend METs. These critical tasks, conditions, and standards essential for platoon level leaders to understand their role in providing security.

KNOW HOW TO "TRAIN TO MAINTAIN"

A-12. Maintenance is essential for continuous operations and is an integral component of unit training. Maintenance includes maintaining personnel, equipment, and systems over extended periods. Leaders create conditions that require units to do this as they train. It is important to understand your company's maintenance management system in order to ensure your platoon equipment is fully mission capable. A key component of a maintenance program is scheduled equipment services. Coordinate with your company motor sergeant to obtain your platoon's equipment service schedule. As part of the command supply discipline program, you must maintain accountability of your platoon equipment, not just the major end items, but also the basic items

of issue and components of end item in accordance with the current equipment manual. Your involvement in monthly cyclic inventories is crucial to setting conditions for maintaining equipment accountability.

KNOW YOURSELF

A-13. Understand your strengths and weaknesses and develop a plan to improve your weak areas. If you are weak in writing and presenting information to leaders, focus on improving these important skills. These topics should be covered during quarterly counseling sessions, but if you are unsure of your strengths and weaknesses, do not hesitate to ask your rater, senior rater, or even your peers for feedback. Utilize tools such as Azimuth Check through ArmyFit, and encourage your Soldiers to do the same. This annual survey is a self-assessment of one’s physical, emotional, social, spiritual, and family health.

KNOW HOW TO MANAGE TIME/WORK - LIFE BALANCE

A-14. As a leader, your available time is limited and precious. Time management is important. You need to know how much time you can allocate for planning and management, while still maintaining a healthy physical fitness schedule, spending time with family and indulging your hobbies and interests. It is important to develop these habits of time management now, as they will stay with you as you move along in your career. Hobbies and interests are equally important; people who devote their whole time to the Army succumb to stress quickly. When managing time, establish priorities and ensure your subordinates know where your priorities lie. Similarly, you must understand the priorities of your company and battalion as well. Knowing your higher unit’s priorities will aid in identifying where you can assume risk, should you become overwhelmed or over tasked. REST: Read, Exercise, Sleep, and Think. See Figure A-1 for an example of considerations.

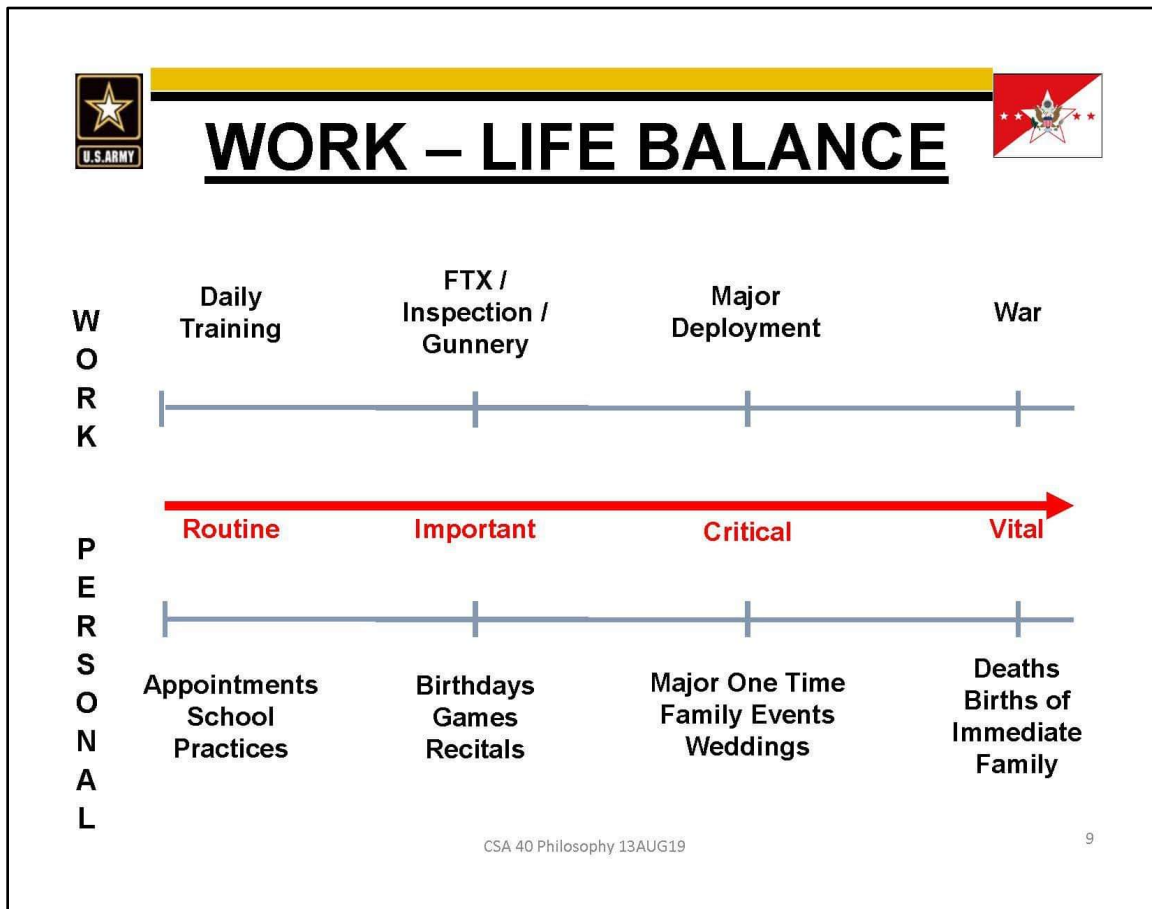


Figure A-1. Chief of Staff of the Army - work life balance example

A-14. As a leader, your available time is limited and precious. Time management is important. You need to know how much time you can allocate for planning and management, while still maintaining a healthy physical fitness schedule, spending time with family and indulging your hobbies and interests. It is important to develop these habits of time management now, as they will stay with you as you move along in your career. Hobbies and interests are equally important; people who devote their whole time to the Army succumb to stress quickly. When managing time, establish priorities and ensure your subordinates know where your priorities lie. Similarly, you must understand the priorities of your company and battalion as well. Knowing your higher unit's priorities will aid in identifying where you can assume risk, should you become overwhelmed or over tasked. REST: Read, Exercise, Sleep, and Think.

KNOW YOUR PEERS

A-15. Having a good relationship with your peers is important. They are experiencing the same things that you are, and are an important resource for exchanging information and best practices. A tool that will aid in peer relationships, inside and outside your MOS, is the Center for Junior Officers website. Here, junior officers can collaborate, share lessons learned and best practices, products, or simply ask questions. There are also vignettes for dealing with common challenges you may face as a platoon leader.

KNOW YOUR PROFESSION

A-16. To be a role model in your platoon, a mentor for your subordinate leaders, and the subject matter expert to your commander, you need to know your profession. You need to actively pursue and gain logistic platoon leader/company executive officer (if applicable) competencies of (see DA Pam 600-3):

- Logistics Platoon Leader Competencies:
 - Able to tactically employ the platoon.
 - Proficient in branch functions.
 - Executes the orders process, utilizing Troop Leading Procedures.
 - Able to leverage the team and squad to accomplish tasks.
- Company Executive Officer Competencies:
 - Anticipates the Company's administrative and operational requirements.
 - Able to leverage BN staff for assistance.
 - Manages Command Discipline Programs (command supply discipline program, command maintenance discipline program, and command deployment discipline program) within the Company.
 - Able to lead the Company in the commander's absence.

A-17. Embrace all the domains of leader development: institutional, operational, and self-development. Institutional learning consist of schoolhouse learning, while operational learning is on the job real-world training. The self-development domain, on the other hand, is gained by immersing yourself in professional journals of your branch and sustainment as well as keeping abreast of changes in capabilities, training, doctrine, force structure, and equipment for your unit.

TRAINING MANAGEMENT AT THE PLATOON LEVEL

A-18. Platoon leaders and platoon sergeants train Soldiers on battle tasks, collective tasks, and individual tasks to support their company's METL collective tasks. After deciding the battle tasks to train, leaders develop training plans for Soldiers to master their individual tasks. Successful platoon leaders and platoon sergeants know what resources are available and leverage them to enhance unit training.

TRAINING OBJECTIVES

A-19. Training management at the platoon level is designed to train individual Soldiers to support higher-level collective tasks. Platoon leaders and platoon sergeants must use their knowledge and experience to look at the company training calendar, identify which tasks support company event training objectives, and which

tasks the platoon is deficient in. This analysis will enable the platoon leader and platoon sergeant to design a crawl-walk-run training path to prepare their Soldiers.

T-WEEK CONCEPT

A-20. Companies plan and execute training using the T-week concept. The T-week concept, an up to 16-week calendar that ensures companies properly plan, resource, prepare for, and execute training. Platoons are expected to support the company by planning and briefing within the T-week calendar. Platoon T-week calendars should be published and redistributed as updates and changes occur. Platoon leaders and platoon sergeants should use the less formal eight-step training model (see below paragraph) to plan and resource individual training and small collective training events within their commander's training calendar.

8-STEP TRAINING MODEL

A-21. Companies and platoons use TLP to plan training. In addition to the TLP, within the short-range planning horizon, platoons and squads use the eight-step training model to identify and take critical steps needed to plan and prepare for training events. The eight-step training model provides a way to improve, from planning to preparing, executing, assessing, and then planning for the next event. While the TLP are more fitting for planning complex training events such as a field training exercise (FTX) or company situational training exercise (STX), the eight-step training model is a tool best suited for ranges, individual training, sergeants time training, and platoon STX. Figure A-2 shows the steps in the 8-step training model. For a deeper look at TLP, please see FM 6-0.

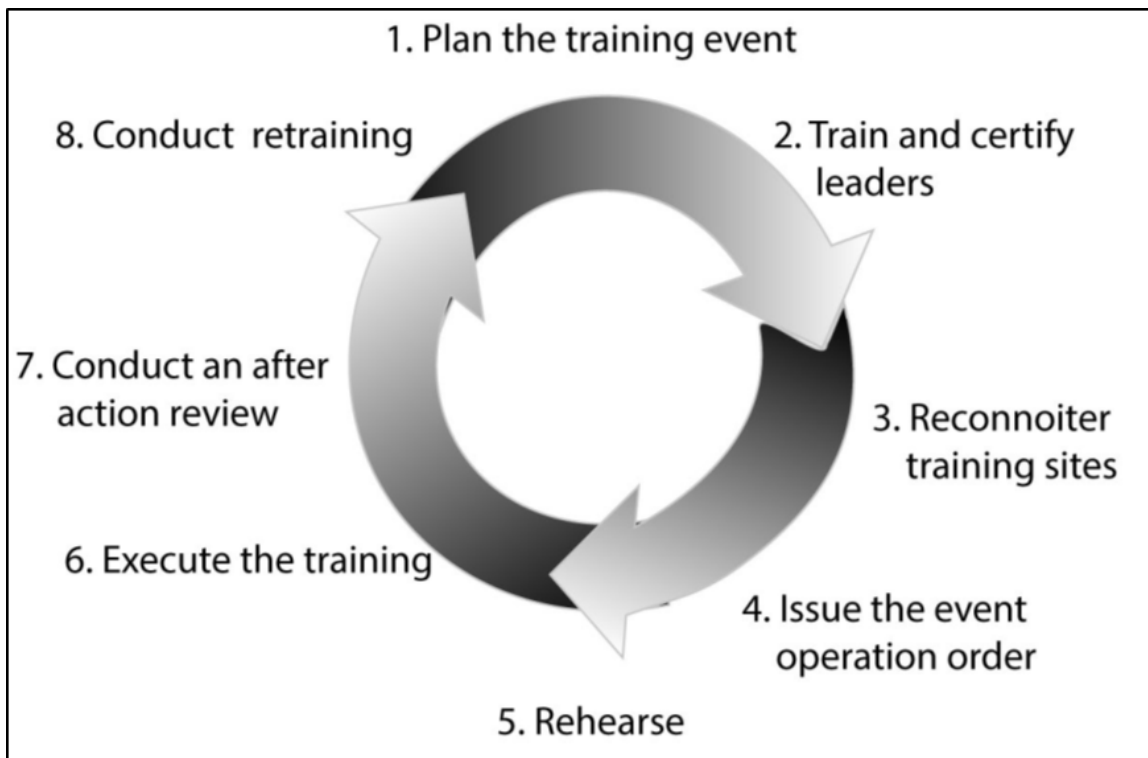


Figure A-2. 8-Step training model

- Step 1: Plan the training. Leaders develop specific and measurable training objectives based on the commander's guidance. They identify and coordinate the resources necessary to train and provide guidance and direction to subordinates.
- Step 2: Train and certify leaders. Certification requirements are established and qualified leaders to train and certify other leaders are identified.

- Step 3: Recon training sites. Leaders perform reconnaissance of training site(s) and report back observations and potential issues prior to training execution.
- Step 4: Issue the OPORD. This order specifies responsibilities, timelines for execution, tactical scenarios, and other key information necessary to execute the event.
- Step 5: Rehearse. Leaders conduct rehearsals to ensure plans are synchronized and actions are understood by subordinates.
- Step 6: Train. Training is executed; tasks are observed and evaluated; training objectives are trained until proficiency is achieved.
- Step 7: Conduct after action reviews. After action reviews are conducted during training and after the event. Evaluation feedback is provided to the unit commander to assess task proficiency. Lessons learned are discussed and recorded for future use.
- Step 8: Retrain. Tasks not performed to standard are retrained and re-evaluated until the standard is achieved.

PLATOON TRAINING MEETING

A-22. Training meetings review training just conducted, discuss planning for future events and is a platform for the commander to issue training guidance. Additionally, they facilitate the flow of training information and coordination amongst unit leaders. The T-Week concept provides the common framework of reference for the meeting. Platoon leaders should conduct platoon training meetings to coordinate the training efforts of the platoon. Platoon training meeting objectives include: gather information from subordinate leaders on the training proficiency of battle tasks and Soldier individual task and battle drill proficiencies; discuss preparations for upcoming training; solicit ideas for future training requirements. The meetings are organized like company training meetings, only less formal in nature. They are conducted every week (every month for RC) prior to the company training meeting, and generally last no more than 30 minutes. A typical list of attendees for a platoon meeting include leaders all the way down to the section/team leader level. The platoon training meeting agenda should be efficient but thorough and include: platoon and squad training situation reports (SITREPs), preparations for training, future training events, training guidance, opportunity training focus areas, and battle tasks.

TRAINING PROFICIENCY ASSESSMENT

A-23. After seeing how the platoon fits into the company-training calendar and assessing platoon task proficiency, platoon leadership identifies available space on the company calendar and develops crawl-walk-running training plans to prepare Soldiers individually and collectively for higher-level training objectives. These plans are briefed to and approved by company leadership at the weekly platoon and company-training meeting. For further elaboration on task proficiency assessment, visit the Army Training Network. Various guides, presentations, and unit visits are available through this website as well as links to the various Centers of Excellence; for sustainers, the applicable Center of Excellence is the Sustainment Center of Excellence, also known as CASCOM.

TRAINING MANAGEMENT

A-24. Platoons manage training at echelon by understanding how company training management works, providing input during the company-training meeting, tracking the platoon, and developing training that supports higher-level METL collective tasks. This is done in support of the company commander and through dialogue between the platoon and company leadership.

TRAINING GUIDANCE

A-25. Leaders must understand their commander's intent when deciding what tasks to train. If their intent is to validate the ability of the company to conduct refuel on the move, but the platoon training is focused solely on testing fuel quality, this may not lead to successful execution of a refuel on the move. Knowing the commander's training path and intent will allow leaders to complement it.

IDENTIFY TRAINING TASKS

A-26. The first step for training at the platoon level is to determine which tasks to train. Leaders and units are restricted in their tactical-task training time due to competing priorities such as taskings, mandatory AR 350-1 training, maintenance, and other requirements. To make the most efficient use of training time, platoons should research their company's METL, identify battle tasks, individual tasks and collective tasks that support the company METL at the platoon level, decide what to train, and then prepare training plans to meet that MET.

A-27. Identifying what to train is a critical step of the training process. Not taking the time to identify training areas results in the execution of non-relevant training and wastes Soldiers' time. To execute properly, platoon-level leaders must research their company's METL, identify which individual and collective tasks support particular METs, determine training, and then prepare training plans to meet the METs. After identifying what to train, PLs can use Sergeant's Time Training (STT) and opportunity training to prepare their units for their mission.

ARMY TRAINING PRODUCTS

A-28. Leaders should know and use the Army Sustainment Resource Portal and ATN (authorized users only, CAC login required) to identify what to train. Once on ATN, the Combined Arms Training Strategies (CATS) lets users look up their company's METs and the supporting collective and individual tasks. The Central Army Registry (CAR) provides access to searching for published Army training resources, such as collective and individual table and evaluation outlines (T&EOs).

IDENTIFYING PLATOON BATTLE TASKS

A-29. A battle task is a collective task on which a platoon or lower echelon trains that supports a company MET. A battle task can include any associated supporting collective tasks.

A-30. To ensure that lower echelons and staffs have a logical process to nest the collective and individual tasks they train back to the unit's METs, commanders use the concept of battle tasks. Leaders at lower echelons, such as squad leaders and section sergeants, may determine additional battle tasks to be trained at their level.

A-31. Figures A-3 through A-6 on pages A-8-A-11 illustrate how the platoon leader and platoon sergeant, with valuable input from section/squad leaders, identify their platoon battle task in support of the company METL. The example uses an existing published forward support company METL and CATS.

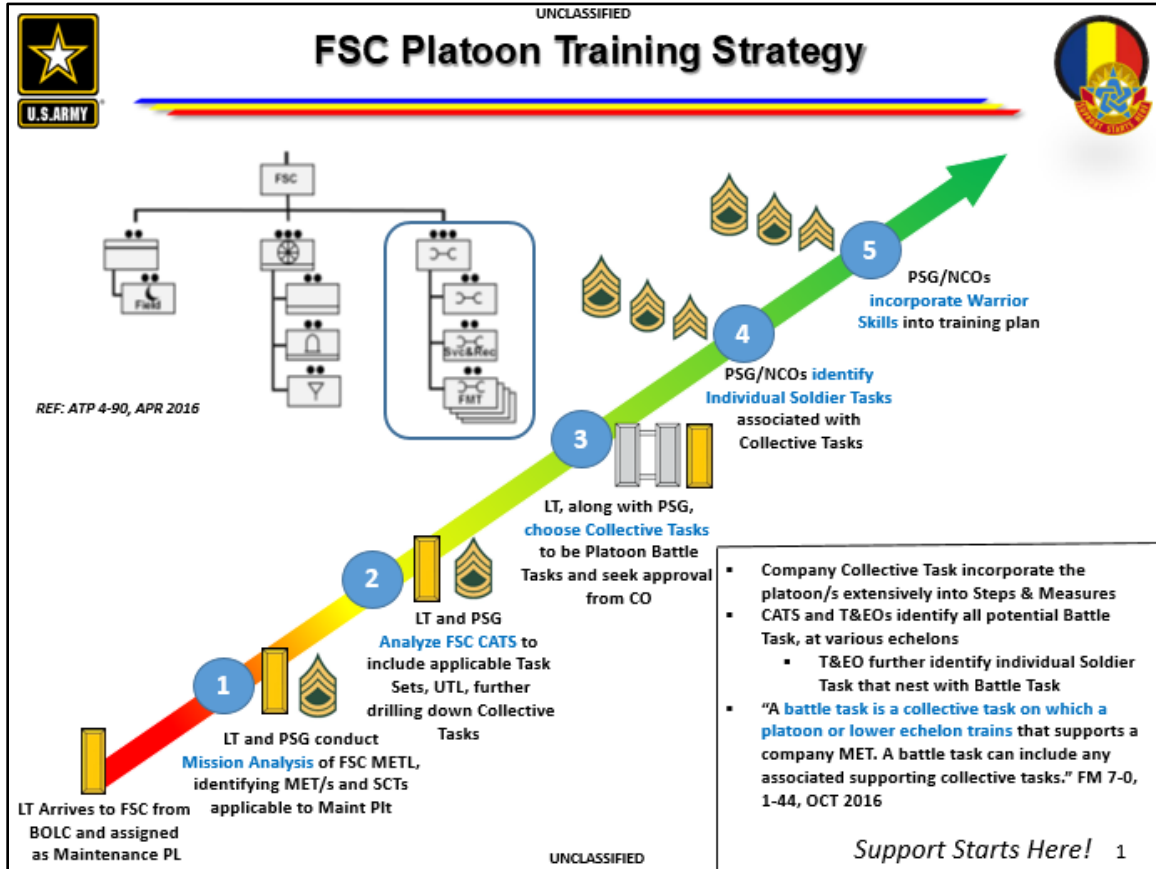




Figure A-3. Forward support company platoon training strategy

UNCLASSIFIED

FSC Platoon Training via CATS

1 of 2

FSC METL VIA ATN

FORWARD SUPPORT COMPANY (FA BN), BSB (ABCT)

Number	Name
10-CO-0056	Provide Field Feeding Support
10-CO-0237	Conduct Bulk Petroleum Distribution Operations
43-CO-0029	Conduct Support Maintenance Operations
43-CO-0030	Perform Service Operations
43-CO-4071	Perform Recovery Operations
43-CO-4392	Maintain Maintenance Records and Publications
43-CO-4506	Perform Maintenance Control Functions
43-CO-4552	Perform Field Maintenance
43-CO-4575	Conduct Preventive Maintenance
71-CO-5100	Conduct Troop Leading Procedures
55-CO-4830	Conduct Expeditionary Operations
63-CO-0727	Conduct Unit Defense
63-CO-4346	Conduct Logistics Pack

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

Task Set for Maintenance MET

#	Title
63-TS-4925	Conduct Field Maintenance Team Operations
63-TS-4905	Conduct Field Maintenance Section Operations
63-TS-3398	Conduct Maintenance Platoon Headquarters Operations
63-TS-2098	Perform Company Headquarters Functions
63-TS-4942	Conduct Service / Recovery Section Functions
63-TS-4021	Conduct Maintenance Control Section Operations

<https://atn.army.mil/ATNPortalUI/CATS/>

Collective Task Associated with Task Set

Task Set: Conduct Service / Recovery Section Functions (63-TS-4942)
 Warfighting Function: Movement and Maneuver
 Staff Function: No
 Collective Task(s):

- 17-CW-5160 Conduct Recovery of a Tracked Vehicle - Crew
- 43-CO-0001 Perform Vehicle Recovery
- 43-CO-0002 Perform Battlefield Damage Assessment and Repair (BDAR)
- 43-CO-0030 Perform Service Operations
- 43-CO-4053 Perform Field Maintenance Team Functions
- 43-CO-4071 Perform Recovery Operations
- 43-CO-4564 Conduct Unit-Level Maintenance Operations
- 43-PLT-1503 Provide Allied Trades and Recovery Services
- 43-TM-4053 Perform Field Maintenance Team Functions
- 63-CO-1028 Conduct Sustainment Support in an Area Defense
- 63-CO-1072 Conduct Sustainment Support in a Movement to Contact
- 63-CO-1092 Conduct Sustainment Support in an Attack
- 63-CO-1272 Conduct Sustainment Support in Area Security
- 71-TM-5100 Conduct Troop Leading Procedures

Types of Events: SGT Time

- These screen shots show the flow from the **Company METL, to the MET, to Task Set Cross Walk in CATS**, then to the Collective Tasks associated with a Task Set
- Within the CATS, every Task Set contains a list of Collective Tasks, which can act as **Battle Tasks** for the platoon/section/team
- **Battle Tasks** are approved by the Company Commander

Collective Task Associated with Task Set

Task Set: Conduct Service / Recovery Section Functions (63-TS-4942)
 Warfighting Function: Movement and Maneuver
 Staff Function: No
 Collective Task(s):

- 17-CW-5160 Conduct Recovery of a Tracked Vehicle - Crew
- 43-CO-0001 Perform Vehicle Recovery
- 43-CO-0002 Perform Battlefield Damage Assessment and Repair (BDAR)
- 43-CO-0030 Perform Service Operations
- 43-CO-4053 Perform Field Maintenance Team Functions
- 43-CO-4071 Perform Recovery Operations
- 43-CO-4564 Conduct Unit-Level Maintenance Operations
- 43-PLT-1503 Provide Allied Trades and Recovery Services
- 43-TM-4053 Perform Field Maintenance Team Functions
- 63-CO-1028 Conduct Sustainment Support in an Area Defense
- 63-CO-1072 Conduct Sustainment Support in a Movement to Contact
- 63-CO-1092 Conduct Sustainment Support in an Attack
- 63-CO-1272 Conduct Sustainment Support in Area Security
- 71-TM-5100 Conduct Troop Leading Procedures


Types of Events: SGT Time

Figure A-4. Platoon training via Combined Arms Training Strategy (1 of 2)

UNCLASSIFIED

FSC Platoon Training via CATS

2 of 2

Task Set: Conduct Service / Recovery Section Functions (63-TS-4942)

Warfighting Function: Movement and Maneuver

Staff Function: No

Collective Task(s):

- 17-CW-5160 Conduct Recovery of a Tracked Vehicle - Crew
- 43-CO-0001 Perform Vehicle Recovery
- 43-CO-0002 Perform Battlefield Damage Assessment and Repair (BDAR)
- 43-CQ-0030 Perform Service Operations
- 43-CO-4063 Perform Field Maintenance Team Function
- 43-CO-4071 Perform Recovery Operations
- 43-CO-4564 Conduct Unit-Level Maintenance Operations
- 43-PLT-1503 Provide Allied Trades and Recovery Services
- 43-TM-4053 Perform Field Maintenance Team Function
- 63-CO-1028 Conduct Sustainment Support in an Area
- 63-CO-1072 Conduct Sustainment Support in a Movement
- 63-CO-1092 Conduct Sustainment Support in an Attack
- 63-CO-1272 Conduct Sustainment Support in Area Security
- 71-TM-5100 Conduct Troop Leading Procedures

Types of Events: SGT Time

- Platoon Leadership identify Battle Task(s) via the Task Set Collective Task list in CATS
- Platoon Leadership can identify additional Battle Task(s) in T&EO listed as Supporting Collective Tasks
- Platoon Leadership seek Battle Task Approval from Company Commander (During Mission Analysis back-brief)
- NCOs at the lowest level can identify Individual Soldier Task(s) listed in each T&EO as Supporting Individual Tasks

Performance Steps and Measures

OTE: Assess task proficiency using the task evaluation criteria matrix.

OTE: Asterisks (*) indicate leader steps; plus signs (+) indicate critical steps.

STEP/MEASURE	GO	NO-GO
1. Maintenance control officer (MCO)/noncommissioned officer in charge (NCOIC)/ Combat Repair Team (CRT)/Field Maintenance Team (FMT) NCOIC identify the Basic Principles of Recovery in accordance with ATP 4-31 and TM 5-34.3.8.		

Training and Evaluation Outline Report

Status: Approved
22 Jan 2019
Effective Date: 22 Jan 2019

Task Number: 43-CO-0001

Task Title: Perform Vehicle Recovery

Distribution Restriction: Distribution authorized to U.S. Government agencies and their contractors only FOUO. This determination was made on 11 January 2019. Inset: ATCL-TDC, Fort. Lee, VA 23801

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Foreign Disclosure: FD3 - This training product has been reviewed by the developers in coordination with the CASCOM, G3, Collective Training Development Division, Fort Lee, VA 23801 foreign disclosure officer. This training product cannot be used to instruct international military students.

Supporting Reference(s):

Step Number	Reference ID	Reference Name	Required	Primary
	AR 385-10	The Army Safety Program	Yes	No
	ATP 4-31	Recovery and Battle Damage Assessment and Repair	Yes	Yes
	ATP 4-33	Maintenance Operations http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdffind_33.pdf	Yes	No
	ATP 5-19 (Change 001 09/06/2014 78 Pages)	RISK MANAGEMENT	Yes	No
	FM 3-90-2	RECONNAISSANCE, SECURITY, AND TACTICAL ENABLING TASKS VOLUME 2	Yes	No
	FM 4-30	Ordnance Operations http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdffind_30.pdf	Yes	No
	FM 4-90	Brigade Support Battalion	Yes	No
	FM 4-90.1	Brigade Combat Team Logistics	Yes	No
	TC 3-34.489	The Soldier and the Environment	Yes	No

c. Request medical assistance. If required.
d. Recover equipment in accordance with established recovery procedures.

Figure A-5. Platoon training via Combined Arms Training Strategy (2 of 2)

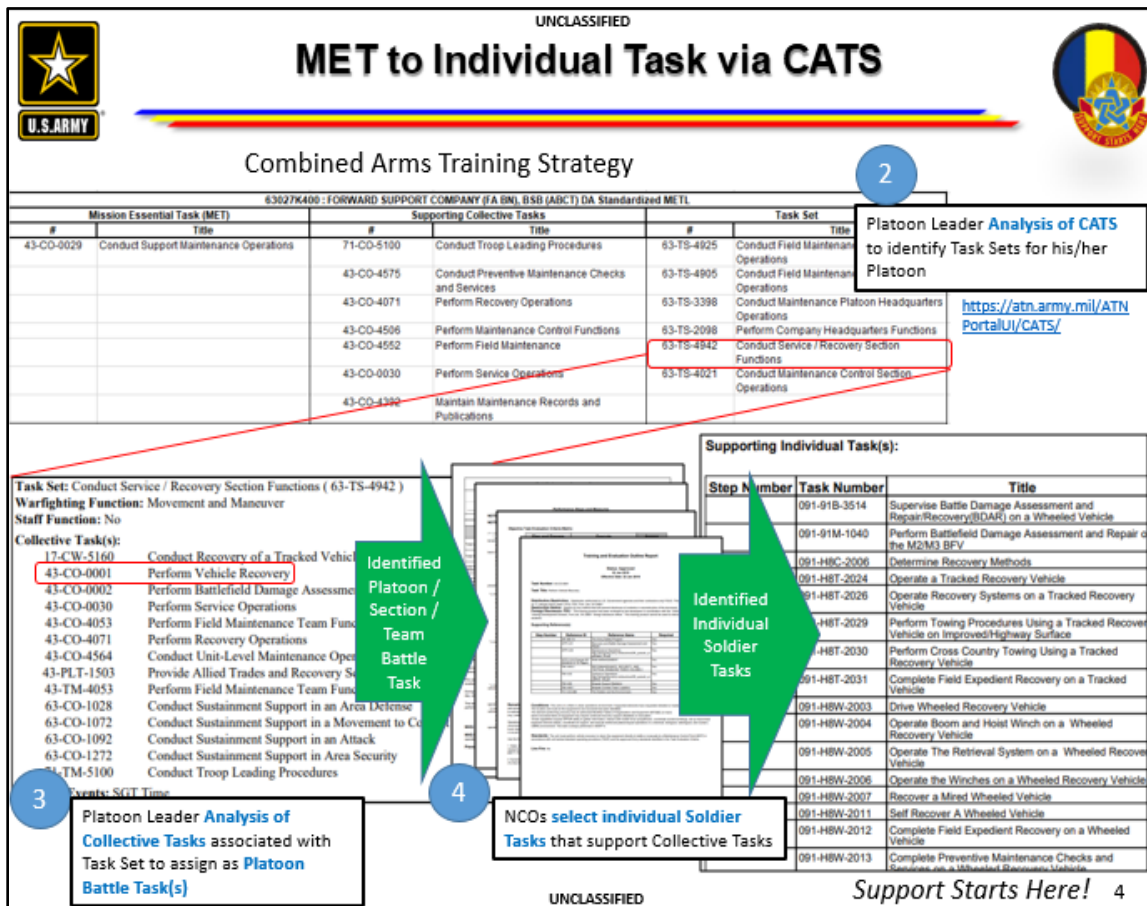


Figure A-6. Mission essential task to individual task via Combined Arms Training Strategy

BUILD & ASSESS TRAINING PROFICIENCY

A-32. The operational training domain encompasses all training activities that leaders and their units conduct while at home station, at maneuver combat training centers, and while operationally deployed. Leaders are responsible for developing proficient subordinate leaders, Soldiers, teams, crews, and formations, by echelon. All training conducted in this domain must focus on building unit readiness and producing agile, adaptive leaders, and strong Soldiers.

BATTLE FOCUS

A-33. The battle focus concept (ADP 7-0) is used to plan, execute, and assess training in the operational domain. Battle focus aligns a unit training plan to support the METL so commanders and leaders can allocate time and resources to conduct unit training management. Battle focus also relies on the integration and nesting of the individual and collective tasks Soldiers and units train to achieve battle focus. Central to planning training events are the combined arms training strategies.

PROGRESSIVE TRAINING PLANS

A-34. The unit conducting long-range training plan identifies the methodology and progressive training events that build and sustain proficiency. Units develop their training plans by using the Army operations process and by following the training guidance of their higher headquarters.

PLATOON NOTIONAL TRAINING PATH MODEL

A-35. Platoon leaders develop a platoon training plan based on the identified platoon battle tasks in support of the company METL. Platoon leaders use their unit CATS to determine and sequence progressive crawl-walk-run training events for building and assessing training proficiencies. Platoon leaders should use the Platoon Notional Training Path Model framework (figure A-7) in order to develop a progressive crawl-walk-run platoon training plan.

CTG		Assessment	Develop Tng Plan	Use CATS	Identify Tng Events	Plt Tng Plan	
Mission Analysis, ID What to Train	Tables	1-Individual	2-Tm / Crew	3-Section / Squad	4-Platoon	5 / 6 Company	
<ul style="list-style-type: none"> □ CDR's Training Guidance (CTG) □ Leaders Assessment (Supported METs) □ Unit Training Calendars (Co, Bn, Supported Unit) □ Unit Combined Arms Training Strategy (CATS) □ Training & Evaluations Outlines (T&EOs) □ Unit TACSOPs □ Unit Training Briefs 	Training Progression	Crawl		Walk		Run	
	Training Focus Areas						
	Deploy Unit	Tm Tng x4 Conduct Deployment Ops	TEWT Conduct Deployment Ops	STX Conduct Deployment Ops		Company FTX	
	Relocate Unit (Tactical Convoy)		STT x4 Conduct & Defend Tactical Convoy	STX Conduct & Defend Tactical Convoy			
	Establish Unit Area	STT x4 - Establish Unit Area - Co HQ Functions Class x4 Establish Commo	TEWT Establish Unit Area	STX Co HQ Functions COMEX x6 Establish Commo	STX Establish Unit Area		
	Defend Unit	STT x4 Conduct Unit Defense	TEWT Conduct Unit Defense	STX Conduct Unit Defense			
	Conduct Support Mission	Opportunity Training – MOS Specific		STT x4 - Conduct Sect Ops - Conduct Sect Functions	STX Conduct Plt HQ Ops		
<p>On Going Training: Warrior Task & Battle Drills, MOS-Specific, Weapons Qualifications (Individual, Crew-serve, Platform), Drivers, Night Vision Goggles, Combat Life Saver (CLS), AR 350-1, Information Systems (GCSS-A, IPPS-A, GFEBS, AR-COP, SAMS, TC-AIMSII, applicable Mission Command)</p> <p>Table 1 – Individual: Consists of individual tasks in support of (ISO) unit METs T&EOs. Table 2 – Team/Crew: Consists of team or crew collective tasks within applicable unit CATS task sets ISO unit METs or unit Convoy Protection Platform (CPP) crew proficiency.</p> <p>Table 3 – Section / Squad: Consists of section / squad collective tasks within applicable unit CATS task sets ISO unit METs or unit Convoy Protection Platform (CPP) section proficiency (AC only). Table 4 – Platoon: Consists of identified Battle Tasks within applicable unit CATS task sets ISO unit METs.</p>							
<p>Tm Tng = Team Training; STT = SGTs Time Training; TEWT = Training Event Without Troops; STX = Situational Training Exercise; DEPEX = Deployment Exercise; CPP = Convoy Protection Platform; LFX = Live Fire Exercise; FTX = Field Training Exercise; EXEVAL = External Evaluation</p>							

Figure A-7. Platoon notional training path

Mission Analysis, Identify What to Train

A-36. As outlined in ADP 7-0, platoon leaders conduct a mission analysis in order to develop the platoon training plan by obtaining higher headquarters’ published commander’s training guidance, reviewing the unit METL, and if available, previously identified platoon battle tasks in order to identify the current platoon battle task training proficiencies. As part of the mission analysis to determine what the platoon should train, they gather published unit training calendars (CO, BN, and/or supported-serve unit’s), the unit CATS from ATN, and applicable collective task T&EOs.

Progressive Training Tables

A-37. The Platoon Notional Training Path Model (see figure A-7) illustrates a platoon crawl-walk-run training path by following the recommended progressive training tables of: 1 – Individual, 2 – Team/Crew, 3 – Section/Squad, and 4 – Platoon. In support of the company METL, in order for a platoon to build and assess training readiness, the platoon members, such as the individual, the team/crew, section/squad, and platoon must successfully complete each progressive table prior to advancing to the next table.

- Table 1 – Individual: Consists of individual tasks in support of unit METs and the identified platoon battle tasks T&EOs. Table 1 may include training events of Team Training, STT, or a class. Completion of Table 1 applicable CATS training events is required for progression to Table 2.
- Table 2 – Team/Crew: Consists of team or crew collective tasks within applicable unit CATS task sets in support of unit METs or unit Convoy Protection Platform crew proficiency in accordance with TC 4-11.46. Table 2 may include training events of STT or tactical exercise without troops also referred to as a TEWT. Completion of Table 2 applicable CATS training events is required for progression to Table 3.
- Table 3 – Section/Squad: Consists of section/squad collective tasks within applicable unit CATS task sets in support of unit METs or unit convoy protection platform section proficiency. Table 3 may include training events of STX, Communication Exercise, or even STT. Completion of Table 3 applicable CATS training events is required for progression to Table 4.
- Table 4 – Platoon: Consists of identified battle tasks within applicable unit CATS task sets in support of unit METs. Table 4 may include STX training events. Completion of Table 4 applicable CATS training events is required for progression to Table 5 – Company level training events, such as an FTX.

Training Objective Focus Areas

A-38. Considering the context of conducting unit collective training events, use of a general scenario illustration (see figure A-8 on page A-14) can assist leaders in visualizing how to organize training events within training objective focus areas, such as deploying and relocating units, establishing and defending unit areas, and conducting support missions. Many of these of training objective focus areas are aligned with unit METs.

<p style="text-align: center;">Training Objective Focus Area</p> <p>Deploy Unit Relocate Unit (Conduct Tactical Convoy) Establish Unit Area Defend Unit Conduct Support Mission</p>
--

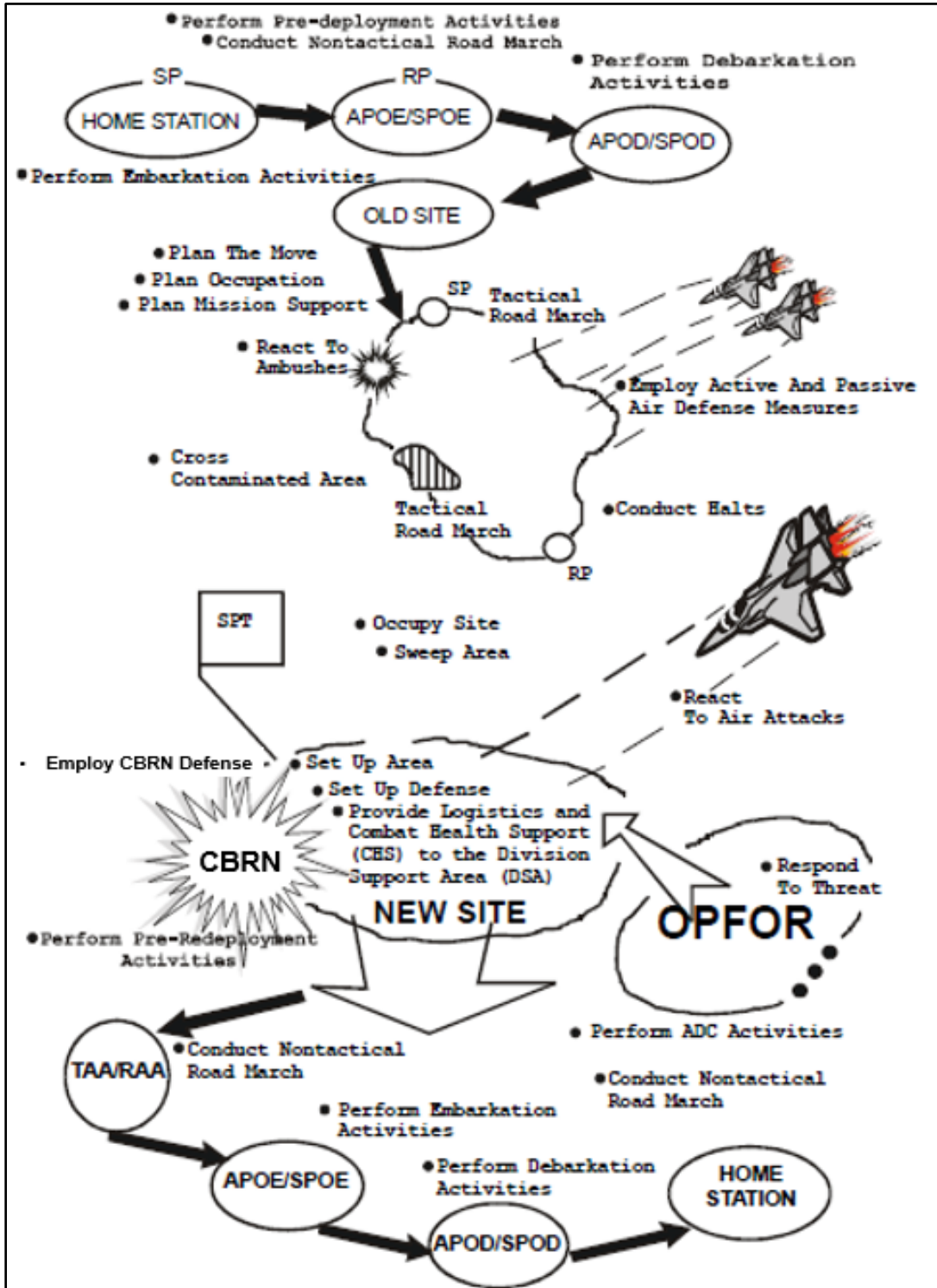


Figure A-8. General Scenario Illustration

CATS Training Event Matrix

A-39. Annotated on the Platoon Notional Training Path Model are applicable CATS training events taken from an example CATS Training Event Matrix (TEM) report. The unit CATS TEM report annotates training

event task set numbers and task set titles. A task set describes a specific function or capability to train. It includes collective tasks that support training for that function or capability. A task set may include differing collective task echelons, such as 63-CO-1234, 63-PLT-1234, 63-SEC-1234, or 63-TM-1234. Note that a platoon may use differing collective task echelons to build and assess training readiness. A platoon may use a company echelon collective task (63-CO-1234) that has platoon level steps and measures requiring training. Task sets are trained utilizing a progressive series of crawl-walk-run training events.

- Most company level CATS will have similar TEM training events. Within a training objective focus area, a platoon leader will review their unit CATS TEM report task set in order to identify task sets that support the platoon battle tasks, those tasks that support the company METL. Upon identifying those applicable task sets, the platoon leader then reviews the recommended crawl-walk-run unit CATS training events and determines the applicable training table to conduct them.
- Crawl training events include STT, tactical exercise without Troops, and classes. “Walk” training events include STX and COMEX. “Run” training events include FTXs and CPXs. Note: crawl-walk-run training plans are not limited to a single level of training per event. For example, STT may train Soldiers on both individual (“crawl”) and collective (“walk”) tasks simultaneously.

Sergeant’s Time Training

A-40. STT is a battle-rhythm event planned and executed at the platoon level and below, where NCOs train Soldiers on key individual and collective tasks. STT tasks should be selected and planned, each having a task, condition, and standard. Reference earlier in this appendix in paragraph 6 for further detail.

Opportunity Training

A-41. Opportunity training is planned individual or collective training and should focus on the basics as well as nest with the platoon’s training path. Often referred to as “hip-pocket” training, it is executed in the event of downtime during the duty day, taking advantage of the opportunity at hand to train. Reference earlier in this appendix in paragraph A-5 for further detail.

Ongoing Training

A-42. Training proficiency measures how well a unit or individual performs to approved standards. Soldiers and units train and are evaluated on their ability to meet standards in individual tasks, collective tasks, weapons qualification, and employment. Proficiencies built at the foundational Soldier level link directly to the unit’s ability to execute complex mission related tasks.

A-43. Building proficiency in the unit’s METL is a unit leadership primary focus. Understandably, leaders must also plan for other training requirements that fall in areas such as warrior tasks and weapons qualification. In coordination with company leadership, platoon leaders must identify available training events to build proficiency in these other areas.

Progressive Platoon Training Plan

A-44. Platoon leaders use their unit CATS to determine and sequence progressive crawl-walk-run training events for building and assessing training proficiencies. Platoon leaders should use the Platoon Notional Training Path Model framework in order to develop a progressive crawl-walk-run platoon training plan.

OPPORTUNITY TRAINING

A-45. “Hip-pocket” is a type of opportunity training that focuses on the individual or crew level. Ideally, hip-pocket training should take 10 to 20 minutes, giving leaders flexibility to insert it when needed. This type of opportunity training maximizes training time and prevents lost training opportunities. Hip-pocket training should focus on the basics and nest with the platoon training path. This integration may require a collaborative discussion with subordinate leaders to decide the tasks on which to train. Radio operations, camouflage, and concealment of equipment, and setting up communications are all examples of tasks that may nest within a platoon’s train-up for a STX.

A-46. Opportunity training should be planned using the eight-step training model. When selecting what to train on, leaders should look at collective tasks in ATN and identify individual tasks. Using T&EOs from ATN or the CAR provides leaders with tasks, conditions, and standards for training and helps leaders identify the required training resources. Certifying leaders remains a key step in the planning process to ensure quality training. Another key resource is STP 21-1- SMCT which lays out the Army's key individual tasks within the categories of shoot, move, communicate, and survive. The platoon leader should list opportunity training tasks on the training schedule to remind leaders what tasks they agreed to train so they can prepare to execute.

A-47. Some sustainment units have difficulty finding time to train, but there is often time available that leaders tend to overlook. For example, in garrison, if a platoon is supporting a unit in the local training area, this mission offers opportunity to train. Providing support can be accomplished through tactical means to include drawing radios, conducting convoy briefs, and practicing mission command. With the proper planning, what could be a simple ammunition drop at a range, could be resupplied at a logistics release point with customer unit. This approach allows the platoon to test its equipment and improve its tactical skills without using any additional time.

A-48. Opportunity training is key to ensuring units sustain proficiency and do not miss chances to train. Platoon-level leaders should develop a training plan that integrates their training, focuses on the basics, and is planned with the eight-step training model. Platoon leaders should back brief their company leadership to get buy-in from their leaders. Having squad leaders prepare and maintain "smart books" with tasks, conditions, standards, and equipment needed enables platoons to execute and track training.

SERGEANT'S TIME TRAINING (STT)

A-49. Often overlooked, STT is a battle-rhythm event planned and executed at the platoon level and below where NCOs train Soldiers on key individual and collective tasks. STT tasks should be selected and planned, each having a task, condition, and standard. Squad and team leaders are the key to a strong STT program. Direction on what to train may come from the company or platoon level, but team leaders must translate that guidance into training plans and instruction. As junior leaders build their training plans and back brief platoon leadership, they will gain confidence in their training management skills. NCOs conducting STT should back brief their platoon or company leadership (based on unit SOP) a week prior to training event.

A-50. STT is designed to free Soldiers from other responsibilities for a given amount of time. Platoon-level leaders should protect this time as much as possible to avoid training distractions such as reports, taskings, and medical appointments. Identifying STT on the platoon training plan and the company training calendar will help protect STT from competing requirements. Conducting STT in a designated training area or other location outside the company area will further reduce training distractions.

A-51. STT allows leaders to cross-train their units as needed. During STT, junior leaders have some additional flexibility to identify and train needed tasks. For example, a unit training for a route clearance mission may plan a STT on recovery tasks with a wrecker. Although the task is not specifically related to route clearance, training more Soldiers on recovery will increase platoon effectiveness.

A-52. STT gives squad leaders confidence and buy-in, separates Soldiers from administrative responsibilities, and allows leaders to cross-train as needed. STT is a critical part of a platoon's training plan and it should be planned, briefed, and approved just as any other training.

DEVELOP A PLATOON TRAINING PLAN

A-53. Training Guidance. Development of a platoon training plan requires training guidance from the commander. This guidance may come in the form of commander's intent, specific areas in which to focus the platoon's training, or upcoming culminating events for which to prepare. Additionally, some or all of the following will be available to assist in the creation of the platoon training plan: long range training calendar two levels up, short range training calendar two levels up, brigade and battalion training guidance, or quarterly training brief slides.

A-54. Steps to develop the platoon training plan. The following steps illustrate how to develop a platoon training plan to prepare for an upcoming company FTX:

- Mission Analysis. The platoon leader must start by conducting training mission analysis. The platoon leader should consider commander's training guidance and higher unit training plan to identify which collective tasks to train.
- Company METL. Identify METs and supporting collective tasks the platoon supports via the company's METL on ATN or DTMS.
- Platoon Battle Task. Based on the commander's training guidance and METs/SCTs identified above, the platoon leader will choose additional collective tasks the platoon should train; these are battle tasks. While chosen by the platoon leadership, Battle tasks are approved by the company commander.
 - A battle task is a platoon or lower echelon collective task that is crucial to the successful accomplishment of a company, battery, or troop mission essential task. (FM 7-0)
 - To ensure that lower echelons and staffs have a logical process to nest the collective and individual tasks they train back to the unit's METs, commanders use the concept of battle tasks. A battle task is a collective task platoons and staffs train that support unit mission-essential tasks (ADP 7-0).
 - Leaders at lower echelons should assist in identifying battle tasks. These leaders include warrant officers, squad leaders, section sergeants, and team leaders.
- Mission Analysis Back Brief. The platoon leadership will then present their mission analysis to the commander.
 - This back brief will include platoon battle tasks to be trained, timeline for training, and collective live fire tasks to train. The brief should include a risk assessment, in accordance with unit SOPs and ATP 5-19.
 - Commanders will provide additional guidance if necessary, at which point the platoon leader should begin developing a COA for creating their platoon training plan.
- COA Development. Before the platoon training plan can be created, the platoon leadership should create a COA for training the platoon. The platoon leader will start planning backwards from the point at which the Commander designated the platoon must be proficient. Working in reverse order, the platoon leader should identify milestones to achieve proficiency in platoon battle tasks, and before that the squad/section/team battle tasks, and before that the individual tasks. This is what is meant by the often used terminology of Crawl-Walk-Run.
 - Combined Arms Training Strategy. Platoon leaders should use the Company's Combined Arms Training Strategy (CATS) for a technique to train the platoon in a Crawl/Walk/Run progression. At the company level, the CATS reflects a proponent-recommended crawl-walk-run progression of training events given the METs selected to train. Additionally, each strategy provides recommendations on who, what, and how often to train.
 - The CATS also provides fundamental planning and event information to include training aids, devices, simulators, and simulations (known as TADSS); training gates; multi-echelon training events; major resources; and a purpose, outcome, and recommended execution guidance (ADP 7-0).
- Individual Tasks. Individual tasks such as MOS-specific tasks, Army Warrior Skills (STP 21-1-SMCT), and crew drills, are identified. These will likely be trained during STT.
 - Individual Soldier skills and proficiencies establish a solid foundation for unit collective training proficiency (ADP 7-0).
 - Unit NCOs constantly monitor-as well as constantly train and retrain as necessary-the underlying proficiencies at the individual level. In units where Soldiers cannot perform individual skills to standard, the unit cannot effectively execute collective tasks to standard (ADP 7-0).
 - MOS Specific individual tasks can be found within T&EOs of battle tasks and other supporting collective tasks. Search the task numbers in the CAR, ATN, or DTMS to review T&EOs.
- Battle Focus. The integration of these collective tasks and individual tasks is vital because units cannot simultaneously train every task to standard because of time or other resource constraints (ADP 7-0).

- 8-Step Training Model. At the platoon level, this echelon's training will likely culminate with an STX. When planning a training event like a STX, or any smaller scale training event, the 8-step training model should be used.
 - The 8-step training model provides a flexible and reliable vehicle for creating continuity for planning and managing simple training events (FM 7-0, 3-12, OCT 2016).
 - Within the context of planning training horizons, long-range to mid-range to short-range, generally the 8-Step Training Model is during the short-range planning horizon.
- Leader Coordination. All of the above information must be discussed and synchronized amongst the platoon leadership, to include warrant officers, and squad/section/team leaders. The dialogue between platoon leadership is laying out the platoon's COA. This synchronization will ensure all echelons are in lock step toward meeting the commander's intent through the weeks or months of training ahead.
- Platoon Notional Training Path. Platoon leaders should use the Platoon Notional Training Path Model framework (see figure A-7 on page A-12) in order to assist in developing their crawl-walk-run platoon training plan. This model demonstrates the progressive build-up of training events from individual to collective, similar to the TEM report within your company's CATS. The Platoon Notional Training Path Model can be applied to long and mid-range training calendars.
- Platoon Training Plan. The platoon leader may seek additional approval or guidance for the COA prior to moving on to creating the platoon training plan. The platoon leader can now plot the COA on a calendar in a crawl-walk-run progression, assigning specific individual and collective tasks to particular days. Again, the CATS and Platoon Notional Training Path are great resources for developing the platoon training plan, which is integrated within the company's unit training plan..

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Appendix B

Maintenance

Maintenance operations, programs, and responsibilities are outlined in ATP 4-33, *Maintenance Operations*, DA Pamphlet 750-1, *Commanders' Maintenance Handbook*, and DA Pamphlet 750-3, *Soldiers' Guide to Field Maintenance Operations*.

B-1. The platoon leader is directly accountable and responsible for building mission readiness for assigned equipment and the supervision of subordinate leaders and Soldiers. They ensure the meeting of licensing standards, conducting preventive maintenance, supporting scheduled maintenance, and faults are resolved as quickly as possible to support operations (see figure B-1).

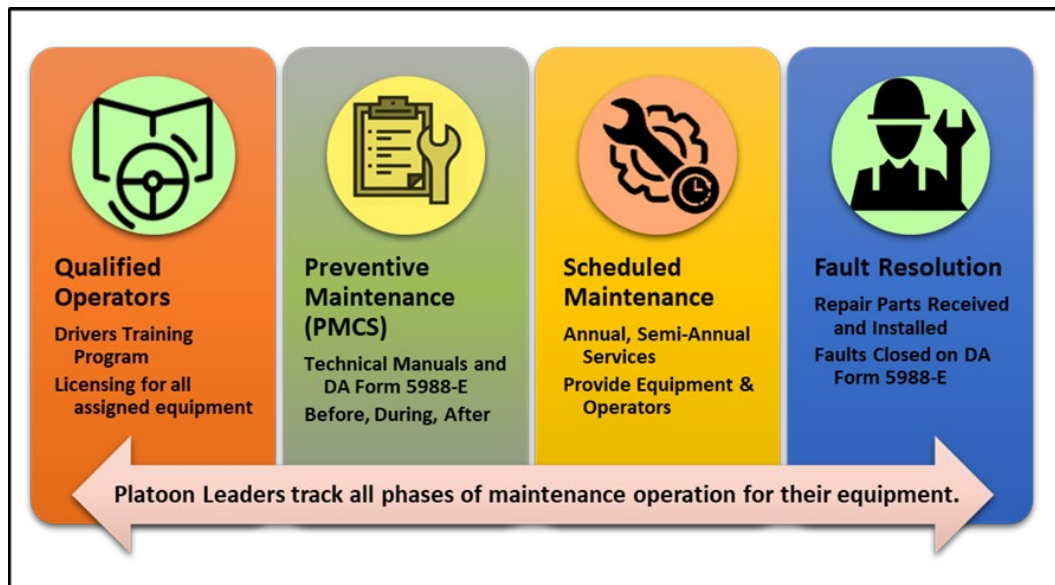


Figure B-1. Maintaining equipment

QUALIFIED OPERATORS

B-2. Only trained and licensed operators are qualified to use assigned equipment. New personnel can be scheduled for training and licensing with the unit's master driver. The company commander must approve and sign off on each operator's license to authorize them for operations.

PREVENTIVE MAINTENANCE

B-3. All operators and vehicle commanders conduct PMCS whenever the equipment is used. These are conducted BEFORE, DURING, and AFTER all operations using the technical manual and PMCS checklists, and documented on the DA Form 5988-E (*Equipment Maintenance and Inspection Worksheet*). The operator receives the DA Form 5988-E when opening the dispatch for the equipment at the maintenance control office, then returns it when the dispatch is closed.

SCHEDULED SERVICES

B-4. All equipment operator (-10 level) technical manuals (TMs) provide routine maintenance intervals. DA Form 5988-E lists scheduled services with a description, interval, and due date. Platoon leaders ensure that equipment is available to maintenance teams when specified and ensure operators are available to support. Scheduled maintenance involves the equipment, operators, and maintenance personnel.

FAULT RESOLUTION

B-5. When new or additional faults are identified during PMCS or scheduled maintenance, they are added to the DA Form 5988-E, including the details of the fault listed in the equipment's TM. This documentation begins the maintenance process toward resolution. Faults may be resolved at operator level (as listed in the TM) or may require a mechanic to validate or troubleshoot and order parts. Upon receipt of required parts, operators assist the maintenance team as they install the parts and return equipment to fully mission capable status.

PREVENTIVE MAINTENANCE CHECKS AND SERVICES (PMCS)

B-6. The goal of PMCS is to identify simple faults early to resolve them before they become more serious. PMCS includes checks conducted at intervals (weekly, monthly, annually) and whenever dispatched for operations (before, during, and after). Many faults identified in PMCS are operator level repairs, but others require maintenance team support to troubleshoot and order parts for replacement. The field maintenance technician, maintenance control supervisor, or maintenance control officer can help answer any questions about a specific fault or piece of equipment as a part of fault resolution. See figure B-2.

B-7. To ensure unit readiness, platoon leaders must monitor the serviceability and maintenance requirements of their assigned equipment and ensure maintenance processes are conducted to standards outlined in Army regulations and according to the equipment's TMs.

B-8. Platoon leaders provide updates to the company commander of any dead-lining faults on mission essential equipment and work with the company executive officer to ensure all other platoon equipment faults are understood at the company level.

B-9. Unit PMCS intervals are assigned based on their operational environment, not to exceed the TM specifications.

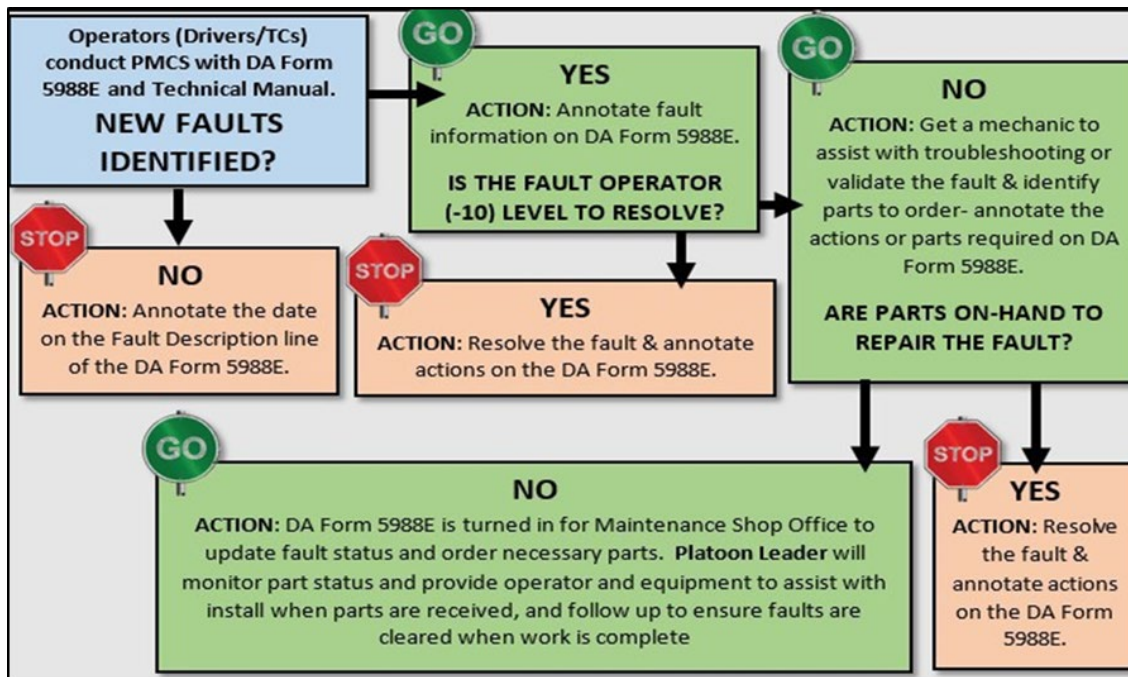


Figure B-2. The cycle of preventive maintenance

DISPATCHING AND LICENSING

B-10. Qualified and licensed operators work with the maintenance control office to dispatch trucks and equipment to meet mission requirements using DA Form 5982-E (*Dispatch Control Log*), or DA Form 5987-E (*Motor Equipment Dispatch*). All dispatches must be approved by the company commander (or assigned delegate) before they are active.

B-11. All licensed operators will meet the basic requirements of the Army driver and operator standardization program as detailed in AR 600-55. These include selection, training, testing and licensing requirements as basic standards for qualification. The unit master driver is the organizational leader for this program.

B-12. Operators conduct PMCS regularly on open dispatches before, during, and after operations. See figure B-3.

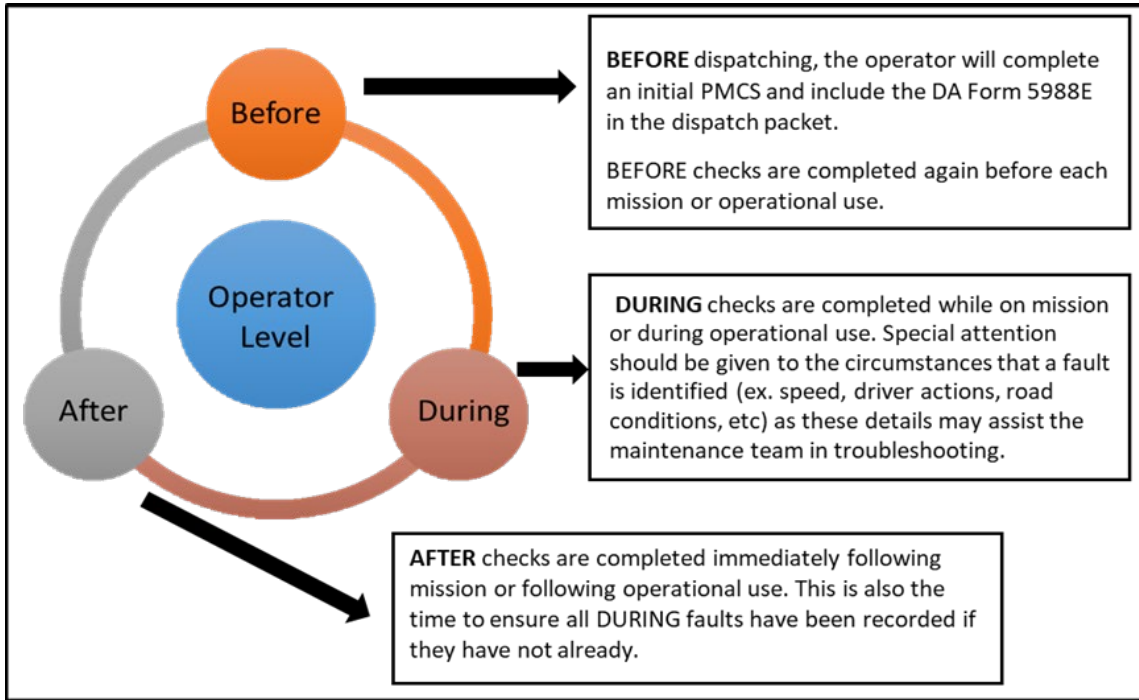


Figure B-3. Before, during, and after PMCS

Appendix C

Supply and Property Accountability

Supply discipline must be a daily part of every unit's activities. The command supply discipline program is a commander's program to ensure compliance with Army supply policies and procedures. Commanders and supervisors at all levels are responsible for establishing and fostering a viable command supply discipline program, also called CSDP, within their respective units, activities, or organizations.

LEVELS OF RESPONSIBILITY

C-1. Platoon leaders are directly responsible for supervisory, direct, and personal responsibility. Platoon leaders may be assigned as investigating officers for financial liability investigations of property loss also called a FLIPL. For more information, see AR 735-5 and AR 15-6.

COMMAND

C-2. The commander's obligation is to ensure all government property within the command is properly used and cared for, and that proper custody and safekeeping of government property are maintained. Command responsibility is inherent in command and cannot be delegated.

SUPERVISORY

C-3. The supervisor's obligation is to ensure all government property issued to, or used by subordinates, is properly used and cared for, and that proper custody and safekeeping of the property are provided. It is inherent in all supervisory positions and is not contingent upon signed receipts or responsibility statements; it arises because of assignment to a specific position.

DIRECT

C-4. The obligation of an individual is to ensure all government property is properly used and cared for, and that proper custody and safekeeping are provided. Direct responsibility results from assignment as an accountable officer, receipt of formal written delegation, or acceptance of the property on hand receipt from an accountable officer.

CUSTODIAL

C-5. The obligation of an individual for property in storage awaiting issue or turn-in, to exercise reasonable and prudent actions to properly care for and ensure proper custody and safekeeping of the property are provided. Custodial responsibility results from the assignment as a supply sergeant, supply custodian, supply clerk, or warehouse person, and is rated by and answerable directly to the accountable officer or the individual having direct responsibility for the property.

PERSONAL

C-6. The obligation of a person to exercise reasonable and prudent actions to properly use, care for, and safeguard all government property in his or her physical possession. It applies to all government property issued for, acquired, or converted to a person's exclusive use, with or without receipt.

INVENTORIES

C-7. The unit commander is the primary hand receipt holder. The commander can designate the platoon leader as a sub-hand receipt holder. Platoon leaders are responsible to conduct internal platoon inventories of assigned equipment and participate in the commander’s change of command inventories, cyclic monthly inventories, and sensitive items inventories.

C-8. Additionally, the platoon leader is responsible to further sub-hand receipt assigned equipment to the user level. The following diagram illustrates these responsibilities (see figure C-1).

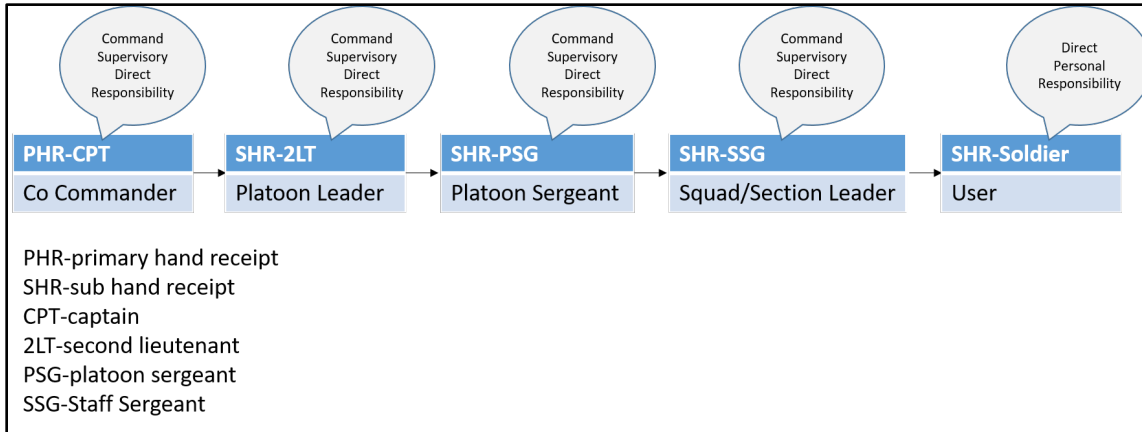


Figure C-1. Sub-hand receipt responsibilities

TYPES OF UNIT LEVEL INVENTORIES

C-9. Inventories will be conducted in accordance with AR 710-2, table 2-1, DA Pam 710-2-1, AR 735-5, and local policies and procedures. Platoon leaders are directly involved in all types of inventories. Leaders should perform inventories in a systematic and thorough manner. The following are conducted at unit level:

Change of Command/Hand Receipt Holder Inventory

C-10. A joint, 100% inventory down to component level will be conducted by the incoming and outgoing commanders prior to any change of duties on all property book officer (PBO) assigned property.

Sensitive Items Inventories

C-11. The commander, the XO, or the supply NCO will provide a complete listing of all unit sensitive items, by serial number, monthly. The commander can appoint an E-7 or above to conduct this inventory, return the results to the commander and, prior to the 20th of the month, sign and date the original inventory.

Cyclic Inventories

C-12. An annual 100% inventory of all unit property must be completed down to component level. The BN S4 designates the 10% method, which identifies certain line item numbers for inventory conducted monthly. The commander, working with the supply sergeant, will create a monthly inventory schedule at unit level, distribute to primary hand receipt holders, and conduct the inventories. All hand receipt holders will inventory equipment for accountability and serviceability and reconcile all discrepancies as needed.

CONDUCTING INVENTORIES

C-13. Before inventories:

- Verify equipment authorization utilizing MTOE, common table of allowances, and local authorization.

- Prepare a detailed schedule that outlines date; people; equipment; and time allocated for each piece of equipment to be inventoried. This schedule must include make-up dates based on the unit mission.
- Coordinate with the supply NCO to review each item publication, latest updates, TMs, supply catalog, and safety messages.
- Obtain a copy of historical documents such as the last change of command inventory or cyclic inventory and shortage annex validated by the company commander or PBO when applicable.
- Conduct pre-inventory rehearsal, laying items in an organized format. Put like items together or by the numbers layout utilizing component list or set kits, and outfits. At a minimum, identify all equipment is present and ready for layout. If equipment is unavailable due to service, compile all applicable documents and schedule a visit to the service locations.
- Verify that all equipment is on hand receipt or sub-hand receipt to the user level.

C-14. During the inventories:

- Identify a clean and secure area, away from personnel or vehicle traffic.
- Lay/display the equipment ahead of schedule time and conduct final checks and inspections.
- Conduct physical inventories by serial number with the latest hand receipt provided with sub-hand receipt holders present.
- Check for serviceability of equipment.
- Utilize the latest publications, list all components of end item, component lists, and additional authorization list to conduct the physical inventory. Previously identified missing components must be on a valid requisition.
- Upon completion of the physical inventories, allow time for Soldiers to lock and store equipment in its secure locations.

C-15. After the inventories:

- Consolidate all discrepancies found. Check serial number and record any changes required on assigned equipment. Report discrepancies to the company supply sergeant, executive officer, and commander as they are identified.
- If excess equipment is identified, be prepared for redistribution or turn-in through supply channels as directed by the commander.
- If shortages of major end items, non-expandable components or durable equipment are identified, consolidate the information and report the discrepancies to the company supply sergeant, executive officer and commander. An inquiry will be initiated to determine responsibility surrounding those shortages found utilizing the adjustment methods outlined in AR 735-5, such as statement of charges, cash collection vouchers, or financial liability investigations of property loss.
- Maintain the adjustment documents with each hand receipt.

C-16. Expendable consumable items are not accounted for on hand receipts.

C-17. Expendable non-consumable items must be on hand or on order.

C-18. Accounting requirement codes (ARC):

- N = Non expendable
- D = Durable
- X = Expendable

C-19. Shortages with accounting requirement codes N and D require a valid property adjustment document. For more information on conducting inventories, reference Army Publishing Directorate or Logistics Information Warehouse.

HAND RECEIPTS/SUB-HAND RECEIPTS/SHORTAGE ANNEXES

C-20. The unit commander's organizational and installation property will be sub-hand receipted to the supervisor/user level using GCSS-Army generated hand receipts or hard-copy DA Form 2062 (*Hand*

Receipt/Annex Number) or system generated DA Form 2062-E (Hand Receipt/Annex Number). All hand receipts will be signed, dated, and updated every month, to include the oldest change document affecting that hand receipt. All supervisors will further sub hand receipt this equipment down to user levels. The following illustration provides sample primary and sub-hand receipts. See figure C-2 on page C-4 and C-3 on pages C-4 and C-5.

Primary Hand Receipt							
					Date: 2019-11-06 Time: 13:42:53 Page 1 of 14		
FE:	40840534						
UIC:	W1 PHR FE for W						
SLOC:	DD72 DD72						
MPO	MPO Description						
000003907	47020N CONTAINER SHIPPING AND STORAGE, FIBERGLA						
NSN	NSN Description			UI	CIC	DLA	OH Qty
8145013163296	SHIPPING AND STORAGE CONTAINER,M			EA	U	8138	1
SysNo	SerNo/RegNo/LotNo	SysNo	SerNo/RegNo/LotNo	SysNo	SerNo/RegNo/LotNo		
U	0						
MPO	MPO Description						
000015666	UB3049 WEIGHT SET, BARBELL PLATES 2.5-100LBS						
NSN	NSN Description			UI	CIC	DLA	OH Qty
7830016751851	SET,ARMY COMBAT FITNESS EQUIPMENT			EA	U	9039	1

Figure C-2. Primary hand receipt example

Hand Receipt					
					Date: 2019-10-29 Time: 19:46:55 Page 1 of 4
Responsible UIC: W			Loan UIC: W		
Issuing Date: Oct 29, 2019			Loan SLoc:		
EPA Number: 0500259445 W			Return Date: Jun 28, 2020		
RMW2511					
MPO	MPO Description				
NSN	NSN Description			UI	OH Qty
015948194	DISPLAY UNIT			EA	1
MPO	MPO Description				
NSN	NSN Description			UI	OH Qty
01B000954	MONITOR, COLOR: DELL P2418HT			EA	1
MPO	MPO Description				
NSN	NSN Description			UI	OH Qty
01D183861	DIGITAL MONITOR, DELL P2217H, 22-INCH			EA	1

Figure C-3. Sub-hand receipt example

Hand Receipt

Date: 2019-10-29
Time: 10:40:55
Page 4 of 4

Responsible UIC: W		Loan UIC: W	
Issuing Date: Oct 29, 2019		Loan SLoc:	
EPA Number: 0500250445 W		Return Date: Jun 28, 2020	
RM#2511			

Received From (Print Name)	Rank	Date	Signature
		Oct 30, 2019	

Issued To (Print Name)	Rank	Date	Signature
		Oct 30, 2019	

Returned By:	Received By:
--------------	--------------

Figure C-3. Sub-hand receipt example (continued)

Shortage Annexes

C-21. Identify component shortages to the end-item. The PBO may grant authority to the company commander to approve all expendable and durable shortages. If so, the commander is authorized to validate expendable/durable shortages. The PBO retains the authority on all non-expendable components. Therefore, all non-expendable shortages must be validated by the PBO.

Component Hand Receipts

C-22. When issuing any set, kit, or outfit, that piece of equipment must be issued on a component hand receipt when issuing down to the user level. The component hand receipt can also serve as a shortage annex. See figure C-4.

COMPONENT LISTING / HAND RECEIPT
(line-out whichever is not applicable)

Date: 04-03-2020
Page 1 of 1

FE: 40840534
UIC: W
Desc: PBR FE for

To: _____ SLOC
From: _____ SLOC

END ITEM NSN: 016751851
LIN: U93049
ITEM DESC: SET, ARMY COMBAT FITNESS EQUIPMENT
SER/EQUIP NO:
SUB NM: CL-7830-675-1851 PUE DATE: 11/14/2019 L. L. DATED: 11-14-2019

Component Num	LV	Item Description	ARC	CIIC	UI	SC	Auth	QTY	ON QTY
CORE-016751851	A	COMPONENTS OF END ITEM AAB							
016846427	B	KNIFE, TACTICAL	X	U	EA	9B		1	
016846410	B	BUMPER PLATE, WEIGHT	X	U	EA	9B		4	
016846409	B	BUMPER PLATE, WEIGHT	X	U	EA	9B		2	
016846415	B	BUMPER PLATE, WEIGHT	X	U	EA	9B		2	
016846419	B	BUMPER PLATE, WEIGHT	X	U	EA	9B		2	
016846420	B	BUMPER PLATE, WEIGHT	X	U	EA	9B		8	
016846430	B	BARBELL, COLLAR SPRING	X	U	EA	9B		2	
016846433	B	SLID	X	U	EA	9B		1	
016846435	B	MEDICINE BALL, RUBBER	X	U	EA	9B		1	
016846438	B	BELL, TRAINING	X	U	EA	9B		2	
016846431	B	TAPE, MEASURE	X	U	EA	9B		1	

ISSUED BY: _____ RECEIVED BY: _____

Figure C-4. Component listing/hand receipt

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Appendix D

Sexual Harassment Assault Response and Prevention

“Sexual assault and sexual harassment violate everything we stand for as Soldiers. It is our responsibility as One Army to take care of one another and not tolerate these violations.”

– Gen. James C. McConville, Chief of Staff United States Army

LEADERS

D-1. Leaders at all levels, specifically our Army junior leaders, must be visible and adaptable and display a sincere commitment in the fight against sexual harassment and sexual assault. Junior leaders must champion and model this effort by remaining fully engaged and owning this issue with the same commitment they have towards their duties and other responsibilities.

D-2. The Army profession demands leaders of high competence and strong character who foster a command climate that encourages dignity and respect by responding appropriately to incidents when they occur. Junior leaders need to provide a safe and trusting environment that will prevent sexual offenses from occurring and encourage reporting without fear of retaliation.

D-3. One of the Army’s highest priorities is readiness, which depends on an environment that is inclusive, supportive, and free of misconduct. Sexual harassment and sexual assault directly undermine unit readiness and deter from preparedness. The Army is committed to equipping junior leaders with the right tools and knowledge to build successful command climates by setting the tone for social and duty relationships and modeling behaviors of respect and dignity.

D-4. For more information on SHARP visit the Army Resilience Directorate website.

SHARP: Leader Vignette

SPC Smith reports to his platoon leader that his section sergeant sexually assaulted him. The other Soldiers in his company do not believe that the section sergeant would ever do something like this. The Soldiers begin to discuss rumors they have heard about the facts of the case – that SPC Smith was drunk at the unit party and performed oral sex on another Soldier in full view of everyone there. SPC Smith's roommate tells other Soldiers that SPC Smith has a different person in his bed every weekend and enjoys a promiscuous lifestyle. Soldiers post comments on the unit Facebook page expressing their support for the section sergeant in question.

SPC Smith reports to the SARC/VA that Soldiers are discussing rumors about his case and are posting favorable comments for his section sergeant on Facebook. He feels he is experiencing retaliation because he reported a sexual assault.

- What are SPC Smith's avenues of redress?
- What action do you take if SPC Smith declines reporting the alleged retaliation?
- What action(s) should the platoon leader take?
- What advice does platoon's leadership provide to the command team?
- What does the command team/IG owe SPC Smith; the platoon leadership?
- What is the best course of action to address the alleged retaliation?

Best Course of Action:

SARC/VA should refer SPC Smith to the chain of command and his platoon leader, as well as a Special Victim Counsel for assistance. The platoon leader should immediately pull in his or her platoon sergeant and inform the company command group. This type of alleged retaliation could be **ostracism or maltreatment** and warrants investigation by the victim's chain of command. The chain of command should consult with the appropriate servicing legal office.

Additional Courses of Action:

If unsure where or how to begin, the platoon leader should make contact with SARC/VA or the local IG. Either office will get the chain of command started in the most correct and legal way.

REPORTING

D-5. There are two ways of reporting sexual harassment/assault, restricted and unrestricted. If a victim confides in a family member, friend, or roommate it does not prevent them from filing a restricted or unrestricted report. If a victim confides in the platoon leader, unit commander, chain of command or Department of Defense (DOD) law enforcement, then a restricted report cannot be filed.

RESTRICTED REPORTING

D-6. The benefits of restricted reporting is the victim has access to medical, legal, and counseling services, control the release of personal information, and can change to a unrestricted report at any time. The

limitations of restricted reporting is the alleged offender will not be held accountable, no command support, and cannot receive a protective order.

UNRESTRICTED REPORTING

D-7. The benefits of unrestricted reporting is the victim has access to medical, legal, and counseling services, alleged offender may be held accountable, command support, and can receive a protective order. The limitations of unrestricted report is more people will know about the sexual assault, investigation may be intrusive and difficult, and cannot change to a restricted report.

PREVENTION

D-8. Prevention aims to stop incidents of sexual harassment and sexual assault before they occur. Prevention requires a comprehensive approach involving a range of activities. Everyone plays a part at the individual, peer group, unit, and Army community levels. Prevention protects the force and supports implementation of the Army People Strategy, which describes how we Acquire, Develop, Employ, and Retain Talent.

D-9. The Army's prevention activities are supported by a system that includes:

- Leaders at all levels building cohesive teams and maintaining professional unit climates.
- Army SHARP professionals helping leaders to plan, implement, and assess prevention activities.
- Collaborative relationships that share innovative prevention methods and help to integrate efforts.
- Prevention information and knowledge flow that enhances understanding and decision-making.

For more information on prevention visit the United States Department of Defense Sexual Assault Prevention and Response website.

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Appendix E

Deployment

Deployment is composed of activities required to prepare and move forces, supplies, and equipment to a theater. This involves the force as it task organizes, tailors itself for movement based on the mission, concept of operations, available lift, and other resources.

DEPLOYMENT PRINCIPLES

E-1. Four principles apply to the broad range of activities encompassing deployment—

- Precision applies to every activity and piece of data. Its effect is far-reaching, and the payoff is speed. For example, precise unit deployment lists ensures that correct lift assets are assigned against the requirement. Precision includes accurate weights, dimensions, and quantities. This degree of precision eases loading requirements and improves departure speed and safety. Precision allows units to meet the CDR's timeline and supports the concept of employment.
- Synchronization. Deployment activities must be synchronized to successfully close the force. Effective synchronization of scarce lift assets and other resources maximizes their use. Synchronization normally requires explicit coordination among the deploying units and staffs, supporting units and staffs, a variety of civilian agencies, and other Services. Realistic exercises and demanding training are paramount to successful synchronization.
- Knowledge. One of the more critical pieces at this stage of deployment is the knowledge upon which decisions are made. There is a short period of time during which the deploying commander must make crucial decisions on employment. These decisions set the tone for the remainder of the deployment. Many decisions are very hard to change and have significant adverse impacts if changed; others are irrevocable.
- Speed is more than a miles per hour metric. The proper focus is on the velocity of the entire force projection process, from planning to force closure. Critical elements of speed associated with force projection include agile (state-of-the-art) ports, submission of accurate information, safe and efficient loading, trained unit movement personnel at all levels, timely arrival of throughput enablers, maintaining unit integrity, delivering capability rather than entire units, and force tracking information.

MOVEMENT PLANNING

E-2. To meet contingency support requirements, units develop movement plans and SOPs. An effective movement plan contains sufficient detail to prepare units to execute strategic deployments while the SOP outlines functions that should occur upon notification of a unit movement. In addition to movement plans and SOPs, units maintain movement binders containing movement information and instructions.

UNIT MOVEMENT PLANS

E-3. Movement plans define responsibilities, functions, and details for each part of a unit deployment from mobilization station or installation to reception in theater. There may be more than one plan required depending on the number of contingencies/operation plans (OPLANs) the unit must prepare to support. Movement plans are written in a five-paragraph OPLAN format.

E-4. Containerization must be addressed during deployment planning. The key to successfully using containerization operations to maximize shipping options is to identify units with high percentages of equipment compatible with containers.

E-5. The USTRANSCOM's component commands schedule lift against the unit line number to meet the earliest arrival date - latest arrival date window. Army Materiel Command publishes airflow schedules to call forward personnel and equipment to the aerial port of embarkation, often referred to as the APOE. These schedules are in global command and control system, often referred to as GCCS. The call forward schedules are movement directives that specify when units must have their equipment at the port of embarkation (POE) to meet the available-to-load dates. Based on these schedules, deploying units and their respective commands backward plan movements to the POE to meet the available-to-load dates. Movement directives (if published) provide windows by mode for cargo arrival at the POE.

TRAINING

E-6. Individual and unit deployment training are essential in developing the skills required to rapidly project combat power.

DEPLOYMENT TRAINING

E-7. Units with deployment missions are required to have an appropriate number of personnel trained to perform special deployment duties. These duties include unit movement officer, unit loading teams, hazardous cargo certifying officials, and air load planners. Some commands and installations maintain a local capability to provide deployment training to ensure the supported units have ready access to the required training.

UNIT MOVEMENT OFFICER

E-8. The commander is responsible for all aspects of deployment preparation, training, and execution and appoints the UMO as his designated representative. The UMO must know the unit's mission and the commander's intent for the appropriate coordination, planning, and execution to take place. Appendix D provides more detailed information on the UMO.

LOADING TEAMS

E-9. Units must have personnel trained in vehicle preparation and aircraft and rail loading/unloading techniques. The type and quantity of equipment to be loaded and the time available for loading determines the composition of the team. Training is arranged through the installation unit movement coordinator and once completed the load teams are put on unit orders.

HAZARDOUS CARGO CERTIFICATION

E-10. At least one individual will be on orders and trained to certify hazardous cargo at each unit level. The hazardous cargo certifying official is responsible for ensuring the shipment is properly prepared, packaged, and marked. The certifying official is also responsible for personally inspecting the item being certified and signing the HAZMAT documentation. Hazardous cargo certifiers must be trained at a DOD approved school within the past 24 months and receive refresher training every two years. Upon training completion, they are authorized to certify documentation for commercial and military truck, rail, sea, and air. A common mistake occurs when the HAZMAT certifier is sent with the advance party leaving no one to accomplish the HAZMAT inspections during departure operations.

AIR LOAD PLANNING

E-11. Air load planners are appointed and trained to prepare, check, and sign unit aircraft load plans and in the planning and execution of airlift operations. The Air Mobility Command offers an Airlift Planners Course to those units aligned under the Air Mobility Command Affiliation Program. The course is also taught at Fort Eustis, VA; Fort Bragg, NC; and Fort Campbell, KY.

COLLECTIVE TRAINING

E-12. Companies and battalions train to meet unit and individual training requirements for deployment operations. Deployments can occur at any time leaving the deploying unit with little or no time to correct training deficiencies. The objective of collective deployment training is to implant the knowledge, skills, attitudes, and abilities so it becomes a reflex activity executed with precision. Units must identify deployment as a mission essential task, annotate it on their METL and gain and maintain proficiency. Many Army training programs offer the opportunity to include deployment training in major training events.

E-13. Units with deployment missions normally participate in periodic Emergency Deployment Readiness Exercise/Sealift Emergency Deployment Readiness Exercises also known as EDREs and SEDRE. These events are designed to exercise unit or command movement plans for overseas deployment. Emergency Deployment Readiness Exercise/Sealift Emergency Deployment Readiness Exercises may involve the unit moving to POEs and loading unit equipment on strategic sealift/airlift assets. Major commands, installation, and brigade level commands normally have SOPs and/or deployment regulations and policies establishing subordinate unit required activities in an hourly deployment sequence. These documents guide unit activities during Emergency Deployment Readiness Exercise/Sealift Emergency Deployment Readiness Exercises.

E-14. Deployment training begins in the train/ready phase and ideally culminates in a meaningful deployment exercise that challenges all facets of unit deployment in a realistic venue. A well planned deployment exercise includes a process to assess the performance of the Soldiers, units, and support agencies. For the assessment to be effective it must identify the areas needing attention in terms of additional training, revision to a SOP, or coordination with one of the support agencies.

ROUTE AND LOCATIONS RECONNAISSANCE AND REHEARSAL

E-15. Reconnaissance of the route to pre-designated POEs and of the POEs themselves should be an ongoing activity. It may be accomplished through passive means such as map surveillance or, optimally, through site visits. Walking the terrain at the power projection platform and designated port facilities allows commanders to understand space limitation, see choke points, survey facilities, understand the simultaneous nature of the operation, and visualize the deployment operation. Terrain walks can be useful as a unit level activity, but are more beneficial when they involve all participating and supporting units.

E-16. Rehearsals validate deployment plans and permit commanders and unit movement officers to see possibilities and limitations. The physics of the operation can become plainly evident. Conducting rehearsals—

- Orients participants.
- Defines the standards.
- Visualizes and synchronizes the concept of the operation.
- Highlights areas that need emphasis or change.

UNIT MOVEMENT OFFICER

E-17. The well trained UMO will be prepared for any contingency. Many variables may require changes to plans and data, so the UMO must be technically proficient to meet the changing demands. UMO proficiency will not only enhance unit readiness, but expedite response time in a crisis that is critical to project the proper force.

DUTIES

E-18. The UMO is the commander's appointed representative and attends to the details of getting the unit ready for movement. This appendix outlines the responsibilities of the UMO and provides the references for them. Commanders appoint, in writing, an officer or NCO (E6 or above) as a UMO and an alternate (E5 or above). The designated persons will attend an approved school.

E-19. The UMO must focus on thorough planning, coordination, training, and execution of unit deployment. Specific responsibilities of the UMO include—

- Preparing and maintaining documentation for unit movement in TC-AIMS II. This includes maintaining the unit movement data, from which the operational equipment list (OEL) is generated, and creating and processing the unit deployment list.
- Preparing the unit movement plan.
- Planning convoy movements.
- Requesting commercial and military transportation.
- Coordinating with higher headquarters and support activities for unit movements.
- Coordinating logistical support for the move.
- Coordinating with the arrival/departure airfield control group, also known as A/DACG, and the contingency response element, also known as CRE, at the APOE and aerial port of debarkation, often referred to as the APOD.
- Coordinating with Military Surface Deployment and Distribution Command, also known as the SDDC, representatives at the seaport of embarkation, also known as the SPOE and seaport port of debarkation, also known as the SPOD.
- Transporting of the units' organic equipment and cargo.
- Establishing and training unit loading teams.
- Obtaining 463L pallets, containers; and blocking, bracing, packaging, crating, and tie down (BBPCT) materials.
- Ensuring all cargo is properly labeled with military shipping labels and RF tags when directed.
- Ensuring unit personnel are authorized to certify HAZMAT.
- Ensuring a DD Form 1750 (*Packing List*) is prepared for containers.
- Maintaining movement binders or continuity books that include appointment orders, training certificates, recall rosters, OEL, transportation requests, and BBPCT requirements.

E-20. The UMO will maintain a deployment binder for reference and continuity. The following is a list of recommended contents—

- Unit movement SOP.
- Appointment orders and training certificates for UMOs, load teams, and HAZMAT certifiers.
- Recall rosters and instructions.
- Coordination requirements for plan execution and a list of supporting agencies and POCs.
- Major equipment shortage list.
- Supply list by supply support activity, coordination requirements, and prepared requisitions.
- List of BBPCT on hand and due out.
- OEL.
- Copies of DD Form 1750, the packing lists.
- Prepared copies of transportation requests, convoy movement requests, and special hauling permits.
- Strip maps for convoy routes.
- Advance party composition and instructions.
- Sample forms required for personnel support during deployment.
- Transportation requirements.
- Rear detachment and family support group operations plans.
- Unit-generated checklists or SOPs to assist in deployment planning and execution.
- Off-duty hours contact telephone numbers for deployment support organizations.

DEVELOPING A PLAN

E-21. The following paragraphs describe a recommended step-by-step process for developing a unit movement plan:

- Step 1 - Identify what needs to be moved. Based upon METT-TC and command guidance, deployment planning must reflect personnel, equipment, supplies, and how the unit will

accomplish the move. For planning purposes, units plan to deploy with assigned personnel and on-hand equipment. Upon execution, the plan may need to be modified if additional personnel are assigned or equipment cross-leveled to bring the unit to the required readiness level. Units should plan to move their basic load of supplies to sustain their operations upon arrival in the theater. The quantities to be deployed are normally defined in OPLANs, unit or Army Command SOPs, or ASCC instructions. The UMO must have a detailed listing of each piece of equipment to be deployed based on the authorized unit equipment list, often referred to as AUEL. All outside, oversize, overweight, or hazardous equipment/cargo must be identified, as it will require special considerations.

- Step 2 - Identify equipment to accompany troops. Yellow to accompany troops, often referred to as TAT, equipment must accompany troops and be accessible enroute. Examples include class I basic load items, individual carry-on baggage, and weapons. For personnel traveling via commercial air, this is generally only the baggage that will fit under the seat. Red to accompany troop items must be available at the destination before or upon unit arrival. This equipment may be sensitive cargo that requires special security or handling at the POE or port of debarkation. Red to accompany troops items must be unitized/palletized and reported on the AUEL/deployment equipment list. Not-to-accompany-troops equipment is normally shipped by surface and consists of all other equipment required by the unit to perform its mission.
- Step 3 - Identify what needs to move by air. This could include personnel, advance parties, baggage, and some equipment. The balance of equipment normally moves by sea. For deployments supporting combatant commander OPLANs/OPORDs, the time-phased force and deployment data, also known as the TPFDD, will designate the strategic movement mode.
- Step 4 - Identify hazardous (also sensitive and classified cargo) for packaging, labeling, segregation, and placarding for movement. 49 CFR, *Transportation*, provides guidance on the packaging, labeling, placarding, and movement of hazardous materials.
- Step 5 - Identify bulk cargo that needs to be moved and develop packing lists. All consolidated cargo (boxed, crated, etc.) loaded in vehicles, containers, and on 463L pallets must display a separate packing list, DD Form 1750 that shows all contents. Packing lists are not required for items that do not need identification, such as empty vehicles, nested cans, or bundled shovels, however, they must be listed on the load diagram if loaded in a truck or container.
- Step 6 - Develop vehicle load plans for unit equipment. Equipment that cannot be loaded on organic vehicles should be planned for movement by other means (container, commercial rail or highway, or military assets). Vehicle load plans are recorded on DD Form 1750 for organic vehicles and trailers carrying secondary loads. The installation transportation officer, also known as the ITO, is responsible for obtaining commercial transportation to move equipment to POE that is beyond the unit's organic capability. Unit cargo (vehicles and equipment) is prepared for shipment according to the mode of transportation. Depending on the strategic lift full reduction may or may not be required. Reduction details are normally in the Military Surface Deployment and Distribution Command port call message or the operations order for sealift. For deployment by air, reduction is determined by type of aircraft. Vehicle modifications (that is, shelters, bumper modifications, and so forth) made by the unit which change the vehicle configuration/dimensions/weight normally must be approved by the unit's Army Command/ASCC and ultimately by Transportation Engineering Agency. Vehicle modifications must be reflected on the authorized unit equipment list and deployment equipment list. Information on dimensions, weights, and cubes for all Army equipment is in CD-ROM and World Wide Web versions of TB 55-46-1. The hard copy version only contains major end items.
- Step 7 - Identify BBPCT requirements. All crates, containers, boxes, barrels, and loose equipment on a vehicle must be blocked, braced, and tied-down to prevent shifting during transit. The POC for blocking and bracing requirements is normally the UMC.
- Step 8 - Translate what needs to be moved into transportation terms. Personnel and equipment data are translated into transportation terminology as UMD and recorded on the OEL. Upon deployment execution, units use TC-AIMS II to update the OEL and create the deployment equipment list. The UMC provides assistance to deploying units for OEL updates and deployment equipment list development.

- Step 9 - Determine how the personnel and equipment will move to the POEs. In the continental United States (CONUS) wheeled vehicles and tracked vehicles move via commercial rail, truck, or barge. Unit personnel usually move to the POE by military or commercial buses. Army rotary wing aircraft normally self-deploy to the POE, where they will be disassembled for shipment.
- Step 10 - Prepare the unit deployment plan. The administrative, logistical and coordination requirements for the plan must be determined. Items such as enroute medical, messing, and maintenance for movement to POEs must be coordinated and documented.
- Step 11 - Maintain the plan. Update the OEL as changes occur in the OPLAN, equipment, commander's intent, and mission execution. The OEL is used to produce the unit's equipment manifest and MSLs and errors can result in the equipment being lost while in transit.

Appendix F

Resources

Platoon leaders need access to a great deal of information to assist them in leading their platoon. In this appendix platoon leaders will find links for various topics in order to help them develop knowledge to lead their Soldiers and run their platoon.

INDIVIDUAL TRAINING

F-1. The following links will help platoon leaders with their individual training and development. All websites listed were accessed on 22 June 2021.

- Army Career Tracker: <https://actnow.army.mil/>.
- Army e-Learning: https://www.pdmatis.army.mil/e-Learning_Catalog.pdf.
- Army Learning Management System: <https://www.lms.army.mil/Saba/Web/ALMS>.
- Army Logistics University: <http://www.alu.army.mil/>.
- Army Combat Fitness Test: <https://www.army.mil/acft/>.
- Army Training Requirements and Resources System (ATRRS): <https://www.atrrs.army.mil/>.
- CASCOM Learning Beyond the Classroom YouTube Channel: <https://www.youtube.com/user/SCoEMobile>.
- Center for the Army Profession and Leadership Army Ethic Development Course: <https://capl.army.mil/army-ethic-development-course/>.
- Civilian Human Resources Training Application System: <https://www.atrrs.army.mil/channels/chrtas/>.
- Property accountability resource page: <https://cascom.army.mil/asrp/ind-property.html>.
- Credentialing Opportunities Online (COOL): <https://www.cool.osd.mil/army/>.
- Defense Travel Management Office Travel Explorer (TraX) Defense Travel System (DTS) Training Site: <https://www.defensetravel.dod.mil/neoaccess/login.php#>.
- DoD Electronic Foreign Clearance Guide: <https://www.fcg.pentagon.mil/fcg.cfm>.
- Drivers Training Toolbox: <https://safety.army.mil/ON-DUTY/DriversTrainingToolbox.aspx>.
- eOrdnance University: https://ordnance.ellc.learn.army.mil/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=13_1.
- Federally Mandated Training: <http://www.opm.gov/wiki/training/Federally-Mandated-Training/Print.aspx>.
- GCSS-Army Training: <https://www.gcss.army.mil/Training/Default>.
- Army Ignited (replaced Go Army Ed): <https://www.armyignited.com/app/>.
- Information Assurance Training (Cyber Awareness Challenge): <https://cs.signal.army.mil/>.
- Initial Military Training Leadership School: <http://usacimt.tradoc.army.mil/lfb/IMTLS/index.html>.
- Logistics Planning and Estimation Tools: <https://cac.cascom.army.mil/cdi/fdd/multi/pdb/estimationtools.htm>.
- Joint Knowledge Online: <https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>.
- The Lavern E. Weber Professional Education Center (PEC): <http://www.pec.ng.mil/>.
- MOBCOP: <https://mobcop.aoc.army.pentagon.mil/MOBCOPPortal/UI/Login.aspx?name=Eq1hZxW6pLIK9tLOIUGbHw%3d%3d&rtu=lfsethkrorzdsayysmpsvckiiimgopdcfga>.

- Pregnancy/Post-partum Physical Training (P3T): <https://phc.amedd.army.mil/topics/healthyliving/al/Pages/PregnancyPostPartum.aspx>.
- Sustainment Virtual Playbook: http://www.cascom.army.mil/g_staff/g3/SVPB/index.htm.
- U.S. Military Academy Center for Junior Officers: <https://juniorofficer.army.mil>.

COLLECTIVE TRAINING

- F-2. Use these links along with the guidance written in Appendix A for collective training.
- Central Army Registry (CAR): <https://rdl.train.army.mil/catalog/dashboard>.
 - Center for Army Lessons Learned: <https://call2.army.mil/>.
 - Command Post Exercise-Functional: <https://cascom.army.mil/asrp/#CPX-loc>.
 - Defense Support to Civil Authorities: [DSCA Course Instruction \(army.mil\)](#)
 - Decisive Action Training Environment (DATE): <https://date.army.gov.au/>.
 - Joint Lessons Learned Information System: <https://www.jllis.mil/>.
 - Joint Training Information Management System: <https://jtims.jten.mil/jtims/welcome.do>.
 - Logistics Exercise & Simulation Directorate: <https://usacac.army.mil/organizations/cact/nsc/lesd>.
 - MilGaming: <https://milgaming.army.mil/>.
 - Mission Command Training Program (MCTP): <https://cacmdc.army.mil/cact/MCTP/>.
 - National Guard Operations and Training Directorate: <https://gko.portal.ng.mil/arng/G3/SitePages/Home.aspx>.
 - Standards in Training Commission (STRAC): <https://www.atsc.army.mil/tcmlive/strac/stracweb.asp>.
 - Unit Training Assistance Program (UTAP): <https://utap.army.mil/home.aspx>.
 - Army Sustainment Resource Portal: <https://cascom.army.mil/asrp/>.
 - Sustainment Force Structure: <https://www.milsuite.mil/book/docs/DOC-869311>.
 - TRADOC G-2 Operational Environment Center: <https://oe.tradoc.army.mil/operational-environment-center/>.

INTERACTIVE MULTIMEDIA INSTRUCTION (IMI) AND MOBILE APPLICATIONS

- F-3. Apps available for Android and IOS. Search for CASCOM, TRADOC, USAMC-LOGSA, and Center of Excellence. List below not all inclusive.
- Army Physical Readiness Training.
 - CAISI VSAT.
 - CALL Publications.
 - Direct Recovery Operation (DRO).
 - Engagement Area Development.
 - Individual Weapons Systems.
 - JKO Mobile Learning.
 - MilPay.
 - Preventive Maintenance Monthly (P.S. Magazine).
 - Range Card.
 - Route Recon.
 - Terms and Symbols.
 - TRADOC Mobile App Listing.
 - Vehicle Recovery (end of apps).
 - CASCOM Training Technology Division Products (QM/TC/OD/Multifunctional): http://www.cascom.army.mil/g_staff/g3/TTD_downloads.htm.
 - Soldier Support Institute: <https://www.ssi.army.mil/>.

TRAINING CENTERS

- F-4. The training centers are a wealth of knowledge and lessons learned.
- Army Reserves Readiness Training Center: <http://www.usar.army.mil/83rd-USARRTC/>.
 - Camp Atterbury Joint Maneuver Training Center (CAJMTC): <http://www.atterburymuscatatuck.in.ng.mil/Home.aspx>.
 - Camp Grayling Joint Maneuver Training Center (CGJMTC): http://www.minationalguard.com/grayling_subdomain/index/.
 - Camp Shelby Joint Forces Training Center (CSJFTC): <https://ms.ng.mil/installations/shelby/Pages/default.aspx>.
 - Joint Multinational Readiness Center (JMRC): <https://www.7atc.army.mil/JMRC/>.
 - Joint Multinational Simulations Center (JMSC): <https://www.7atc.army.mil/JMSC/>.
 - Joint Multinational Training Command (JMTC): <https://www.7atc.army.mil/>.
 - Joint Readiness Training Center (JRTC): <https://www.milsuite.mil/book/groups/jrtc-operations-group/overview>.
 - Mission Command Training Program (MCTP): <https://cacmdc.army.mil/cact/MCTP/>.
 - Mission Training Complex Dodge: https://gko.portal.ng.mil/arnj/G3/TR/MTC_Dodge/SitePages/Home.aspx.
 - National Training Center (NTC): <https://www.milsuite.mil/book/groups/ntc-operations-group>.
 - National Guard Sustainment Training Center: <https://www.stcia.com/>.
 - Volk Field Combat Readiness Training Center (VFCRTC): <https://www.volkfield.ang.af.mil/units/>.

LOGISTICS-SPECIFIC TRAINING RESOURCES

F-5. Although logistics lieutenants are still divided into their respective logistics branches. There are times when a logistics platoon leader will need to advance their knowledge to other logistics functions outside of their basic branch.

MAINTENANCE AND AMMUNITION

- F-6. For ordnance related questions and professional development.
- U.S. Army Ordnance School (ODS): <http://www.goordnance.army.mil/index.html>.
 - Ordnance Training Sites By State: <http://www.goordnance.army.mil/UnitLocations.html>.
 - 59th Ordnance Brigade (AIT): <https://www.goordnance.army.mil/59th/59th.html>.
 - Ammunition Community of Practice: <https://www.dau.edu/cop/ammo/Pages/Default.aspx>.
 - Defense Ammunition Center Training Site: <http://www.dactces.org/>.
 - Munitions and Explosives Safety: <https://www.dau.edu/cop/ammo/Pages/Default.aspx>.
 - Ordnance Crucible: http://www.goordnance.army.mil/OD_Crucible/index.html.
 - The Preventive Maintenance Monthly: <https://www.logsa.army.mil/psmag/pshome.cfm>.
 - Total Ammunition Management Information System (TAMIS): <https://tamis.army.mil/default.aspx>.

SUPPLY AND FIELD SERVICES

- F-7. For quartermaster related questions and professional development.
- U.S. Army Quartermaster School (QMS): <http://www.quartermaster.army.mil/>.
 - Quartermaster Training Sites by State: http://www.quartermaster.army.mil/rcao/rcao_locations_map.html.
 - 23rd Quartermaster Brigade (AIT): https://www.quartermaster.army.mil/23rdbde/23rd_brigade.html.

- Aerial Delivery & Field Services Department: http://www.quartermaster.army.mil/adfsd/adfsd_main.html.
- Force and Asset Search Tool (FAAST): <https://www.faast.army.mil/>.
- Joint Culinary Center of Excellence: http://www.quartermaster.army.mil/jccoe/jccoe_main.html.
- Joint Mortuary Affairs Center: http://www.quartermaster.army.mil/mac/jmac_main.html.
- Petroleum and Water Department: http://www.quartermaster.army.mil/pwd/pwd_main.html.
- QMS Logistics Training Department: http://www.quartermaster.army.mil/ltd/ltd_main.html.

TRANSPORTATION AND DISTRIBUTION

- F-8. For transportation related questions and professional development.
- U.S. Army Transportation School (TCS): <https://transportation.army.mil/>.
 - Transportation Training Sites by State: <http://www.transportation.army.mil/traininglocations/map2.html>.
 - Base Operations (BASEOPS) Network: <http://www.baseops.net/>.
 - Deployer's Toolbox: <https://army.deps.mil/Army/CMDS/CASCOM/DPMO/SiteAssets/DPMO.aspx>.
 - Integrated Data Environment (IDE) / Global Transportation Network (GTN) Convergence (IGC): <https://www.igc.ustranscom.mil/igc/>.

OPERATIONAL CONTRACT SUPPORT

- F-9. For contract support related questions and professional development.
- Contracting Officer's Representative: <https://www.dau.edu/cop/cor/Pages/Default.aspx>.
 - Commander's Guide to Money as a Weapon System (HB 09-27): <https://usacac.army.mil/organizations/mccoe/call/publication/09-27>.
 - Defense Acquisition University: <https://www.dau.edu/>.
 - Defense Procurement and Acquisition Policy: <https://www.acq.osd.mil/dpap/pacc/cc/index.html>.
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- F-10. For general engineering support questions and professional development.
- Army Geospatial Center: <http://www.agc.army.mil/>.
 - Engineer School: <https://www.milsuite.mil/book/groups/engschool>.
 - Engineer Resource Page: <https://www.milsuite.mil/book/groups/usaes-commandant-resource-menu>.

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- F-11. For human resources support questions and professional development.
- Soldier Support Institute: <http://www.ssi.army.mil/>.
 - Soldier Support Institute Learning Resource Center: <https://ssilrc.army.mil/>.
 - 369th AG Battalion (AIT): <http://www.ssi.army.mil/369/index.htm>.
 - Adjutant General (AG) School: <http://www.ags.army.mil/>.
 - AG Tube: <https://www.youtube.com/channel/UCzDR7Qehue6eP6AEgmkNO3A>.
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- Inter-Service Postal Training Activity: <http://www.ags.army.mil/ipta/index.html>.
- IPPS-A Public Portal: <https://www.ipps-a.army.mil/>.
- IPPS-A Portal Login: <https://hr.ippsa.csd.disa.mil/psp/hcpdc/?cmd=login&languageCd=ENG&...>
- Warfighter Training Support Packages: <https://ssilrc.army.mil/?p=13439>.

FINANCIAL MANAGEMENT OPERATIONS

F-12. For financial management related questions and professional development.

- Financial Management School: <http://www.finance.army.mil/>.
- FMNet: <https://www.milsuite.mil/book/community/spaces/afms/>.
- FM Tube: <https://youtu.be/ry7oaz9vGUA>.
- GFEBs milSuite: <https://www.milsuite.mil/book/groups/gfebs>.

LEGAL SUPPORT

F-13. For legal support related questions and professional development.

- Code of Federal Regulations (CFR): <https://www.ecfr.gov/>.
- Commander's Legal Handbook: [https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/\\$File/CommandersLegalHandbook.pdf](https://www.jagcnet.army.mil/Sites/jagc.nsf/0/EE26CE7A9678A67A85257E1300563559/$File/CommandersLegalHandbook.pdf).
- Ethics Guidance by Subject: https://ogc.altess.army.mil/EandF/Documentation/ethics_material.aspx.
- Judge Advocate General Corps (JAGCNet): <https://www.jagcnet.army.mil/>.
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RELIGIOUS SUPPORT

F-14. For religious support related questions and professional development.

- Chaplain Corps website: <https://www.army.mil/chaplaincorps/>.
- Strong Bonds Program: <https://www.strongbonds.org/>.
- U.S. Army Chaplain Center and School: <https://usachcs.tradoc.army.mil/>.

MUSIC SUPPORT

F-15. For music support related questions and professional development.

- U.S. Army Band "Pershing's Own" Site: <http://www.usarmyband.com/>.
- U.S. Army Band Information Site: <https://www.bands.army.mil/>.
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- Official DoD Plain Language Website: <https://www.esd.whs.mil/dd/plainlanguage/>.
- OPLOG Planner: <https://cascom.army.mil/asrp/>. In commonly referenced sustainment resources section. Click OPLOG Planner to request via email.
- Other Planning Tools: <https://www.milsuite.mil/book/community/spaces/sustainnet/logistics-planning-tools/other-tools>.

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- Records Management and Declassification Agency (RMDA): <https://www.rmda.army.mil/RMDA/RMDA.html>.
- Sustainment Center of Excellence Channel: <https://www.youtube.com/user/SCoEMobile/videos>.
- TACOM-Unique Logistics Support Applications (TULSA): <https://tulsa.tacom.army.mil>.
- Training and Education Developer Toolbox (TED-T): <https://cacmdc.army.mil/armyu/TEDT/Pages/Toolbox.aspx>.
- Training Development Capability: <https://tdc.army.mil/>.
- U.S. Army Training and Doctrine Command (TRADOC) Publications/Forms: <https://adminpubs.tradoc.army.mil/> and <https://adminpubs.tradoc.army.mil/forms.html>.
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- Defense Transportation Regulations (DTRs): <https://www.ustranscom.mil/dtr/>.
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- DoD Directives: <https://www.esd.whs.mil/DD/>.
- Federal Plain Language Guidelines: <http://www.plainlanguage.gov/howto/guidelines/FederalPLGuidelines/index.cfm>.
- Force Management System Web Site (FMSWeb): <https://fmsweb.army.mil/unprotected/splash/>.
- Inspector General School References: https://tigs-online.ignet.army.mil/OIG_Resources.aspx.
- Joint Doctrine, Education, and Training Electronic Information System (JDEIS) <https://jdeis.js.mil/jdeis/generic.jsp>. (CAC login required)
- Joint Electronic Library (JEL): <https://www.jcs.mil/Doctrine/>.
- LandWarNet eUniversity (LWNeU): <https://lwn.army.mil/>.
- Logistics Estimation Workbook (LEW): <https://www.milsuite.mil/book/groups/logistics-estimation-workbook-lew>.
- Logistics Information Warehouse: <https://login.aesip.army.mil/>

HEALTH SERVICE SUPPORT

F-17. For health service support related questions and professional development.

- Army Casualty Estimate: <https://www.milsuite.mil/book/docs/DOC-92117>.
- Army Medicine: <https://www.army.mil/armymedicine>.
- Medical Course of Action Tool (MCOAT): <https://www.milsuite.mil/book/docs/DOC-101806>.
- Medical Protection System (MEDPROS): <https://medpros.mods.army.mil/MEDPROSNew/>.
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- U.S. Medical Logistics Command: <https://www.amlc.army.mil/>.
- U.S. Army Public Health Command (USAPHC): <https://phc.amedd.army.mil/Pages/default.aspx>.

LEADER PORTAL RESOURCES

F-18. Leadership professional development links.

- Army Professional Forums: <https://capl.army.mil/apf/>.
- AMEDD Virtual Library: <https://medlinet.amedd.army.mil/>.
- AMEDD Lessons Learned: <https://www.milsuite.mil/book/groups/amedd-lessons-learned>.
- Army Knowledge Management: <https://www.milsuite.mil/book/community/spaces/apf/kmnet>.
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- Army Safety Net: <https://www.milsuite.mil/book/community/spaces/apf/protectionnet/safety>.
- Army Safety Program: <https://safety.army.mil/>.
- Counter-IED Net: <https://www.milsuite.mil/book/community/spaces/apf/counter-ied>.
- Cyber Net Operations milBook: <https://www.milsuite.mil/book/groups/cyber-netops>.
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https://sts.tradoc.army.mil/adfs/ls?wa=wsignin1.0&wrealm=urn%3asharepoint%3asharepoint&wctx=https%3a%2f%2fintranet.tradoc.army.mil%2fsites%2ffkn%2f_layouts%2f15%2fAuthenticate.aspx%3fSource%3d%252Fsites%252Ffkn%252FSitePages%252FHome%252Easpx&wreply=https%3a%2f%2fintranet.tradoc.army.mil%2f_trust%2fdefault.aspx.
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- Information Assurance milBook Site:
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- Intelligence Knowledge Network: <https://www.ikn.army.mil/>.
- Intelligence-Tools-of-the-Trade Net: <https://www.milsuite.mil/book/groups/intelligence-tools-of-the-trade>.
- JAG Connect: <https://www.milsuite.mil/book/community/spaces/armyjag>.
- Leader Net: <https://www.milsuite.mil/book/community/spaces/apf/leadernet>.
- Maneuver Net: <https://www.milsuite.mil/book/community/spaces/apf/maneuvernet>.
- Medical Service Corps Net:
<https://www.milsuite.mil/book/community/spaces/armymedicine/corps/medicalsevicecorps>.
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- Quartermaster-Logistics Training Department:
<https://www.milsuite.mil/book/groups/quartermaster-logistics-training-department>.
- S1 NET: <https://www.milsuite.mil/book/community/spaces/apf/s1net>.
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- S6 Community of Purpose: <https://www.milsuite.mil/book/groups/s6-community-of-purpose>.
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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADCON	administrative control
AO	area of operations
ADP	Army doctrine publication
AR	Army regulation
ATHP	ammunition transfer and holding point
ATN	Army Training Network
BN	battalion
BSA	brigade support area
CASCOM	Combined Arms Support Command
CAR	Central Army Registry
CATS	combined arms training strategy
COA	course of action
CP	command post
DA Pam	Department of the Army pamphlet
FM	field manual
FRAGORD	fragmentary order
FTX	field training exercise
G-4	assistant chief of staff, logistics
GCSS-Army	global combat support system-Army
GS	general support
HAZMAT	hazardous material
HMMWV	high mobility multipurpose wheeled vehicle
MET	mission essential tasks
METL	mission essential task list
METT-TC	mission, enemy, time, troops available, terrain, and civil considerations
MSR	main supply route
NCO	noncommissioned officer
OEL	operational equipment list
OPLAN	operation plan
OPORD	operation order
PBO	property book office
PCC	precombat check
PCI	precombat inspection
PMCS	preventive maintenance checks and services
POE	point of embarkation

QRF	quick reaction force
RPG	rocket propelled grenade
SHARP	sexual harassment and assault response and prevention
SOP	standard operating procedure
STP	Soldier training publication
STX	situational training exercise
TB	training bulletin
TC	training circular
T&EO	training and evaluation outline
TEM	training event matrix
TLP	troop leading procedures
UCMJ	Uniform Code of Military Justice
UMO	unit movement officer
WARNORD	warning order
WO	warrant officer

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ATP 4-43. *Petroleum Supply Operations*. 6 August 2015.

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- 49 CFR. *Transportation*. <https://www.ecfr.gov/>.

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- 59th Ordnance Brigade (AIT) at <https://www.goordnance.army.mil/59th/59th.html>.
- Adjutant General (AG) School at <http://www.ag.army.mil/>.
- Aerial Delivery & Field Services Department at http://www.quartermaster.army.mil/adfsd/adfsd_main.html.
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