

DEPARTMENT OF THE ARMY  
 HEADQUARTERS UNITED STATES ARMY INFANTRY CENTER  
 FORT BENNING, GEORGIA 31905-5000

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 Number 350-1

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Schools  
 United States Army Infantry Center (USAIC) Training Directive

**History.** This regulation was first published on 1 February 1969. This is the eleventh complete revision since that time.

**Summary.** This regulation was revised to update policy and procedures for conducting training on Fort Benning.

**Applicability.** The regulation applies to all units assigned or visiting Fort Benning. All training conducted at Fort Benning will conform to this directive. Tenant units are expected to deconflict with the installation any guidance from their higher headquarters that is contrary to this regulation.

**Suggested improvements.** The proponent of this regulation is the Director of Operations and Training. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to the Directorate of Operations and Training, ATTN: ATSH-OTD, Fort Benning, Georgia 31905-3007.

**Availability.** This publication is only available on the USAIC Homepage at <https://www.benning2.army.mil/pubs/PubIndex.htm>.

<i>Contents</i>		<i>Paragraph</i>	<i>Page</i>	
<b>Chapter 1</b>				<b>Chapter 5</b>
<b>Introduction</b>				<b>Ceremonies, Memorial Services, and Funerals</b>
Purpose .....	1-1	.....	3	<b>Section I</b>
References .....	1-2	.....	3	<b>Ceremonies</b>
Explanation of abbreviations and terms .....	1-3	.....	3	General .....
General .....	1-4	.....	3	Responsibilities .....
Responsibilities .....	1-5	.....	3	Procedures .....
				Seasonal change/start times .....
				Coordination .....
<b>Chapter 2</b>				<b>Section II</b>
<b>Command Training</b>				<b>Memorial Services, Ceremonies, &amp; Funerals</b>
Fort Benning Training Management .....	2-1	.....	3	References .....
Directorate of Operations & Training Website .....	2-2	.....	4	General .....
				Policy and procedures .....
<b>Chapter 3</b>				<b>Chapter 6</b>
<b>Safety</b>				<b>Risk Management</b>
General .....	3-1	.....	4	General .....
Safety awareness .....	3-2	.....	4	Risk management rules .....
Training safety .....	3-3	.....	4	Risk management 5-step process .....
Hazardous training .....	3-4	.....	4	Documenting risks .....
Water operations .....	3-5	.....	4	High-risk training .....
Cold injuries .....	3-6	.....	4	
Heat injuries .....	3-7	.....	4	<b>Chapter 7</b>
Formation running during physical training .....	3-8	.....	4	<b>Environmental</b>
Traffic Safety Clothing .....	3-9	.....	5	General .....
Hazardous chemicals .....	3-10	.....	5	Wildlife .....
Hexachloroethane (HC) smoke .....	3-11	.....	5	Vegetation .....
Pyrotechnic simulators .....	3-12	.....	5	Wetlands .....
Sports .....	3-13	.....	5	Soils .....
Tent Stoves and immersion heaters .....	3-14	.....	5	Training aids .....
Vehicle operations .....	3-15	.....	5	Integrated Natural Resources Management Plan .....
Weapons handling .....	3-16	.....	5	Unique ecological areas .....
Range safety .....	3-17	.....	5	Environmental training courses .....
				<b>Chapter 8</b>
<b>Chapter 4</b>				<b>Training Area Management</b>
<b>Semi-Annual Training Briefs/State of the Art Command Briefings</b>				General .....
General .....	4-1	.....	5	Responsibilities .....
Attendance .....	4-2	.....	5	Specific guidance .....
Frequency and scheduling .....	4-3	.....	6	Live-fire exercises .....
Responsibilities .....	4-4	.....	6	
Coordinating instructions .....	4-5	.....	6	

\*This regulation supersedes USAIC Regulation 350-1, 16 July 1990. It also supersedes the following USAIC Policy Memorandums (PM): PM 96-1, 12 Jan 96, Memorial Services and/or Funeral; PM 96-57, 18 Oct 96, Sequence of Events for Memorial Ceremonies; and PM 350-1-2, 27 Nov 00, Conduct of Maneuver Live Fire Exercises.

**Chapter 9**  
**Training Ammunition Management**  
 General ..... 9-1..... 14  
 Functions ..... 9-2..... 14  
 Establishing annual training requirements ..... 9-3..... 15  
 Managing annual authorizations..... 9-4..... 15  
 Ammunition forecasting ..... 9-5..... 15  
 Submitting ammunition requests ..... 9-6..... 16  
 Supplemental instruction for preparing DA form 582 ..... 9-7..... 16  
 Reconciling ammunition issues..... 9-8..... 17  
 Quarterly review and analysis..... 9-9..... 17  
 Standards and goals ..... 9-10..... 17  
 Unanswered training ammo management questions..... 9-11..... 17

**Chapter 10**  
**Standards of Conduct for Physical Training**  
 General ..... 10-1..... 17  
 Policy ..... 10-2..... 17

**Chapter 11**  
**USAIC Staff Inspection Program**  
 General ..... 11-1..... 18  
 Policy ..... 11-2..... 18  
 General guidance..... 11-3..... 18  
 Inspections..... 11-4..... 18  
 Proponents..... 11-5..... 19  
 Procedures..... 11-6..... 19

**Chapter 12**  
**Internal Evaluations**  
 General ..... 12-1..... 19  
 Policy ..... 12-2..... 19  
 Evaluation reporting procedures..... 12-3..... 19

**Chapter 13**  
**Training Support Center**  
 General ..... 13-1..... 19  
 Policy ..... 13-2..... 19  
 Visual information & training requirements support..... 13-3..... 19

**Chapter 14**  
**Installation Base Support**  
 General ..... 14-1..... 21  
 Installation cyclic support ..... 14-2..... 22  
 Requests for Installation support..... 14-3..... 22

**Chapter 15**  
**Training Support Priorities**  
 General ..... 15-1..... 22  
 Priorities ..... 15-2..... 22  
 Training helicopter assets ..... 15-3..... 22  
 Close combat tactical trainer ..... 15-4..... 22  
 Conduct of fire trainer ..... 15-5..... 22  
 Hands on turret trainer system ..... 15-6..... 22  
 Deconflicting courses..... 15-7..... 22  
 Conflict changes ..... 15-8..... 22  
 Questions..... 15-9..... 22

**Chapter 16**  
**Additional Training Requirements Program**  
 General ..... 16-1..... 22  
 Refit days..... 16-2..... 22  
 Medical MOS proficiency training..... 16-3..... 22  
 Basic rifle marksmanship ..... 16-4..... 22  
 Training the modernizing force..... 16-5..... 23

Swim and water survival training ..... 16-6..... 23  
 Cadet troop leader training & drill cadet leader training ..... 16-7..... 23  
 Military operations in urbanized terrain training ..... 16-8..... 23  
 Expert Infantry-mans badge (EIB) & expert field medical badge (EFMB) Training /testing..... 16-9..... 23  
 Driver selection, training, testing, & licensing for MTOE vehicles ..... 16-10..... 23  
 Institutional training ..... 16-11..... 24  
 Army continuing education system..... 16-12..... 24  
 Suicide prevention training ..... 16-13..... 24  
 Equal opportunity training ..... 16-14..... 24  
 Consideration of others program..... 16-15..... 24  
 Record of training..... 16-16..... 24

**Chapter 17**  
**Combat Lifesaver Course**  
 Selection for course ..... 17-1..... 25  
 Course certification ..... 17-2..... 25  
 Schedules ..... 17-3..... 25  
 Course requirements..... 17-4..... 25  
 Instructor ..... 17-5..... 25

**Chapter 18**  
**Security Training**  
 General ..... 18-1..... 25  
 Security education programs..... 18-2..... 25  
 Responsibilities ..... 18-3..... 25  
 References..... 18-4..... 25  
 Additional information..... 18-5..... 25

**Chapter 19**  
**Joint Airborne/Air Transportability Training**  
 Policy ..... 19-1..... 26  
 General ..... 19-2..... 26  
 Control ..... 19-3..... 26  
 Procedures..... 19-4..... 26  
 Schedules ..... 19-5..... 26

**Chapter 20**  
**Initial Entry Training**  
 General ..... 20-1..... 26  
 Responsibilities ..... 20-2..... 26  
 Training..... 20-3..... 26  
 Cadre Training ..... 20-4..... 27

**Tables**  
 Table 3-1. Traffic Safety clothing.....5  
 Table 4-1. SATB/SOTC Schedule..... 6  
 Table 13-1. Devices ..... 20 - 21  
 Table 20-1. Technical Support Packages ..... 27

**Figures**  
 Figure 1-1, Fort Benning Training Objectives .....3  
 Figure 1-2, USAIS Mission Essential Task .....3  
 Figure 5-1, Example Memorandum of Instruction .....8  
 Figure 20-1, Sample DA form 2028 .....31

**Appendix A, References**  
 Section I, Required publications..... 28  
 Section II, Related publications ..... 29  
 Section III, Prescribed forms..... 29  
 Section IV, Referenced forms..... 29

**Glossary**  
 Section I, Abbreviations..... 30  
 Section II, Terms..... 30

## Chapter 1 Introduction

### 1-1. Purpose.

This regulation establishes policies, procedures and requirements for individual and collective training and provides specific training management procedures employed on Fort Benning.

### 1-2. References.

Required and related publications and required and referenced forms are in appendix A.

### 1-3. Explanation of abbreviations and terms.

Abbreviations and terms are explained in the glossary.

### 1-4. General.

a. The training mission at Fort Benning is to train individuals, leaders, and units to fight and win on the modern and future battlefield.

b. Fort Benning will be the best in what we do--first in training, first in readiness, and first in quality of life.

c. Training soldiers and units is what we are about. Our training vision is to provide the best individual and collective training to Infantrymen and all Soldiers who pass through our school system. This ensures the readiness of our Army. We must provide that same high-quality training to FORSCOM and SOCOM units stationed at the Home of the Infantry.

### 1-5. Responsibilities.

a. U.S. Army Infantry Center and School (USAIC/S). The Commander/Commandant will ensure that the Fort Benning Training Objectives and the USAIS Mission Essential Task are accomplished. See figure 1-1 and 1-2, respectively.

b. Director of Operations and Training (DOT). The Director of Operations and Training is the executive agent for training management on the installation.

c. Unit Commanders and leaders.

Unit Commanders and leaders will:

(1) Develop and implement a training program designed to prepare their units to meet the standards of performance required by respective ARTEPs, programs of instruction, and specified and implied operational missions.

(2) They will ensure compliance with the provisions of this regulation and other guidance, which may be provided by the Commanding General, Fort Benning.

#### Training Objectives

- a. Provide world-class training facilities.
- b. Provide current ranges that can support conditions to accomplish training tasks.
- c. Assess and validate the programs of instruction (POIs).
- d. Provide state-of-the art equipment to all courses.
- e. Develop a systematic feedback loop to touch students, trainers, commanders and one force.
- f. Provide an Army system to ensure the best trainers available are training the best Infantry force.
- g. Ensure every civilian receives formal training annually.
- h. Ensure all Programs of Instruction (POI) applies to Assistant Commandant/RC (Total Army).
- i. Train ATRRS load to standard.
- j. Complete Classroom XXI.
- k. Integrate and synchronize TADDS program.
- l. Leverage technology to enhance training.
- m. Receive Army accreditation for all instructor certification programs.
- n. Implement Army-wide battle-focused fitness.
- o. Ensure all cadre pass (to standard) specified certification programs.

Figure 1-1. Fort Benning Training Objectives

#### USAIS Mission Essential Task List (USAIS-METL)

- a. Educate, train, and develop Soldiers and leaders capable of fighting our doctrine, tactics, and techniques.
- b. Develop Infantry concepts and doctrine
- c. Develop the Infantry force with strong organization and modernized equipment as an integral part of the combined arms forces.
- d. Provide overall battle laboratory direction, oversight, and horizontal integration for the total combined arms dismounted battlefield dynamic area.
- e. Maintain a command climate for Soldiers and families that foster excellence in training, discipline, sustainment, and caring for Soldiers in a mobile force Army.

Figure 1-2. USAIS-METL

## Chapter 2 Command Training

### 2-1. Fort Benning Training Management.

Fort Benning is a unique installation that is the home to TRADOC, FORSCOM, and SOCOM units. Fort Benning training management conforms to the training principles contained within FM 25-100, Training the Force and FM 25-101, Battle Focused Training. Some modifications to the above training concepts have been implemented to accommodate the diversity of the different MACOM missions found on this installation. The procedures listed below will serve as a framework for how that doctrine applies to installation training management at the USAIC.

#### a. Annual Training Guidance.

The Commanding General publishes his training guidance for the upcoming fiscal year in March. His guidance will address his training considerations that are not covered in applicable policy letters or contained within this regulation.

#### b. Long-Range Training Calendar.

The Long-Range Training Calendar projects training activities twelve training quarters (three years) in advance. This calendar is automated and is maintained daily. This calendar addresses significant events of importance to the installation and contains key events of all Major Subordinate Commands. The Long-Range Training Calendar is a major tool for deconflicting training and readiness activities across the installation. It is a unit responsibility to ensure it is maintained with the DOT to alleviate training conflicts.

#### c. Command Briefings.

The command group has a structured opportunity to address training with each Major Subordinate Command. FORSCOM and SOCOM units brief the Commanding General on a semi-annual basis. TRADOC units brief the Assistant Commandant quarterly. Command briefings take two forms as follows:

(1) Semi-Annual Training Briefs. This briefing is similar to a doctrinal Quarterly Training Briefing except the time horizon is for six months. This better accommodates the resourcing required for TRADOC units.

(2) State of the Command Briefings.

This briefing is loosely structured and offers Major Subordinate Commands maximum flexibility on what information or issues are presented.

#### d. G3/S3 Conferences.

The Director of Operations and Training chairs the G3/S3 conferences that are conducted quarterly and scheduled on the long-range training calendar. This is a forum for discussing training issues to review procedures and policies. Operations and Training Division, DOT, will publish an agenda prior to the conference.

#### e. Training Support Meetings.

This is a weekly meeting conducted each Thursday, 1000-1100, in room 642. The Chief, Operations and Training Division chairs the meeting. The primary audience is Major Subordinate Command S-3s and the garrison staff. The purpose of this meeting is to discuss key training activities 19 weeks in advance and to work issues of immediate concern that are not applicable to the quarterly G-3/S-3 meetings.

#### f. Planning windows.

- (1) 19-Week Planning Window.

Training proponents provide draft Program of Instruction schedules to the Training Management Branch for input to TRADOC Automated Training Scheduling System. Training schedules become final at 16 weeks. Changes to the schedule inside 16 weeks will be by exception only and approved only if it does not conflict with other scheduled instruction/instructor requirements.

(2) 13-Week Planning Window.

Units submit requests for resources not later than 13 weeks in advance of the requirement. This allows DOT 3 weeks to de-conflict events and assign resources before the 10-week lock-in gate for management. Requests submitted to DOT less than 13 weeks require an exception to policy from the Major Subordinate Command Commander.

(3) 10-Week Planning Window.

Training Resource requirements lock in at the 10-week planning window. Requirements identified inside the 10-week planning window are by exception to policy and will be provided if available and which do not impact scheduled training events. Exceptions to Policy must be signed by the O6 Commander, but may be delegated to the Major Subordinate Command Deputy Commander, or the Major Subordinate Command S3 only.

**g. Weekly Training Highlights.**

Includes a summary of key training events, airborne jumps, and high-risk training inspections for the week following publication. Major Subordinate Commands provide input not later than Wednesday of each week. DOT consolidates and posts items for review on DOT Intranet website located at <https://www.benning2.army.mil/dot/>. Highlights are intended to be a quick reference guide to training for planning of visits to training events.

**h. Key Events List.**

This is a list by training week of all known events that impact on training for the installation. The Key Events list is a DOT calendar management tool with updates, which is distributed quarterly.

**2-2. Directorate of Operations & Training Website.**

The results of the above meetings and other information pertinent to effective management are posted routinely at the DOT Intranet website for coordination purposes. All must routinely review it to keep abreast of dynamic changes to training and training support. <https://www.benning2.army.mil/dot/>

**Chapter 3  
Safety**

**3-1. General.**

a. The prevention of accidents is a direct result of good training. Most accidents can be prevented without sacrificing realistic training. The existence of good training and effective safe programs increases our ability to successfully perform our mission.

b. Safety is a command responsibility characterized by an unremitting effort to establish safety consciousness throughout the chain of command in each unit. Safety is achieved as a result of proficient performance of assigned tasks and cannot be separated from professional responsibility and achievement.

**3-2. Safety awareness.**

Such activities as motor and foot marches, operating tracked vehicles, vehicle blackout operations, training in excessively cold or hot weather, water training, firing service ammunition, and air-mobile operations have often coincided with injury to soldiers and damage to property. Commanders must identify and establish procedures to avoid accidents in these and all training events. Measures to establish safety awareness include, but are not restricted to, ensuring personnel are aware that a potentially hazardous event is planned, checking for task proficiency by all personnel, establishing unit Standard Operating Procedures (SOP) s, and ensuring leaders are aware of their responsibility to check the safety of their unit's training.

**3-3. Training safety.**

Commanders, supervisors, and trainers will ensure safety is integrated into all phases of training. The correct way, according to appropriate Field Manuals, Training Manuals, and other publications, is the safe way and is the way training must be conducted. Soldiers not trained in the safe method of accomplishing their mission will cause unacceptable losses of personnel and equipment during combat by

deviating from normal procedures during emergency situations.

**3-4. Hazardous Training.**

Written Standard Operating Procedures (SOP) s will be used for all hazardous/high-risk training. The list for approved high-risk training by the Commanding General is listed in chapter 6. This is defined as any type of training that involves a degree of risk that could result in serious injury or death. Examples are weapons firing, vehicle operations, water operations, air operations, mountaineering, and so forth. (See USAIC Regulation 210-5 Garrison Regulations, for a more detailed listing.) Organizations conducting such training will submit detailed plans/Standard Operating Procedures to the USAIC Safety Office for review and comment prior to conducting the training.

**3-5. Water Operations.**

a. Training activities on or over water (crossing by vehicle, boat, pontoon bridges, rafts, and foot or over-water operations in any size boat) are hazardous and must be carefully planned. The swimming capability of the individual soldier should be considered before participation in any type water exercise. Advanced testing and identification of weak and non-swimmers should be accomplished as part of the planning process. For tracked-vehicle swim operations, TMs must be rigidly followed. AR 385-10 The Army Safety Program, with TRADOC or FORSCOM Supplements 1 and 2, and USAIC Regulation 210-5, both give requirements for the conduct of water operations, and must be complied with during planning. The USAIC Safety Office must also evaluate the plan. Personal flotation devices used will be serviceable and functional. Additional safety measures will be utilized as required and include lifelines, rescue boats, divers and/or lifeguards, and medics.

b. Log Walk/Rope Drop/Suspension Traverse.  
Units desiring to use the Victory Pond log walk/rope drop/suspension traverse will first coordinate with the Ranger Training Brigade, USAIS for the use of the facility. The Ranger Training Brigade will run the training problem and provide the necessary equipment, or will furnish the unit with a copy of the approved Standard Operating Procedure (SOP) for the operation of the facility. Service members will not be permitted to participate in the log walk/rope drop/suspension traverse unless they have passed the combat water survival test (CWST). Non-swimmers and weak swimmers are restricted from water confidence training. Safety boats, lifeguards and a military or civilian authorized diver are required for this type of training.

c. Vehicle Swim Operations.  
Fort Benning no longer has vehicles that perform swim operations. If any unit wishes to perform swim operations they must receive written approval from the Director of Operations and Training. Once approval has been received all amphibious vehicles will be pre-dipped within 24 hours of a swim operation. The vehicles will be inspected in accordance with the pre-swim operation checks in the applicable TM. All vehicle drivers will be given instructions on how to operate their vehicle during water operation. All vehicle crews will conduct two exit drills on dry land before the swim operation. All hatches will be opened and locked before entering the water. A thorough check of drain plugs and bilge pumps will be done prior to swimming operations. All units conducting vehicle swim operations will make every effort to have a diver present during operations in the water. Units can substitute a Red Cross certified lifeguard in a power safety boat. If the water area is too small to permit safe operation of a powerboat, a non-powered boat may be used.

**3-6. Cold Injuries.**

Successful prevention of cold injuries during training depends largely upon the education of all personnel, including both those exposed to cold and those charged with the supervision of such personnel. The instructions contained in USAIC Regulation 40-24, Prevention and First Aid Treatment of Cold Injury will be used by commanders at all levels in the prevention and first aid treatment of cold injuries.

**3-7. Heat Injuries.**

The policies, procedures, and responsibilities for the prevention of heat injury during training are contained in USAIC Regulation 40-14, Prevention of Heat Injuries. Commanders will ensure that it is complied with and that every precautionary action to prevent heat injury is fully and completely implemented.

**3-8. Formation Running During Physical Training.**

Adequate safety precautions must be taken to reduce hazards to formations running in heavy traffic areas. Units will refer to USAIC Regulation 210-5, paragraph 9-22, to determine detailed guidance on policies concerning safety precautions that must be employed during formation running. All Housing Areas are off limits to unit physical training. Major Subordinate Commands will also devise methods to check their subordinate elements to enforce adherence to established policies. Soldiers, family members, and civilian employees should be briefed on the post speed limits during PT hours, and the responsibilities of individual joggers and walkers.

a. Off limits areas.

The roads that are off limits to running are listed in USAIC Regulation 210-5, paragraph 9-22 d. Off limits areas pertain to individual runners as well as formations, 0500-0800, Monday through Friday.

b. Road guard requirement.

Units must have road guards 50 meters in front of and 50 meters to the rear of their formation. Additional road guards will be dispatched to all approaching intersections in sufficient time to halt vehicular traffic. Small formations that cannot meet minimum requirements for road guards will run as individual runners and will wear reflective gear.

**3-9. Traffic Safety Clothing.**

a. Traffic safety clothing is identified in CTA 50-900 and is also listed in table 3-1 below:

Table 3-1. Traffic Safety clothing

Line Item Number	FSN	Item Description
Y00950	8145-00-177-4974	Vest RV-1
B24512	8465-00-177-4975	Leg Band RLB-1
B24652	8465-00-177-4976	Sleevelet
B23462	8465-00-177-4977	Army Band RAB-1
B24402	8465-00-177-4978	Helmet Band RHB-1

b. Traffic and column guards will wear reflective vests during all road marches. The leg band and sleevelet are optional. Marching troops should also be equipped with reflective cloth for movement on high-speed roads. During darkness or inclement weather, front and rear guards will march 50 meters in front (flashlight beam directed forward) and to the rear (light beam directed rearward) of each formation.

**3-10. Hazardous Chemicals.**

Personnel will be provided effective information and training on hazardous chemicals in their work area at the time of their initial assignment, and whenever a new physical or health hazard the personnel have not previously been trained about is introduced into their work area. Provide training to all personnel handling hazardous chemicals.

**3-11. Hexachloroethane (HC) Smoke.**

FM 8-28, Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries, states "At high concentrations, severe respiratory distress is present which may be fatal...case reports of accidental exposure to moderate and high concentrations of HC smoke have shown a syndrome which includes delayed onset of more severe symptoms." Ensure soldiers don masks anytime exposed to HC smoke. Plan operations to minimize soldiers' exposure to any training smoke.

**3-12. Pyrotechnic Simulators.**

Ensure only trained, competent soldiers handle pyrotechnic simulators. When working with pyrotechnic simulators, soldiers should exercise the following precautions:

- a. Wear gloves, full helmet and combat boots when possible.
- b. Follow the specific instructions included with the simulator. (Do not use simulators if the instruction sheet is not available.
- c. Separate delayed fuse simulators from instantaneously detonated simulators.
- d. Inspect to ensure that no defective or altered items are present. Identify misfires or "duds" and report them through the chain of command. Any simulator that does not function should be returned to the Ammunition Supply Point.
- e. Ensure that all personnel remain a safe distance from the area in which simulators are being detonated.
- f. Remove dry grass and leaves around simulators before detonating.

g. Never dismantle or modify pyrotechnic simulators. Report all unexploded ordnance to Range Division, 545-3474 or 545-3479. Reference USAIC Regulation 210-4, Range and Terrain Regulation.

**3-13. Sports.**

Instill a safety-conscious attitude in all participants. Ensure soldiers follow the rules and are in good physical condition prior to participating in competitive sports. Reference: USAIC Regulation 210-5.

**3-14. Tent Stoves and Immersion Heaters.**

Limit use to operators that are properly trained. Commanders should ensure that trained personnel are the only ones permitted to operate or maintain stoves and heaters. Only standard issue space heaters will be used in connection with field training exercises. The proper fuels for tent stoves are:

- a. Wood or coal for Type I Model M1941 Radiant Heaters.
- b. Gasoline (Mogas) will be used in the following heaters:
  - (1) Type II Model 1941 Radiant Heater (Pot Belly).
  - (2) Model 1950 Radiant Heater (Yukon).
  - (3) Immersion Heater (for corrugated cans) FSN 4540-266-6835 and Model 447 2 EX FSN 4540-453-9146.

Fires and injuries can be avoided by ensuring that:

- a. All fuel lines are secure and not leaking.
- b. Liquid fuels are not used with solid fuel fires.
- c. Liquid fuel heaters are cool before fueling or lighting.
- d. Heaters are set below full capacity.

**3-15. Vehicle Operation.**

Commanders must play an active role in the selection process for drivers and in ensuring that quality driver training programs are in place. Reference: AR 600-55, the Army Driver and Operator Standardization Program. AR 385-55, Prevention of Motor Vehicle Accidents,

**3-16. Weapons Handling.**

Ensure weapons are properly maintained and soldiers are familiarized with weapons (-10 series technical manuals). Reference: AR 385-63, Firing Ammunition For Training, Target Practice and Combat, AR 385-64 U.S. Army Explosives Safety Program. USAIC Regulation 210-4, Range and Terrain Regulation, outlines procedures for handling of ammunition and pyrotechnics on ranges.

**3-17. Range Safety.**

USAIC Regulation 210-4 Range and Terrain Regulations, defines policy and procedure for all Fort Benning Ranges and the specific safety requirements for each.

**Chapter 4  
Semi Annual Training Briefs/State of the Command Briefings**

**4-1. General.**

a. Major Subordinate Commands on Fort Benning will conduct Semi Annual Training Briefs and State of the Command Briefs to the Commanding General and Assistant Commandant.

(1) Generally, the Semi Annual Training Briefs will be prescriptive in nature and will focus on key items a unit needs to report to the Command Group.

(2) The State of the Command while having a standard format will allow commanders more flexibility in presenting information they deem appropriate.

b. Commanders should feel free to discuss and provide supporting slides pertinent to issues within their units that need command group attention. Some examples are resource problems, Program of Instruction issues and budget concerns. The only limit to the brief's content is that it is established by time allocated to brief.

**4-2. Attendance.**

a. Command Group.

(1) The Commanding General attends Semi Annual Training Briefs/State of the Command briefs for the Garrison Commander; the 3d Brigade, 3<sup>RD</sup> Infantry Division; 36<sup>TH</sup> Engineer Group; 75<sup>TH</sup> Ranger Regiment; Martin Army Community Hospital; Physical Fitness School; and the Western Hemisphere Institute for Security Cooperation. Additionally, whenever a Major Subordinate Command changes command, the Garrison Commander will normally attend their next Semi-

Annual Training Briefs/State of the Command brief, including Semi-Annual Training Brief/State of the Command briefs the Assistant Commander normally attends.

(2) The Assistant Commandant attends Semi-Annual Training Brief/State of the Command briefs for the Infantry Training Brigade, Basic Combat Training Brigade, 29<sup>TH</sup> Infantry Regiment, Ranger Training Brigade, 11<sup>TH</sup> Infantry Regiment, and the Noncommissioned Officer Academy.

(3) The Chief of Staff, Deputy Assistant Commandant, and Garrison Commander attend

b. Directors and Personal Staff. The Director of Operations and Training, Director of Resource Management, Adjutant General, Director of Facilities Engineering and Logistics, Inspector General, and other units/activities with interactive missions, or have a mission impacted by or issue with the briefing unit, will also attend.

c. Briefings are conducted on alternating quarters as follows:

- (1) Semi-Annual Training briefings in April/October and--
- (2) State of the Command briefings in January/July.

**4-3. Frequency and Scheduling.**

a. Frequency. The Semi Annual Training Briefs/State of the Command schedule in table 4-1 depicts the quarter/month and the General Officer that will receive the brief.

b. Scheduling. DOT obtains block times for briefings from the Commanding General and Assistant Commandant's secretaries. This is normally done 2-3 weeks prior to the Quarterly G3/S3 Conference. Units should provide requested/preferred times to Operations and Training Division/DOT three weeks prior to the Conference. Dates and times for individual unit briefings are finalized and locked in prior to the G3/S3 Conference. When date changes are necessary, the element making the change is responsible for coordinating the change. If the change is due to a change in either the Commanding General/Assistant Commandant calendar, their secretary will notify the unit, and determine another date and time; once agreed upon they will notify Operations and Training Division/DOT of the change. If the Unit Commander's calendar changes, the unit is responsible for contacting the appropriate secretary and coordinating a new date, then notifying Operations and Training Division, Directorate of Operations and Training. Operations and Training Division, DOT will publish changes to Semi Annual Training Briefs/State of the Command briefings in the Biweekly Training Note. Changes occurring prior to publishing the next Training Note will be sent out using ADMIN-L e-mail.

**4-4. Responsibilities.**

a. The Staff proponent for Semi Annual Training Briefs/State of the Command is the Director of Operations and Training. The Director of Operations and Training hosts the briefs, records minutes (except Quarterly Quality Review), and provides written summary to Secretary of the General Staff for appropriate tasking to installation agencies. The Director of Operations and Training also obtains block times for briefings from the Commanding General and Assistant Commandant's secretaries.

b. Major Subordinate Commands. The Major Subordinate Commands conduct Briefings, confirm dates with The Director of Operations and Training, and arranges for briefing facility.

c. Secretary of the General Staff. Using the minutes from the Semi Annual Training Briefs/State of the Command, the Secretary of the General Staff provides a tasker to the staff and tracks appropriate suspense's.

**4-5. Coordinating Instructions.**

a. Read-Ahead Packets. Units will provide electronic Read-Ahead Packets to the Command Group, Garrison Commander, Operations and Training Division, DOT, and any agency having an issue, not latter than 72 working hours prior to the Semi Annual Training Briefs/State of the Command.

b. Time Allocations. Units will adhere to the time allocated for briefings. Adherence to slide requirements, preparation, rehearsals, and allocation of time for question and answer should be used to ensure time lines are met.

c. Slides. Commanders may include any slides they so desire; however, the allocated time will remain the same. To see the mandatory slides for inclusion in the Semi Annual Training Briefs/State of the Command briefings, go to the Semi Annual Training Briefs/State of the Command Slide Presentations on the DOT web page at <https://www.benning2.army.mil/dot/>

d. Point of contact. The point of contact for this action is Operations and Training Division at 545-3544.

Table 4-1. SATB/SOTC Schedule (Referenced in para 4-3a)

Unit	Format	Qtr/ Month	Time Allo- cated:	Brief to
GC	Std QQR	Jan	2 hours	CG
MACH	Combined SATB/SOTC	Jan	1.5 hours	CG
PFS	Combined SATB/SOTC	Jan	1.5 hours	CG
WHINSEC	SOTC	Jan	1.5 hours	CG
ITB	SOTC	Jan	1.5 hours	AC
BCTB	SOTC	Jan	1.5 hours	AC
29 <sup>TH</sup> IN Regt	SOTC	Jan	1.5 hours	AC
Rgr Tng Bde	SOTC	Jan	1.5 hours	AC
11 <sup>TH</sup> IN Regt	SOTC	Jan	1.5 hours	AC
NCOA	Combined SATB/SOTC	Jan	1.5 hours	AC
GC	Std QQR	Apr	2 hours	CG
75 <sup>TH</sup> Rgr Regt	Combined SATB/SOTC	Apr	1.5 hours	CG
WHINSEC	SATB	Apr	1.5 hours	CG
ITB	SATB	Apr	1.5 hours	AC
BCTB	SATB	Apr	1.5 hours	AC
29 <sup>TH</sup> IN Regt	SATB	Apr	1.5 hours	AC
RTB	SATB	Apr	1.5 hours	AC
11 <sup>TH</sup> IN Regt	SATB	Apr	1.5 hours	AC
GC	Std QQR	Jul	2 hours	CG
MACH	Combined SATB/SOTC	Jul	1.5 hours	CG
PFS	Combined SATB/SOTC	Jul	1.5 hours	CG
WHINSEC	SOTC	Jul	1.5 hours	CG
ITB	SOTC	Jul	1.5 hours	AC
BCTB	SOTC	Jul	1.5 hours	AC
29 <sup>TH</sup> IN Regt	SOTC	Jul	1.5 hours	AC
RTB	SOTC	Jul	1.5 hours	AC
11 <sup>TH</sup> IN Regt	SOTC	Jul	1.5 hours	AC
NCOA	Combined SATB/SOTC	Jul	1.5 hours	AC
GC	Std QQR	Oct	2 hours	CG
3 <sup>D</sup> Bde, 3 <sup>D</sup> ID	Combined SATB/SOTC	Oct	1.5 hours	CG
36 <sup>TH</sup> Engr Gp	Combined SATB/SOTC	Oct	1.5 hours	CG
75 <sup>TH</sup> Rgr Regt	Combined SATB/SOTC	Oct	1.5 hours	CG
WHINSEC	SATB	Oct	1.5 hours	CG
ITB	SATB	Oct	1.5 hours	AC
BCTB	SATB	Oct	1.5 hours	AC
29 <sup>TH</sup> IN Regt	SATB	Oct	1.5 hours	AC
RTB	SATB	Oct	1.5 hours	AC
11 <sup>TH</sup> IN Regt	SATB	Oct	1.5 hours	AC

**Chapter 5  
Ceremonies, Memorial Services, and Funerals**

**Section I  
Ceremonies**

**5-1. General.**

The USAIC conducts numerous ceremonies. This chapter outlines responsibilities, policies, and procedures for all ceremonies on the installation.

**5-2. Responsibilities.**

a. The Operations Branch, Operations and Training Division, DOT is overall responsible for coordinating Post-level events and ceremonies.

b. The tasked host Major Subordinate Command is responsible for setting up the ceremony site, conducting rehearsals and ceremony, and breaking down the ceremony site.

**5-3. Procedures.**

a. Ceremonies not unit-specific. The Operations Branch, Operations and Training Division, DOT, will rotate Major Subordinate Commands to host ceremonies that are not unit specific. These ceremonies include but are not limited to the Honor Bayonet, Command Retreat, and other special events. The current Reveille/Retreat Ceremonies Memorandum of Instruction is posted on the DOT intranet site at <https://www-benning2.army.mil/>

b. Unit Specific Ceremonies:

(1) Commanders will appoint a project officer (commissioned, NCO, or civilian) responsible for initial planning, coordination, and completion. The project officer receives guidance from the commander/director, Operations and Training Division, DOT, before developing the draft Memorandum of Instruction. See figure 5-1 for an example Memorandum of Instruction.

(2) The Project Officer will immediately visit Operations Branch, Operations and Training Division, DOT located in Room 510, Building 4. The Project Officer will be provided assistance with preparation of the Memorandum of Instruction, special support and equipment required, sequence of events, formations, narrative, and rehearsals.

(3) The host Major Subordinate Command Project Officer will establish a timetable and develop a draft Memorandum of Instruction that ensures all support tasking requirements are included. He/she will staff the draft Memorandum of Instruction and resolve any conflicts, obtain the DOT's signature on the finalized Memorandum of Instruction, and distribute it prior to the 13-week lock-in.

(4) Sequence of required coordination:

(a) Before selecting the date/time of the event, review the Post long-range training calendar and six-month key event list.

(b) Do not schedule an event that includes the participation of the Commanding General, Assistant Commandant or Chief of Staff until the request has been coordinated, approved and inserted on that command group officer's calendar.

(c) Check the availability of the Infantry Band before date/time selection.

(d) Check the availability of the ceremony location.

(e) Do not mail invitations until a-d are completed.

(f) Coordinate with Protocol for proper seating arrangements.

(g) Ensure the Memorandum of Instruction indicates date for grass cutting before the rehearsal.

(h) Ensure the Memorandum of Instruction requests sound equipment, bleachers, chairs, flags, and traffic control, if required.

(i) Conduct at least one full dress rehearsal.

(j) Ensure commanders/directors are scheduled to brief the Commanding General/Assistant Commandant/CofS not later than two days prior if they are take part in the event.

**5-4. Seasonal change start times.**

Ceremony start times are modified and changed with yearly Seasonal changes.

a. Summer ceremonies will occur in the early morning (cooler)

b. Winter months hours and conversely in the later (warmer) hours in the winter months.

**5-5. Coordination.**

a. Operations Branch, DOT, 16 Weeks Out.

Coordinate all Memorial services/ ceremonies directly with Operations Branch, Operations and Training Division, DOT, to ensure proper sequencing and procedures.

b. Ceremony Coordination Timeline, 15 Weeks Out.

Receive initial guidance from Commander/Director; contact Operations Division, Operations and Training Division, DOT, to begin required coordination and draft Memorandum of Instruction not later than 16 weeks out.

c. Lock in VIP calendars, 16 Weeks Out. Lock in VIP calendars not later than 15 weeks out. Coordinate resources; Staff Draft Memorandum of Instruction.

d. Signature, 14 Weeks Out.

Resolve tasking conflicts and provide final Memorandum of Instruction to DOT for signature not later than 14 weeks out. Distribute to supporting elements.

e. Conduct Rehearsals, 2 Days Out.

**Section II  
Memorial Services, Ceremonies, and Funerals**

**5-6. General.**

a. This chapter establishes policy for notification of the Fort Benning command group of memorial services, ceremonies, and or funerals.

b. It also provides guidance for conducting memorial ceremonies or services.

**5-7 Policy and Procedures.**

a. Coordination. Memorial events conducted in units/activities are command responsibilities.

(1) Major Subordinate Command Commanders/Directors who have soldiers or family members of their organization die will immediately notify the command group of the death. The commander or director will coordinate with the command group a time and date to hold the memorial service and or funeral.

(2) Although memorial services are for the benefit of the soldiers in a unit, proper coordination will allow members of the command group or designated representatives to attend the memorial service. The following define the different services:

(a) A Memorial Ceremony is a memorial event in which the ceremonial elements are more prominent than the religious and at which attendance by all members of the unit is mandatory.

(b) A Memorial Service is a memorial event in which religious elements are more prominent than in a memorial ceremony and, therefore, attendance is voluntary. The remains of the deceased are usually not present at memorial ceremonies and services.

(c) A Funeral is a memorial event with the remains present and burial often follows after a short graveside service.

(3) In the case of the death of a civilian employee or family members, Commanders/Directors must notify the Command Group concerning funeral arrangements.

b. Support. Immediately upon receiving the mission to conduct a memorial ceremony, the Officer in Charge/Noncommissioned Officer in Charge should contact the following activities for support as needed:

(1) Directorate of Operations and Training. Bugler, band (if required), sound, colors, chairs, and other general assistance can be reached at 545-9734.

(2) Directorate of Logistics. Coordinate any transportation or weapons requirements, if required, with Plans and Operations Division, Directorate of Facilities and Engineering Logistics, Telephone: 545-7910.

(3) Unit Chaplain. For chapel reservation and other advice and support, the unit chaplain must coordinate with the USAIC Staff Chaplain at 545-2288.

c. Events. Units may utilize all of the following, but will, as a minimum, include the events indicated with an asterisk. Colors can be pre-posted at the Memorial Service.

- Prelude.....Memorial Prayers
- Invocation\*.....Special Music
- Posting of Colors\* .....Silent Tribute
- National Anthem.....Firing of Volleys\*
- Memorial Tribute.....Last Roll Call\*
- Scripture Reading.....Sounding of Taps\*
- Address or Meditation .....Benediction\*

ATSH-OTO (MARKS Number)

(DATE)

MEMORANDUM OF INSTRUCTION

SUBJECT: CHANGE OF COMMAND CEREMONIES, BATTALION LEVEL AND ABOVE

1. REFERENCES:

DA Pam 600-60, 15 October 1989, A Guide to Protocol and Etiquette for Official Entertainment.  
FM 22-5, 8 December 1986, Drill & Ceremonies  
AR 25-30, 28 Feb 1989, Army Integrated Publishing and Printing Program

2. PURPOSE: To provide instructions for conducting change of command ceremonies, battalion level and above, at Fort Benning.

3. POLICY:

a. The Commanding General (CG) desires to attend battalion and above change of command ceremonies.

b. During the months of April to September ceremonies will begin at 0900. From October to March ceremonies will begin at 1100. Change of Command ceremonies will not be scheduled on Thursday mornings for Basic Combat Training Brigade graduation schedules, and Friday mornings for OSUT graduation schedules due to conflicting band and graduation schedules.

c. All awards must be presented in a separate forum, not as part of the ceremony. Generally, awards will be presented in an appropriate ceremony just prior to the ceremony. For ceremonies conducted on York Field, awards can be presented in front of Iron Mike 20 minutes prior to the ceremony. In inclement weather, present awards inside.

4. RESPONSIBILITIES:

a. Units:

(1) Submit a decision paper to the Commanding General, 90 - 180 days out, with the proposed date, time, and location of the ceremony. Coordinate the decision paper with Director of Operations and Training (OTD) and Protocol and forward to the Secretary General Staff (SGS) Office.

(2) Use of official funds is not authorized for printing of invitations for change of command ceremonies.

(3) Ceremonies will follow procedures outlined in FM 22-5, 8 Dec 86, Drill and Ceremonies.

(4) Change of command refreshments are limited to cake or pastries, bagels, fruit or simple finger foods, one hot beverage, and one cold beverage. Unit dining facilities will not provide refreshments or servers for these functions. Exceptions to this policy must be approved in writing. Submit requests to the Deputy Chief of Staff.

(5) Units will consult with the Protocol Division, USAIC, for assistance and necessary coordination on proper seating at official ceremonies.

(6) Battalion ceremonies will not exceed 45 minutes (from the time the first command is given until the last unit passes in review). Brigade ceremonies should not last longer than 55 minutes. Included in this time are the Chaplain's prayer (not to exceed 30 seconds), host commander's remarks (approximately 3 minutes), outgoing commander's remarks (approximately 5 minutes), and incoming commander's remarks (approximately 3 minutes).

(7) Formations will form at the ready line no more than 15 minutes before the start of the ceremony. Formations will remain at the ready line until the ceremony is ready to begin (audience seated), then march to final line (paragraph 9-3a(1), FM 22-5).

(8) Sound off is optional. However, if done, must fit in the stated time constraints.

(9) Position road guards on the east and west sides of York Field and in front of Infantry Hall to stop vehicle traffic during the ceremony.

(10) All units will rehearse as necessary and conduct an AAR. Units will conduct an AAR subsequent to the change of command.

b. Protocol Division, USAIC:

(1) Provide copies of VIP guest lists/address labels to units as requested.

(2) Provide assistance and coordination on seating arrangements.

c. DOT will ensure approved dates for Change of Command Ceremonies are posted to the Long Range Training Calendar, and that the band is available for all ceremonies.

d. SGS will post approved dates to the Significant Activities Calendar.

5. SUPERSESSON: This Regulation supersedes USAIC Policy Memorandum 97-11, 7 Jul 97, same subject.

6. Point of contact for ceremonies is Mr. Cliff Davis, Operations Division, OTD, at 545-9734.  
FAX: 545-7575.

FOR THE COMMANDER:

ROBERT L. JORDAN, JR.  
Director of Operations and Training

DISTRIBUTION:

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Figure 5-1, Example Memorandum of Instruction (referenced in paragraph 5-3)

## Chapter 6 Risk Management

### 6-1. General.

Ensure that risk management is applied to all operations and training. For more information see FM 100-14, Risk Management.

a. Identifying risks. Risk Management is a process, which will identify risks by matching the Risk Management Process to the extent of the risk probability. If the risk is high, the process should be very complete and detailed. At lower levels of risk, the process may be abbreviated. Generally, all of the processes should be retained with curtailment achieved by cutting back on the details of each step, not by eliminating a step.

b. Assessing hazards. In all situations, each possibility should be identified for weather, heat, cold, lightning, high wind, tornadoes, and so forth. Leaders will assess the hazards. These hazards must be assessed to determine their cumulative effect on the operations. Controls will be developed for each identified hazard to reduce or eliminate the risk. The risk level for each hazard and the overall operation will be determined prior to implementation of control measures (initial) and after controls are implemented (residual).

c. Weighing risks vs. benefits. Leaders are expected to weigh the risk against the benefits of conducting training or performing an operation. Initial risk levels controls and residual risk levels should be considered when making a risk acceptance decision. Risk decisions must be made at a level that corresponds with the degree of risk.

d. Controls. Leaders are expected to implement controls. The controls that are established as a result of the first three steps are implemented in step four. Included is leader action to reduce or eliminate hazards. Specific controls will be integrated into plans, orders, standard operating procedures, training performance standards and rehearsals.

e. Knowledge of controls. Knowledge of controls down to the individual soldier or employee is essential.

f. Lessons learned. Leaders will supervise beyond ensuring that personnel do what is expected of them. It includes following up during and after an action to ensure that all went well according to plan, reevaluating the plan or making adjustments as required to incorporate lessons learned.

### 6-2. Risk Management Rules.

- a. Benefits of risk must exceed potential cost.
- b. No unnecessary risks may be accepted.
- c. Decisions must be made at appropriate levels.

### 6-3. Risk Management 5-Step Process.

a. Identify Hazards. The hazards are the potential sources of danger that could be encountered while performing a task or mission. Leaders must seek to identify all hazards associated with the operations or training. Special attention should be paid to identifying those hazards, which have the potential to change such as:

- (1) Weather
- (2) Level of supervision
- (3) Soldier alertness
- (4) Terrain
- (5) Equipment condition

b. Assess Risk. Identified hazards must be assessed to determine their cumulative effect on the operation. Controls will be developed for each identified hazard to reduce or eliminate the risk. The risk level for each hazard and the overall operation will be determined prior to implementation of control measures and after controls are implemented.

c. Make Decision.

Leaders are expected to weigh the risk against the benefits of conducting training or performing an operation. Initial risk levels, controls and residual risk levels should be considered when making a risk acceptable decision. Risk decisions must be made at a level that corresponds with the degree of risk.

- (1) EXTREME = Must be made by TRADOC Commander.
- (2) HIGH = Must be made by installation Commander.

(3) MODERATE = Must be made by Major Unit Commander or Director.

(4) LOW = Must be made as directed by Major Unit Commander or Director.

d. Implement Controls. The controls established as a result of the first three steps are implemented in this step. Included is leader action to reduce or eliminate hazards. Specific controls will be integrated into plans, orders, standard operating procedures, training performance standards and rehearsals. Knowledge of controls down to the individual soldier or employee is essential.

e. Supervise and enforce controls.

Supervision goes beyond ensuring that personnel do what is expected of them. It includes following up during and after an action to ensure that all went according to plan, reevaluating the plan or making adjustments as required to accommodate unforeseen issues, and incorporating lessons learned for future use.

### 6-4. Documenting risks.

The Risk Management Worksheet FB Form 46-R will be completed during the planning phase of the operation or training. This worksheet documents each step of the 5-step process. Once completed it must be signed and dated, by the individual accepting the risk.

### 6-5. High Risk Training:

a. Approval authority on Risk Management. The Commanding General will approve all training/operations with a residual risk level of high. Major subordinate commanders (MSC) will approve training/operations with a residual risk level of medium. MSC may delegate low risk approval. Medium or low risk training conducted by the Reserves or other visiting units will be approved by the first colonel level commander in their chain of command or the Director of Operations and Training (DOT). Examples of training/operations which could have a residual risk level of high are: Airborne Operations, Fast Rope Insertion/ Extraction System/ Special Patrol Insertion/ Extraction System, rappelling from a helicopter, helocasting, maneuver live fire operations, and operations in or over water, such as, (Combat Water Survival Test, Log Walk/Rope Drop) Demolitions, Demolition Effect Simulator. Also, hand grenades for Initial Entry Training, and all live demolition training. The Commanding General is the only individual authorized on Fort Benning to decrease safety/risk standards.

b. High/extremely high-risk training.

Commanders of major subordinate units conducting training with a residual risk level of "high" or "extremely high" for their first time on Fort Benning will conduct a back brief to the Commanding General including preparation of detailed Risk Management Work Sheets. A sketch and a digital photo, if needed for clarity must accompany each risk assessment. If the Commanding General approves the Risk Management Worksheets, the unit must conduct a rehearsal, and an after action review of the rehearsal prior to execution.

c. Centralize the authority.

Decentralize responsibility. Anyone, such as, (Commander, supervisor, leader, or Soldier) can step in and issue a cease work order on training if unsafe.

d. Live Fire Exercises.

The philosophy and training strategy outlined in TC 7-9, Infantry Live Fire Training, will be followed.

(1) The battalion commander will certify each maneuver live fire prior to unit execution. He will certify the tactical concept of the operation, the control measures, and planned fires with regard to the surface danger zone. Battalion commanders will personally walk the terrain as a part of the certification process.

(2) Cadre leaders will conduct a TEWT (Tactical Exercise Without Troops) to review scenario, safety measures, and range restrictions. Commanders are responsible to ensure that cadre leaders are certified and trained to standard on task, condition, and standard specific to the training event.

(3) Each participating soldier must be qualified and zeroed with his M16. SAW, 240B and M60 gunners must have received familiarization training that includes transition firing and zero.

(4) Each maneuver live fire conducted in daylight will be preceded by a dry fire and blank fire using MILES. Each live fire exercise conducted under limited visibility must be preceded by the daylight

iteration described above, and a dry and blank fire at night using MILES.

(3)

(5) The live fire phase of the exercise may only be performed after the standard has been met and an after action report (AAR) has been conducted for the blank fire.

(6) All soldiers must have participated in the entire dry and blank fire before participating in any portion of the live fire.

(7) Live fire exercises will not deviate from the blank fire exercise scenario.

(8) Company commanders and first sergeants will be present for all live fire exercises. Battalion commanders and sergeants major will be present for all maneuver live fire exercises of platoon level or above. The level of supervision required on the range is described as two levels above the level of the unit receiving training: for squad live fires, the company commanders and first sergeants are required, for platoon live fires, the battalion commanders and command sergeants major are required.

Execute live fire exercises in accordance with USAIC Regulation 210-4, Range and Terrain Regulation. Brigade Commanders can waive hard times if commanders assess that seasonal light and weather conditions are safe and feasible.

e. Airborne Operations safety.

Execute Airborne Operations safely in accordance with FM 57-220, Basic Airborne Parachuting Techniques and Training and USAIC Regulation 350-3, Military Parachuting on Fort Benning and Fort Benning Satellite Installations.

f. Resourcing Safety.

All high-risk training requires medical coverage (at least one field ambulance, with medics) on site. The Commanding General retains the authority to waive this requirement. We must ensure proper and immediate response to all situations concerning safety, medical care, and force protection relative to its' severity that will treat, care for, and protect or prevent our Soldiers from harm. Apply common sense to issues concerning units, combat lifesavers in lieu of medics (in accordance with USAIC Regulation 40-2, Field Medical Support and Routine/Emergency Medical Evacuation), and Aerial Medical Evacuation (MEDEVAC). Err to the side of safety when in doubt.

## Chapter 7 Environmental

### 7-1. General.

The Conservation and Land Management Branches (Environmental Management Division, Directorate of Facilities Engineering and Logistics) are responsible for the management of natural resources such as trees, wildlife, and soil. Major natural resources management activities include prescribed burning, timber harvest, soil conservation projects, and wildlife habitat improvement. A brief explanation of these activities follows.

a. Prescribed burning. Prescribed burning is the practice of setting fire to the woods under controlled conditions to achieve specific management objectives. Prescribed fire can be used to reduce fuel loads reducing the threat of a catastrophic fire, improve wildlife habitat, release nutrients, prepare areas for tree planting, promote forage and seed production, reduce insects and pine tree diseases, improve recreational opportunities, and several other items. Approximately 90,000 acres of pine and pine/hardwood stands are prescribed burned on a 3-year cycle, so about 30,000 acres is burned every year. Prescribed burning occurs from 15 December – 31 August, but some site preparation burning occurs in September and October. The Land Management Branch coordinates prescribed burning with Range Control. Areas scheduled for burning are closed for training, outdoor recreation, and other activities. Numerous wildfires also occur due to military training and, to a lesser extent, arson and carelessness. Wildfire control and reporting procedures are discussed in USAIC Regulation 210-4, paragraph 5-21. The use of fires for cooking and or heating is covered in USAIC Regulation 210-4, paragraph 5-16.

b. Timber harvest. Timber harvest is the removal of trees to achieve specific management objectives. Most of the timber harvest on Fort Benning is accomplished by thinning. During thinning, only some trees are removed- normally the diseased, damaged, or crowded ones-- and the better trees are left to grow. These remaining trees have more space and nutrients and thus have better growing conditions. Some

salvage cuts do occur. For example, if insects, such as southern pine beetles, infect trees they will quickly die. The insects can spread rapidly and kill a large number of trees if control measures are not taken. A salvage cut is conducted to remove the infected trees and stop the spread of the insects. Longleaf pine is one of the three dominant southern yellow pine species found on Fort Benning. The other two species are loblolly pine and short leaf pine. Of the three, longleaf pine lives the longest, is the most insect and disease resistant, and is the most fire tolerant. The longleaf pine is by far the best suited for military training and ecosystem management. However, over the years, the longleaf pines have been greatly reduced in numbers due to fire suppression efforts, timber harvest, and reforestation to other species. Forest management practices used today promote the reestablishment of the longleaf pine ecosystem. Thinnings are used where possible to promote the natural regeneration of longleaf pine and clearcuts are used only where required to facilitate planting of longleaf seedlings.

c. Soil conservation. Soil erosion is the loss of soil due to the action of wind and rain. Soil erosion is a lose-lose situation for the environment as well as for training. Plants will die due to loss of soil around their roots or be suffocated if soil is deposited too deeply around their roots. If there are no plants, wildlife will not have a place to feed, raise young, and seek protection from severe weather and predators. The soil that is removed from an area will be deposited in streams and wetlands, which will choke vegetation, kill fish and other aquatic life, foul drinking water, and interrupt natural cycles such as nutrient flow. The Fort Benning soil conservationist coordinates soil erosion projects. The Natural Resources Conservation Service, an agency of the Department of Agriculture, assists the soil conservationist in the development of erosion control plans and oversees contractors conducting soil erosion projects. Soil erosion projects consist of a variety of practices such as mulching, grassing, berm construction, silt fences, rock check dams, sediment basins, and other structures.

d. Wildlife habitat projects. The Conservation Branch conducts various activities that directly benefit wildlife such as installing artificial cavities in pine trees for red-cockaded woodpeckers, fertilizing and liming ponds for better fishing, and planting millet, clover, and wheat in openings for dove, deer, and wild turkey.

e. Training support. Burning improves visibility and movement, provides access to and through training areas (road/firebreak maintenance), prevents catastrophic fires, and reduces tick populations. Timber harvests improve visibility and access (road maintenance), and create realistic forest conditions that support many types of training scenarios. Soil erosion projects sustain training lands and prevent hazardous conditions such as deep erosion gullies. In addition, Conservation Branch and Land Management Branch activities improve the quality of life on Fort Benning and provide outdoor recreational activities.

### 7-2. Wildlife.

There are over 340 species of wildlife on Fort Benning. These include 152 species of birds, such as the red-winged blackbird and bald eagle; 47 species of mammals, such as the brown bat, gray fox, and white-tailed deer; 47 species of reptiles, such as the gopher tortoise, king snake, and fence lizard; 24 species of amphibians, such as the bullfrog and eastern tiger salamander; 67 species of fish, such as largemouth bass and broadstripe shiner; and 8 species of mussels (shellfish). Wildlife has many values including outdoor recreation, aesthetics, environmental monitoring, helps to ensure proper functioning of the ecosystem, provide sources of domestic stock, contributions towards medical knowledge, and many more.

a. State and or Federal laws protect most species of wildlife. For example, the federal Endangered Species Act protects the red-cockaded woodpecker, eagle, wood stork, and alligator from shooting, harassing, or capturing, or damaging the habitat of these species. Harvest of game species, such as deer, wild turkey, quail, rabbits, squirrels, catfish, and largemouth bass is regulated by state and or federal laws and is addressed in USAIC Regulation 210-2, Hunting and Fishing Regulation. Hunters and fishermen must obtain a Fort Benning hunting/fishing permit, obtain a hunting/fishing license, and check hunting/fishing map boards prior to going afield. Permits and licenses are available at Outdoor Recreation, Building 1707, 545-7978.

b. Wildlife should not be killed, captured, or harassed, nor should dens, nests, or eggs be disturbed during training exercises. Poisonous snakes, such as rattlesnakes and copperheads, should not be killed indiscriminately but may be killed if a life-threatening situation provides no reasonable alternative. If a poisonous snake bites someone, it is important to identify the snake so the medical facility will know what type

of antivenin to use. Avoid encounters with wildlife during training. Wildlife that is found injured or orphaned during an exercise should be reported to the Conservation Branch. Injured raptors (birds of prey), such as eagles, hawks, and owls, should be reported as soon as possible. Release of non-native wildlife, such as boa constrictors, tropical fish, feral swine, ferrets, and other animals, is prohibited.

c. There are specific requirements for protection of some species of wildlife such as the red-cockaded woodpecker and gopher tortoise gopher tortoise.

d. The Red-Cockaded woodpecker is a small black and white woodpecker that is native to southeastern forests. It gets its name from a small patch or cockade of red feathers located just above the ear area. This feature is present only on the male of the species and is only observable when the bird is aggravated or in courtship display. The Red-Cockaded woodpecker has steadily declined in numbers and was listed as endangered in 1970. The major reasons for decline are due to loss of habitat. Red-Cockaded woodpeckers require open, mature pine forests to survive. Cavities are used for roosting and reproduction and are excavated in mature living pine trees. Many forestry practices in the late 1800s and early 1900s resulted in the wholesale clearing of prime Red-Cockaded woodpecker habitat, and management of these areas did not allow the regenerating pines to reach an age that the bird could use for foraging or to excavate a cavity. The remaining forest was very fragmented and greatly inhibited dispersal. Also, since the Red-Cockaded woodpecker requires open habitat, they do not tolerate hardwood understory. The practice of prescribed burning was eliminated from forest management for much of the 1900s and this allowed hardwoods to take over pine forests to the detriment of the Red-Cockaded woodpecker. Fragmentation of the southern forest also prevented large-scale wildfires from erupting, which once helped to maintain the openness of the southern forest.

e. Many of the last vestiges of the Red-Cockaded woodpecker are in national forests and refuges and on military installations. The recovery of the species depends on these properties. Due to its large landmass, Fort Benning is considered one of 15 populations needed for the Red-Cockaded woodpecker to be considered recovered. The landbase at Fort Benning should allow for at least 450 Red-Cockaded woodpecker clusters. There is specific guidance to regulate what kind of training can or cannot be done within the proximity of a Red-Cockaded woodpecker cluster.

f. A Red-Cockaded woodpecker cluster is defined by the aggregate of pine trees that contains cavities and cavity starts used by the birds. A protective buffer of 200 feet around this aggregate of trees defines the cluster limits. Each group also requires 200 acres of habitat in which to forage. A half-mile circle around the cluster's center point defines the foraging area. Within the 200-foot buffer, training is limited to foot traffic of a transient nature. Only 5.56-mm blanks and smaller blank firing is allowed within this buffer. Vehicles are only allowed to use established roads, trails or firebreaks when passing through a cluster. No other training is allowed, including digging of any kind, CS gas, pyrotechnics, or any HC smoke. Within one-half mile of the cluster, the only prohibition is against mechanical digging within 20 feet of a mature pine tree (10 inches diameter at breast height or larger). Outside of these zones, all activities are permitted. These regulations are detailed in the 1994 Management Guidelines for the Red-Cockaded Woodpecker on Army Installations. All training at Fort Benning must be approved through the FB 144-R process.

g. The gopher tortoise is a land turtle that constructs a burrow in the ground as its den. Gopher tortoise burrows are not round; rather they are flat at the bottom and curved at the top with a large sand apron at the front. The burrow may extend for 30 feet or more. The gopher tortoise is considered a keystone species because its burrow is utilized by many invertebrate and vertebrate species such as the gopher frog, Eastern diamondback rattlesnake, pine snake, gray fox, crickets, and many others.

h. Sensitive Area signs surround some gopher tortoise colonies. This is a generic sign system that is used to protect various kinds of sensitive areas such as protected plants, protected animals, or historical sites. Dismounted training is permitted behind the signs, but digging and off-road vehicle movement is prohibited. Individual gopher tortoise burrows may not be marked, but no digging or vehicle movement should occur within 50 feet of the burrow.

### 7-3. Vegetation.

There are over 1,275 species of plants on Fort Benning. These include trees, such as the longleaf pine and white oak; shrubs, such as

wax myrtle; vines, such as muscadine grape and poison ivy; and herbaceous groundcover such as grasses and wildflowers. Trees and other plants are extremely important for many reasons including shade, erosion control, wildlife habitat, timber products, medicine, and realistic training scenarios. Various controls are in place to protect plant life, but some use is authorized. Underbrush and grass may be cut and used for camouflage when required, but no vegetation can be disturbed inside red-cockaded woodpecker clusters. Cutting of trees and live limbs in training areas will not occur without prior approval of DFEL (Timber Management Section of Land Management Branch) through the FB Form 144-R (Record of Environmental Consideration) process. Harvest of firewood is allowed by permit from the Corps of Engineers Forester at 544-6169. Picking of nuts, berries, pinecones, and similar items and raking of pine straw for personal use are allowed, but commercial collection is not. Sensitive Area signs are sometimes used to protect certain plants. USAIC Regulation 210-4, Range and Terrain Regulation, and USAIC Regulation 210-5, Garrison Regulation, address these issues in more detail.

### 7-4. Wetlands.

Swamps, creeks, seeps, bogs, and springs are different types of wetlands. During certain times of the year wetland areas may not have any water in them. These areas are of critical importance for spawning, nesting, and feeding habitat for many species of wildlife including otters, waterfowl, snakes, fish, and songbirds. They also protect the quality of surface waters, purify groundwater, control floodwaters, and recycle nutrients. Training in these areas is limited to foot traffic. Other types of training must be coordinated with Environmental Management Division through the FB 144-R, Record of Environmental Consideration process. Stream fording and crossing sites for wheeled and tracked vehicles are approved for certain locations as specified in USAIC Regulation 210-4.

### 7-5. Soils.

If soils lose their protective vegetation, they will start to erode once exposed to the wind and rain. A bare spot can wash out and become a small erosion gully. With time it can develop into a deep ravine and become a training hazard. All fighting positions and other excavations should be filled in to natural contours after use. All land disturbances (digging, demolitions, tank ditches, and so forth) must be coordinated through Natural Resource Management Branch with a FB 144-R. Best management practices are used to reduce erosion and sedimentation. They include the installation of silt fencing, construction of structures like rock and hay bale check dams, sediment basins, and terraces. Establishing grasses and mulching are also Best management practices. Best management practices are included in an erosion control plan that is developed by a soil conservationist to stabilize the area(s). In Georgia, a land-disturbing permit is required for project areas larger than 1.1 acres that have soil disturbance or projects that are within 200 feet of a stream. To secure a permit, an erosion control plan must be submitted that shows the location of Best management practices needed for the project area.

### 7-6. Training Aids.

Various aids that assist the commander in identifying and protecting natural resources are obtainable through the Integrated Training Area Management program or Environmental Management Division. The Soldier's Pocket Card, Fort Benning Form (DPW) 31, is useful in reminding soldiers of environmental restrictions and reporting environmental incidents. The environmental overlay is a color-coded map that identifies sensitive areas and is a valuable aid during the planning process. For specific locations, however, a FB 144-R will provide the most up to date information. Training that could impact the environment requires a Record of Environmental Consideration, although Conservation Branch and Integrated Training Area Management personnel are available for pre Record of Environmental Consideration consultations. Any questions on natural resource issues should be directed to the Conservation Branch (544-7319) or the Land Management Branch (544-6206). For further information about the Integrated Training Area Management program located in Range Division, call 545-4493 or refer to AR 350-4 Integrated Training Area Management (ITAM).

### 7-7. Integrated Natural Resources Management Plan.

The Integrated Natural Resources Management Plan is the installation commander's plan for ensuring that natural resources conserva-

tion measures and Army activities are integrated and consistent with federal stewardship requirements. The plan addresses many issues including land use, military training, forest management, threatened and endangered species, game and sport fish, water quality, soil conservation, pest management, fire management, outdoor recreation, and cultural resources. The Integrated Natural Resources Management Plan uses an ecosystem approach to management within the context of supporting the long-term sustainability of the military training mission (no net loss in the capability of the land to support the military mission). The ecosystem consists of the air, soil, water, microorganisms, wildlife, plants, and people. It involves weather, the hydrologic cycle (rain, evaporation, and so forth), food webs, nutrient recycling, fire, and other processes. It also addresses mission needs, stakeholder interests, regulatory requirements, and monetary considerations. It is key that the Integrated Natural Resources Management Plan be a coordinated effort between the Land Management Branch, the Conservation Branch, and the Directorate of Operations and Training. General Dennis J. Reimer, former Chief of Staff of the Army, said it best. "Environmental responsibility involves all of us. The environmental ethic must be part of how we live and how we train. By working as a team we can preserve both the natural diversity of military training areas and our opportunity to train the way we plan to fight now and in the future." The military is invited to review the entire Integrated Natural Resources Management Plan. Some chapters that relate specifically to military training, environmental awareness, and environmental compliance are 6, 15, and 16, respectively.

**7-8. Unique Ecological Areas.**

Unique ecological areas are areas on Fort Benning that have unusual or rare ecological characteristics or that represent the best example of a particular habitat or plant and animal community. For example, the Chattahoochee backwaters' unique ecological areas contain hardwood bottomlands, eagles, alligators, fish, and waterfowl. The longleaf loam hills unique ecological areas contain some of the largest stands of longleaf pine on Fort Benning. Fifteen areas totaling 21,400 acres have been designated as unique ecological areas. A complete description of these areas is contained in chapter 5 of the Integrated Natural Resources Management Plan. Training is allowed in all of these areas, but a Record of Environmental Consideration must be submitted so training impacts can be evaluated. Certain types of training may not be allowed if the integrity of these areas will be damaged. The Environmental Management Division of the Directorate of Facilities Engineering and Logistics (DFEL) conducts the following Environmental Training Courses. To schedule training, contact them at 545-4766.

**7-9. Environmental Training Courses.**

**a. Senior Environmental Compliance Officer.**

This four-hour course is conducted as needed, usually quarterly. This course is mandatory for brigade- or battalion-level representatives assigned by orders to be responsible for unit environmental compliance. The subject matter covers many of the issues addressed in the National Environmental Policy Act, including hazardous materials, protection of threatened and endangered species, protection of cultural resources, legal responsibilities and potential liabilities. Those completing the Senior Environmental Compliance Officer training are awarded certificates that must be kept on file at their unit. The certification does not expire; no refresher training is required.

**b. Hazardous Waste Manager's Training.**

This is an eight-hour course offered on Fort Benning twice per month. This training is required by Army Regulation 200-1 (Environmental Protection and Enhancement), by both 40 CFR 262 and 264, and by Georgia state rules for hazardous waste management. The course is mandatory for Hazardous Waste Managers, Company-level Environmental Compliance Officers, and Environmental Coordinators. It is also available, on a space-available basis, to other personnel working in hazardous waste generating activities. Failure to provide this training and to have the appropriate personnel certified can result in potential notice of violation, fines, or penalties from state and federal regulatory agencies. Those completing the course will be certified as Hazardous Waste Managers. This certification must be renewed annually through a four-hour refresher course. Documentation of certification is maintained in a database by DFEL /Environmental Management Division and must also be kept on file at the unit for a

minimum of three years. The Hazardous Waste Manager's Training Course covers the topics listed below:

- (1) Laws governing solid and hazardous waste
- (2) Responsibilities of the Hazardous Waste Manager
- (3) Identification of hazardous waste
- (4) Marking and labeling of hazardous waste containers
- (5) Management of hazardous waste accumulation areas
- (6) Turn-in and transportation of hazardous waste
- (7) Spill response
- (8) Waste minimization
- (9) Personal protection and safety

**c. Storm Water Management Training.**

This two-hour course is mandatory for managers of industrial facilities and motor pools. Those trained must be recertified annually; the course is offered as needed. This training is required for Fort Benning to qualify for The National Pollution Discharge Elimination System General Permit for Storm Water Discharges Associated with Industrial Activity. Affected units and facilities must keep, on site, files of the certification of their trained personnel, storm water inspections, and their storm water plan.

**d. Unit Environmental Compliance Officer Training.**

This two-day course is mandatory for those assigned by orders to be environmental compliance officers at the company-level, and for environmental coordinators. The course is offered quarterly. It focuses on hazardous materials, protection of threatened and endangered species, protection of cultural resources, and familiarity with the personnel and organizations available here to support their environmental duties. Those completing Unit Environmental Compliance Office training are awarded certificates that must be kept on file at their unit. This certification must be renewed every two years.

**e. Fort Benning Environmental Awareness Briefings.**

A set of detailed environmental awareness briefings specific to local conditions on Fort Benning have been prepared as Microsoft PowerPoint slides with written scripts. Each of these briefings should not take more than twenty minutes to deliver. Fort Benning's Record of Environmental Consideration (FB Form 144-R) may specify briefings with which the unit must be trained before being allowed to use certain ranges or training areas. These briefings will be available in vault files for Unit Environmental Compliance Officers to deliver to their unit when needed. The same set of environmental awareness briefings will be posted on the Fort Benning web site for use by visiting units before their arrival here. The Fort Benning Environmental Awareness Briefings are listed below:

- (1) Set 1, Fort Benning Field Training
  - (a) Endangered Species Act
  - (b) Red-Cockaded Woodpecker Clusters
  - (c) Red-Cockaded Woodpecker Management
  - (d) Gopher Tortoise
- (2) Set 2, Fort Benning Exercise Planning
  - (a) Legal Requirements, Policy and Guidance
  - (b) Exercise Planning Documentation
  - (c) Record of Environmental Consideration
  - (d) Fort Benning Maps
  - (e) Mission Land Management
  - (f) Natural Resource Management
- (3) Set 3, Environmental and Safety Concerns
  - (a) Soldier's Pocket Card
  - (b) Policing Training Areas
  - (c) Weather and Wildlife Safety
  - (d) Plant and Animal Safety
- (4) Set 4, Fort Benning Conservation
  - (a) Streams and Wetlands
  - (b) Fish and Wildlife
  - (c) Forestry
  - (d) Prescribed Burning
  - (e) Soil Erosion
  - (f) Recreation
- (5) Set 5, Vehicles and Hazardous Materials
  - (a) Driving and Maintenance
  - (b) Spill Prevention and Response
  - (c) Waste Disposal and Documentation
- (6) Set 6, Fort Benning Cultural Resources
  - (a) Archaeological Sites
  - (b) Historic Sites
  - (c) Historic Structures

NOTE: The Environmental Management Division of the DFEL contributes environmental awareness information to these training courses, which are conducted by other organizations.

f. First Sergeant/Commanders.

The First Sergeant/Commanders Course is a 40-hour training program designed to prepare and orient newly appointed company commanders and first sergeants, as well as those who have recently arrived at Fort Benning. The Staff Education and Training Division of the Directorate of Operations and Training conducts this course monthly. Within the course Environmental Management Division presents a 90-minute segment outlining Environmental Program Management on Fort Benning with an emphasis on legal compliance, especially the National Environmental Policy Act.

g. Environmental Considerations Statements.

Fort Benning's Environmental Considerations Statements are a set of Microsoft PowerPoint slides accompanied by written scripts. These brief statements are designed to supply the environmental information required by the Army's Systems Approach to Training (TRADOC Regulation 350-70) to be included in every Army training lesson. The set will be provided to every USAIC instructor via DOT's Total Army Instructor Training Course. The instructors will then be required to use the statements appropriate to the lesson they are teaching. The statements address environmental issues important at Fort Benning, including threatened and endangered species; petroleum, oil and lubricant spills; Fort Benning's sensitive areas; digging; driving; soil erosion; and policing of training areas. Fort Benning's Environmental Considerations Statements will also be made available via the Fort Benning's Internet page.

h. Range Safety Briefing.

Fort Benning Directorate of Operations and Training's Range Division delivers this briefing, usually twice per month. The range safety briefing certifies officers and Noncommissioned Officers (SSG and above) to serve as their unit's Range Safety Officer. This certification lasts for two years. The Range Safety Officer is issued a certification card that they must carry with them. A unit must have a certified Range Safety Officer before using live-fire ranges on Fort Benning. Within the course Environmental Management Division presents a 15 minute segment outlining Environmental Considerations on Fort Benning and the use of The Environmental Incident Report Form, FB (DPW) Form 31.

## Chapter 8 Training Area Management

### 8-1. General.

a. This chapter provides guidance, standards, and requirements for managing range and training area assets at Fort Benning, Georgia.

b. The DOT, Range Division, is responsible for assuring efficient and safe utilization of ranges, terrain and airspace for training. Resources will be allocated in accordance with wartime missions and training priorities.

### 8-2. Responsibilities.

a. Directorate of Operations and Training, Range Division is responsible for:

- (1) Coordinating the use of ranges/ training areas.
- (2) Maintaining Automated Ranges and Operating BFV/Tank Ranges.
- (3) Publishing and enforcing USAIC Regulation 210-4, Range and Terrain Regulation.
- (4) Advising Commanding General on major training activities.
- (5) Assigning unit sponsorship responsibility for ranges.

b. Priorities for scheduling ranges/terrain facilities are:

- (1) U.S. Army Infantry School.
- (2) Western Hemisphere Institute for Security Cooperation
- (3) 75th Ranger Regiment.
- (4) All other units: FORSCOM, USAIC, and tenant and non-tenant units.

c. Externally evaluated battalion EXEVALS and annual tank gunnery (one period per year) have pre-emptive scheduling priority if these events are clearly stated in the unit's annual training plan, identified on the installation annual Long Range Training Calendar, and previously coordinated with activities listed above.

### 8-3. Specific Guidance.

a. Major subordinate commands will finalize requirements for ranges, terrain, airspace, and selected training facilities in accordance with USAIC Regulation 210-4, Range/Terrain Regulations. Requests by one major subordinate command that require facilities scheduled by another major subordinate command will be approved by the Director of Operations and Training, if the conflict cannot be resolved at Range Division level. Requests by the original requester to cancel previously allocated assets must be approved at Range Division.

b. Requests to schedule the use of ranges or training areas on the reservation will be forwarded to Range Division using the Automated Range Facility Management Support System.

c. All requirements from major subordinate commands will be scheduled 13 weeks prior to start date. One-week prior, a final coordination meeting will be held to verify the 13-week and freeze the one-week. The meeting will be held every Thursday at 1330 Hours, Building 2903, Range Division, DOT to Lock in all requirements and deconflict any conflicts in scheduling identified during the meeting. Commanders planning any type of training activity on Fort Benning ranges and training areas will ensure that a qualified representative, authorized to speak for the commander, is present to effect coordination. Failure to attend will constitute justification for no action to be taken on a Commander's request for a range or training area. Commander's representative should have a list of training scheduled to effect coordination. Upon completion of the meeting, those ranges and training areas not scheduled are scheduled on a first-come first-serve basis.

d. Reserve Component and off-post units will request ranges and training areas through Commandant, U.S. Army Infantry School: ATSH-OTP, Fort Benning, Georgia 31905-5337, not later than 13 weeks prior to requested date.

e. Questions pertaining to the use of ranges/terrain will be directed to Range Division, DOT, (706) 545-1602 or DSN: 835-1602.

### 8-4. Live-Fire Exercises.

a. Units or activities conducting live-fire exercises, including CALFEXs, will execute them with all appropriate safety measures. Detailed plans for exercises are to be submitted to range division 10 weeks out from the scheduled exercise start date. Seven working days must be included to allow survey actions and review by range division.

b. As a minimum the detailed plans for exercises should include the following:

- (1) A detailed scenario with sketches/ overlays to define the scheme of maneuver and the integration of supporting fires.
- (2) Coordination lines or check points to identify maneuver limits.
- (3) Limits of fire for each element and/or type weapon.
- (4) Visible control measures to be used, such as flags, panels, markers, and so forth.
- (5) Mortar/artillery firing data, safety cards and shift information.
- (6) Specific controls for firing while moving.
- (7) Provisions for handling misfires.
- (8) Provisions for search, marking, and disposal of duds.
- (9) Communication and control measures to include air observers, if employed.
- (10) Safety check list.
- (11) Approved Risk Management Worksheet.
- (12) Required target systems and battlefield simulation support.

c. Firing Precautions.

(1) No overhead fire is permitted over unprotected troops except as outlined in AR 385-63, Policies and Procedures for Firing Ammunition for Training, Target Practice and Combat.

(2) Flanking fire for small arms, to include ground or vehicle-mounted machineguns, is limited to an angle of 267 mils (15 degrees) or more between the line of fire and the closest individuals, provided all rounds impact down range from the individual. (See AR 385-63.)

(3) Hand grenades can only be used as outlined in AR 385-63.

(4) All DUD producing weapons can be used when fired into specifically dedicated areas that troops may not maneuver through

## Chapter 9 Training Ammunition Management

### 9-1. General.

This chapter establishes policy, responsibilities, and procedures for the management of training ammunition.

a. The procurement, distribution, and accountability for all ammunition, to include basic loads, are logistics functions addressed by AR 710-2 Inventory Management Supply Policy Below The Wholesale Level, DA Pam 710-2-1 Using Unit Supply System (Manual Procedures), and USAIC Regulation 710-3 Ammunition Supply Procedures, and physical security regulations. These functions are outside the purview of this regulation.

### 9-2. Functions.

a. The following are training management functions as described in Army Regulations 5-13 Training Ammunition Management System, 350-1 Army Training, and 350-41 Training in Units, the FM 25 series, FM 101-5, and DA Pamphlets 350-38 Standards in Weapons Training, 350-39 Standards in Weapons Training (Special Operations Forces), and TRADOC Regulation 350-8 Ammunition, and are within the purview of this regulation.

- (1) Identification of ammunition needed to accomplish specific training events or operational requirements.
- (2) Identification of annual training ammunition requirements.
- (3) Allocation of training ammunition authorizations based upon METL and command priorities.
- (4) Ammunition forecasting.
- (5) Quarterly review and analysis to identify ammunition shortfalls or surpluses.
- (6) Cross-leveling of authorizations between subordinate units to accomplish command priorities.
- (7) Identification of authorization shortfalls and their impact on training readiness.
- (8) Processing DA Form 581 Requests for Authorized and Forecasted Ammunition.

b. The Fort Benning Training Ammunition Manager fulfills the Commanding General's obligations under AR 5-13, paragraphs 1-4i and j, and is the focal point and local liaison between assigned, tenant and visiting organizations and their parent MACOM. The Fort Benning Training Ammunition Manager is assigned to the Operations and Training Division, DOT, and located in Room 503, Building 4. The Fort Benning Training Ammunition Manager's responsibilities are to:

- (1) Receive, validate and compile long-range, short-range and near-term ammunition forecasts from Major Subordinate Commands and forward consolidated data to the appropriate action office.
- (2) Manage, distribute and cross-level TRADOC and FORSCOM annual authorizations to Major Subordinate Commands to satisfy training mission priorities.
- (3) Monitor expenditures, and validate DA Form 581 based upon forecasts, remaining authorizations, established priorities and ammunition availability. The Fort Benning Training Ammunition Manager will apply the following guidelines:

- (a) will disapprove requests that exceed the user's remaining authorizations.
- (b) will not approve requests for unforecasted ammunition if on-hand supplies are not adequate or other forecasted requirements will be affected.
- (c) under the provisions of AR 710-2, may stop approving new requests for ammunition if the user has failed to reconcile previous issues in a timely manner. As a general rule, users may not retain training ammunition for more than 30 days, or more than 5 working days into the next fiscal year.

- (4) Provide staff coordination for any actions involving ammunition use for off-post use or non-Program of Instruction/non-STRAC ammunition requirements.
- (5) Arbitrate ammunition issues that Major Subordinate Commands cannot resolve.
- (6) Provide technical support of the command/staff assistance/inspection program and training.

c. Major subordinate commanders' S3s are expected to perform similar functions at their level.

- (1) Commanders will use historic usage data when determining requirements, forecasting and requesting ammunition.

(2) Commanders at all levels must monitor forecasting and usage so that critical training and operational requirements will be supported, surplus authorizations and monthly allocations will be re-distributed, and established authorizations are not exceeded. Each Major Subordinate Command will supervise and inspect subordinate units to verify that subordinate unit ammunition management functions are properly executed using approved Command Inspection Program/Staff Assistance Visit checklists.

d. Using unit commanders are responsible for identifying annual requirements in accordance with STRAC, approved Programs of Instruction and command guidance.

(1) Establishing training priorities and supporting mandatory training within the current annual authorizations.

(2) Determining how much ammunition is needed to support each event and forecasting ammunition 90+ days prior to the usage date.

(3) Monitoring usage and evaluating training to determine if objectives were met and ammunition was used effectively and efficiently. Ensuring that training ammunition is used for its intended purpose, preventing pilferage and accounting for all ammunition issued, and returning unused ammunition and residue to the ASP no later than five days after training has been completed.

(4) Monitoring expenditures so that annual authorizations and monthly forecasts are not exceeded, and turning back unneeded authorizations for redistribution.

e. Training ammunition is provided for training of Army personnel only. It will not be given to civilian agencies, other military services, or used for any activity whose primary purpose is other than Army training. Use of training ammunition for the following activities is specifically prohibited:

(1) Research, development, test, and evaluation (developmental and user testing) unless coordinated through and approved by HQS, TRADOC.

(2) Explosive ordnance disposal or environmental hazard contact. Operational loads (OLOADS) must be forecasted through the ASP and used for EOD purposes.

(3) Military interments or salutes. (Allow 21 rounds A080 for each interment. Forecast and use Operational loads for this purpose.)

(4) State security, guard duty, law enforcement (to include DOD police training), or wildlife protection/management. (Use Operational loads.)

(5) Quarry operations, and road repairs and construction.

(6) Other non-Program of Instruction or non-STRAC activities, even though some incidental training value may be gained. Using unit commanders may support Expert Infantryman Badge, Expert Field Medical Badge or Best Ranger testing with ammunition provided for STRAC requirements, but reimbursement will be made so that mandatory requirements can be supported. Program of Instruction ammunition may not be used for Expert Infantryman Badge/Expert Field Medical Badge training unless it is part of the Program of Instruction. Commanders may support Expert Infantryman Badge/Expert Field Medical Badge and Best Ranger train-up for these events "out-of-hide," which means that ammunition may not be requested for or authorized to support this trainup.

f. FORSCOM, SOCOM and TRADOC training ammunition may only be used for the respective MACOM's training. Ammo allocated for FORSCOM or USASOC training will not be diverted to support USAIC or TRADOC missions.

g. Training ammunition authorizations will not be used for non-Program of Instruction or non-STRAC demonstrations, live-fire exercises, or capability exercises, or HOTEXs without the knowledge and written approval of the commanding general, his chief of staff, or the Director of Operations and Training, and the TRADOC ammunition manager. In obtaining approval for such exercises, the supporting activity will indicate whether degradation of Program of Instruction requirements will result from the expenditure of the ammunition, and the Fort Benning Training Ammunition Manager will determine if on-hand supplies will support the requirement without interfering with other training or operational requirements.

h. For purposes of this chapter, a major subordinate command is any unit or activity that receives its annual ammunition authorization directly from Operations and Training Division, DOT, without going through an intermediate headquarters. USASOC tenants are referred to as Major Subordinate Commands even though they receive authorizations directly from USASOC.

### 9-3. Establishing Annual Training Requirements.

The Fort Benning Training Ammunition Manager will distribute specific instructions in early November that provide MACOM specific guidance and directions to users to submit annual training ammunition requirements (long-range forecasts) for the coming fiscal year. For planning purposes, a requirement is defined as the amount of ammunition needed to execute projected training to standards. The following general guidelines apply.

a. TRADOC activities calculate the ammunition needed to execute TRADOC-approved programs of instruction, instructor certification, and permanent party annual qualification, and other limited permanent party training.

(1) Program of Instruction ammunition will be calculated using current ARPRINT projections and TRADOC approved programs of instruction (POIs), modified by historical fill and usage data.

(2) Ammunition to qualify training cadre and administrative personnel will be calculated using DA Pam 350-38, TRC A, Category II guidelines. TRADOC activities will not include ammunition for non-Program of Instruction tactical training unless such training is essential to mission accomplishment. Use SATS or ammunition event worksheets to identify ammunition requirements for each event. Use average daily strength data to estimate the number of personnel to be trained.

(3) Dismounted Battlespace Battle Lab will submit its annual requirements to the USAIS training ammunition manager and provide an info copy to its TRADOC parent headquarters for final approval.

(4) TRADOC Systems managers and DOT systems division will submit research, development, test and evaluation requirements to the Army Test and Evaluation Command (ATEC).

b. FORSCOM deployable battalions and separate companies submit their annual requirements through the Fort Benning Training Ammunition Manager. They identify and schedule training to attain/sustain DA weapons qualification and gunnery standards mandated by DA Pam 350-38, Chapters 2 through 6, at TRC A for authorized weapons systems. Infantry and scout units (and in some cases military police and combat engineers) must use CAT I standards for organic weapons systems. Most combat support and combat service support units use TRC A/ CAT II standards. In addition, each deployable unit will plan for at least one annual internal or external ARTEP evaluation. These events, plus other events directed by higher headquarters, Expert Infantryman Badge and Expert Field Medical Badge testing, and other training generated internally by the commander's guidance must be included on the unit's master training calendar.

(1) Make sure multiple opportunities are provided to allow for personnel changes and sustain qualification percentages. Make sure that grenades and AT weapons systems are included. Include pyrotechnics from Appendix K if tactical exercises are planned.

(2) Identify ammunition needed for each scheduled event using ammunition event worksheets or Standard Army Training System software. Multiply the number of weapons systems times the STRAC recommendation for each event, modified by past experience and usage data. *Do not use the STRAC optimums* unless all optional strategies are actually scheduled for that weapons system. Do not include ammunition for unscheduled events or notional STRAC strategies that cannot be executed for lack of time or other resources.

(3) If SATS is used, annual and monthly forecasts can be generated automatically. Otherwise record, compile and total the data for each event, preferably using a database or an automated spreadsheet.

(4) Submit the annual requirement in accordance with in the approved DOT format. Be prepared to justify requirements if the total amount for any DODIC exceeds previous year's usage by more than five percent.

(5) The Fort Benning Training Ammunition Manager will validate each battalion and separate company's annual requirements by calculating the minimum and optimum amounts needed, based upon STRAC and the unit's weapons systems densities, and past usage.

c. USASOC tenants will submit their annual training requirements in accordance with DA Pam 350-39 and USASOC policy. Provide an unclassified summary by DODIC and amount to the Fort Benning Training Ammunition Manager for info purposes only.

d. CID, MEDDAC/DENTAC, and USAR tenants will submit their requirements and receive their annual authorizations thru their parent headquarters.

### 9-4. Managing Annual Authorizations.

a. TRADOC and FORSCOM provide annual authorizations to the Fort Benning Training Ammunition Manager for the upcoming fiscal year during the third quarter. The Fort Benning Training Ammunition Manager does not directly manage USASOC, MEDDAC or CID authorizations. Their parent headquarters enter this data directly in TAMIS-R and provide this data directly to users with courtesy data to the Infantry Center Fort Benning Training Ammunition Manager.

b. Since authorizations rarely equal requirements, the Fort Benning Training Ammunition Manager allocates ammunition authorizations as follows:

(1) TRADOC authorizations are sub-allocated to Major Subordinate Commands based on Program of Instruction and past usage data. Authorizations rarely equal requirements. Since cadre and permanent party requirements relatively small, they are usually fully supported. USAIS, Western Hemisphere Institute for Security Cooperation, Basic Combat Training and One Station Unit Training initial Program of Instruction authorizations closely approximate past usage, but may be adjusted to meet proven needs as the year progresses. Program of Instructions always have priority to critically short authorizations since annual qualification and instructor certification are local requirements. TRADOC units are expected to train to TRADOC approved Program of Instruction standards unless supply shortfalls force changes.

(2) FORSCOM authorizations are sub-divided equitably between the 3d Basic Combat Training Brigade, the 36<sup>th</sup> Engineer Group, the 988<sup>th</sup> MP Company and the 789<sup>th</sup> Explosive Ordnance Disposal Detachment, based on their validated requirements and a fair share of authorizations available. The Fort Benning Training Ammunition Manager further recommends but does not mandate how the 3<sup>rd</sup> Basic Combat Training Brigade and 36<sup>th</sup> Engineer Group authorizations should be further sub-allocated to the using units.

(3) The Fort Benning Training Ammunition Manager is responsible for posting annual authorizations for TRADOC and FORSCOM Major Subordinate Commands in TAMIS-R.

b. Major subordinate command Responsibilities for managing authorizations:

(1) Provide initial authorizations to subordinate Program of Instructions, battalions and separate companies, and record them in TAMIS-R.

(2) Cross-level authorizations between subordinate unit to resolve internal surpluses and shortfalls, and inform the Fort Benning Training Ammunition Manager by e-mail in the following format:

Unit	DODIC	C-auth	Change	N-auth
1-15 IN	A059	285000	-20000	265000
1-30 IN	A059	275000	+20000	295000

(3) Update TAMIS-R and make sure that sub-authorizations do not exceed the major subordinate command's total.

(4) Ensure that sub-units conduct quarterly authorization and usage review and analysis so that mission-essential tasks, minimum essential STRAC standards, and Program of Instruction requirements are met.

c. Reporting Surpluses and Unresolving Shortfalls. Major Subordinate Commands will attempt to resolve shortfalls by cross-leveling surpluses from other units (in accordance with the commander's priorities) before reporting them to the Fort Benning Training Ammunition Manager.

(1) Users will not request increases that will exceed approved Program of Instruction or STRAC optimums.

(2) Users may assume that authorization decreases are will be approved, but immediate increases are unlikely unless some other unit has reported a surplus.

(3) Contingency planning, to be executed if authorizations are increased, is strongly encouraged.

### 9-5. Ammunition Forecasting.

a. Ammo forecasts are necessary in order to "put ammunition on the ground" at the time and place needed. There are no consequences for not using forecasted ammunition, but there is a high risk for failure if ammunition is not forecasted for a scheduled or unforeseen event. DOT guarantees that forecasted requirements will be supported, either with the forecasted DODIC or with an acceptable substitute. No such guarantee is made for requests for unforecasted requirements.

b. DA Standards.

(1) The total ammunition forecasted in the current fiscal year may not exceed unused authorizations.

(2) Users will prepare forecasts that project usage for the next twelve months, even though authorizations may only be identified for the current fiscal year.

c. General provisions and procedures.

All ammunition forecasts will be based upon the analysis of events scheduled on the master training calendar. Upon receiving annual authorizations, training managers review ammunition event worksheets or SATS data and allocate available ammunition to events based on the commander's training priorities. Optional events for which no ammunition is available must be cancelled or postponed until ammunition authorizations are available.

(1) Currently USAIC-provided forecast spreadsheets are distributed to users on the 15<sup>th</sup> working day of the month for correction and returned to the Fort Benning Training Ammunition Manager by the 5<sup>th</sup> working day of the succeeding month. These spreadsheets will identify ammunition to be drawn at Fort Benning. Make Forecast changes by lining out the incorrect amount and writing the correct amount directly above the incorrect quantity.

(2) When DA mandates conversion to TAMIS-R procedures, the major subordinate command or using unit will enter forecasts directly in TAMIS-R, and provide a printed or electronic copy of the forecast to the Fort Benning Training Ammunition Manager, with changes to previous versions highlighted. The suspense for revising monthly forecasts will remain on the 5<sup>th</sup> working day of the month.

(3) Ammo forecasted but not used in the forecast month is not "rolled over" or available for use in the next month, but is credited back to the unit's remaining authorization so that it may be re-forecasted for use in a month that's not already locked in.

(4) Near-Term (90-day +) Forecasts:

Each month, users "lock-in" the forecast for ammunition needed for the next first three months after the current month. For example the forecast submitted in January will include ammunition already locked in February and March and ammunition to be locked-in in April. Once forecasts are "locked in", they can may be decreased any time but not be increased.

(5) Short-Range (3 to 12 months).

Short-range forecasts are updated whenever near term forecasts are prepared. Although timing or quantity adjustments are inevitable, training managers should be aware that significant increases, especially in CALS items, might not be fully resourced until forecasted but unused ammunition is added back to remaining authorizations. Except for CALS items, short-range forecasts are best estimate that are expected to be revised.

(6) CALS items. The supply for some items closely approximates annual requirements and necessitates intense DOD management to ensure that depot stocks are equitably distributed to using installations. The DOD CALS committee meets in April and November to decide how these items will be distributed for the next six months. The basis for these decisions is the user unit's forecast. Therefore, the units must take care to establish reasonably accurate six-month forecasts for CALS items in March and October. Changes in timing will not affect the distribution but unforecasted increases may not be fully resourced.

(7) Forecasting Ammo at Off-Post Destinations. Until TAMIS-R procedures are mandated, use the following procedures:

(a) To avoid shipping costs, ammunition should be drawn from the ASP nearest the CONUS or overseas training site. To be reasonably certain that the correct DODICs and quantities will be available at destination, units will prepare a DA Form 5514-R in accordance with DA Pam 710-2-1, chapter 11, listing the ammunition required, and forward it to G-3, at the destination installation at least 120 days prior to the expected pickup. Ask the destination installation to acknowledge receipt, confirm the availability of the ammunition requested, and provide instructions for submission of DA Forms 581 and 1687 by return mail. Provide an information copy of the forecast, indicating the date forwarded to Operations and Training Division, DOT.

(b) When circumstances preclude submission of forecasts 90+ days in advance, contact the USAIC Fort Benning Training Ammunition Manager for assistance.

(c) Include ammunition forecast for off-post use on the home station monthly forecast so that home-station ammunition will be available for contingency shipment.

**9-6. Submitting Ammunition Requests.**

a. Requests for forecasted and authorized ammunition will always be approved. Requests for authorized but unforecasted will be approved if on-hand supplies are sufficient

b. Requests for unauthorized ammunition will always be disapproved.

c. Until TAMIS-R electronic processing is on-line, users must submit signed original DA Form 581 and four duplicates, to reach the issuing-installation approving authority (usually Fort Benning Training Ammunition Manager or destination installation DPT/G3) ten working days prior to anticipated pickup. See DA Pam 710-2-1, chapter 11 for instructions and samples.

(1) Submit live ammunition and residue turn-in documents (minus quantities and signatures) and ammunition event worksheets (if requesting non-Program of Instruction ammunition) with the request for issue. The Fort Benning Training Ammunition Manager will immediately review turn-in documents and worksheets, identify any preparation errors and return them to the user unit.

(2) When the Fort Benning Training Ammunition Manager receives issue requests six or more working days prior to pickup, he will arrange for approved requests to be taken directly to the ASP. Requests received less than six working days prior will be transported to the ASP by the requesting unit. When emergency requests (less than 96 hours) are processed, units may retrieve the validated request from the Fort Benning Training Ammunition Manager within four hours for transport to the ASP.

d. When an off-post or overseas pickup is expected, unit should fax a copy of the signed original to the DOT-OPD, Attention: Fort Benning Ammunition Manager. Fax number is DSN 835-7575 or commercial 706-545-7575. Remember, except for NTC rotational ammunition, off-post issues and turn-ins are charged against the using unit's current annual authorizations.

e. Unforecasted Ammo Requests.

(1) Requests for unforecasted ammunition will be accompanied by a memorandum signed by the unit commander, that states what the ammunition will be used for, the consequences in terms of unit readiness if the ammunition is not provided, and why it was not properly forecasted. If applicable, the major subordinate command will review the request, and attempt to find forecasted but unneeded assets from elsewhere within the major subordinate command. When such attempts are unsuccessful the major subordinate commander will either "kill" the request, or forward it to the Fort Benning Training Ammunition Manager with his recommendation. The major subordinate commander's signature is required.

(2) The Fort Benning Training Ammunition Manager will "fill or kill" the request based upon existing availability.

(3) Requests for unforecasted ammunition not accompanied by memorandum will be "killed."

**9-7. Supplemental Instructions for Preparing DA 581 & DA 581-1.** Refer to Figures 11-8, -9 and -10, DA Pam 710-2-1.

a. Prepare separate DA 581s for training ammunition, basic loads, and operational loads and sensitive items that must be turned in immediately following training. Preprinted forms are preferred, but FORM-FLOW or photo copies are acceptable. Typing is preferred, but legible block printing in upper case is acceptable.

b. Fill out DA 581s exactly as depicted in DA Pam 710-2-1, with the following additional guidelines.

c. Block 3, Document number. The document number must include as a minimum the Julian date and the four character sequence number obtained from the unit's accountable but expendable document register. It may be preceded by the unit's six character DODAAC (see block 12).

d. Block 8, Request from: Enter the Unit name, home station, and unit identification code (UIC). The unit identification code is not the same as the DODAAC; The unit identification code is listed in the unit's MTOE or TDA.

e. Block 11, Allocation Period: Enter the month for which the ammunition was forecasted. If the month is not the same as the month in which the ammunition is requested, enter UNFCST. Do not enter the quarter as depicted in the examples.

f. Block 12, Requested By: Type the name of the authorized requester, as it appears on the Commander's Delegation of Authority Card, DA Form 1687 and have requested date and sign in blocks 12b and c.

g. Column 16, DODIC: Enter the four character DODICs in alphanumeric sequence, in upper case. If ammunition for over-head fire is requested, circle or underline the entire line (not column) with red ink.

h. Column 17, NSN: Leave this block blank. The ASP will enter the NSN provided.

i. Block 20, QTY Requested: Enter the amount needed. This amount may not exceed current authorizations remaining in the unit's account or the amount of ammunition remaining in the unit's forecast for the month, unless a memo requesting an exception to policy accompanies the 581.

j. Block 21, TEC Code: Approved TEC codes are listed in AR 5-13, para 6-4, or DA Pam 710-2-1, appendix I. This column is left blank when requesting operational or basic loads.

k. Block 28, Remarks: As a minimum, identify the training dates, date unused ammunition and residue will be turned in, and point of contact/phone number. If ammunition is for an OPCODE, enter OPCODE/NON-TAMIS in LARGE BLOCK LETTERS.

l. If more than seven items are needed, use another DA 581 or a 581-1 Continuation sheet. In block 20 of the 581 include the page number of the total number of pages. The same document number will appear on continuation pages.

m. Disposition of copies. The ASP/QASAS will retain the signed original and 3d and 4<sup>th</sup> copies. The second copy will be returned to DOT for local and TAMIS-R processing and then returned to the using unit. Copy 5 will be given to the soldier who receives or turns-in the live ammunition, brass and residue. The unit PBO should retain a suspense copy until the 2d or 5<sup>th</sup> copy is returned for posting.

### 9-8. Reconciling Ammunition Issues.

a. Unexpended live ammunition, brass and residue must be turned in to the ASP no later than five working days after the training event for which it was drawn is complete or 30 days after the issue date, whichever comes first. If units have a need to retain ammunition longer than 30 days, they will submit a written request thru the ASP's accountable officer to the Fort Benning Training Ammunition Manager. The unit commander is not relieved of accountability until this process of reconciliation is complete.

b. Tenants who train off-post will completely reconcile ammunition issues received at the destination installation before returning home. Units that draw ammunition at Fort Benning and transport it off-post for training will return unexpended missiles and CALS items to Fort Benning. If non-CALS conventional ammunition turned in at the destination installation, the unit will provide copies of turn-in documents to the ASP accountable officer and to the Fort Benning Training Ammunition Manager. Reconciliation is not complete until the unit shows proof of turn-in.

c. Ammo issued in one fiscal year (FY) may not be retained more than five working days into the next FY without written approval from DOT.

d. Under the provisions of para 3-44d(4), AR 710-2, the Fort Benning Training Ammunition Manager or the ASP's accountable officer will stop future ammunition issues until all reconciliation actions have been completed for the previous training mission.

### 9-9. Quarterly Review and Analysis (R&A).

a. Before each Semi-Annual Training Brief/State of The Command brief, unit training managers will compare remaining ammunition requirements to remaining ammunition authorizations to identify surpluses or resolve potential shortfalls. Surplus authorizations may be reallocated for unresourced contingency training or turned back to the next higher headquarters for redistribution. Ammunition shortfalls will also be identified and reported to the next higher headquarters for appropriate action. Cross leveling will be accomplished at the lowest possible level. After cross-leveling surpluses or shortfalls are reported to the Major Subordinate Command, needs will be reported to the Fort Benning Training Ammunition Manager for appropriate action.

b. 4th Quarter Procedures. USASOC and FORSCOM units should turn back surplus authorizations to meet their respective MACOMs' management goals by the 10<sup>th</sup> working day of June. TRADOC Major Subordinate Commands will turn-back surplus authorizations no later than the 15<sup>th</sup> working day of July. If a Major Subordinate Command turns back more than five percent of any DODIC authorized, the Major Subordinate Command commander must provide a written explanation why the ammunition authorization requested was not needed.

c. Unexpended authorizations are not available after the fiscal year ends, and authorizations are not rolled over to the next year. Using units are cautioned to ensure:

(1) That all ammunition needed for fourth quarter training is properly forecasted.

(2) That all training scheduled is conducted to standard.

(3) That all surplus authorizations are turned back to the next higher headquarters. Do not hoard authorizations in the hopes that "windows of opportunity" will be opened.

d. If authorization increases are needed, the minimum essential quantities are requested. Contact the Major Subordinate Command ammunition manager or the Fort Benning Training Ammunition Manager for specific instructions.

### 9-10. Standards and Goals.

a. DA Management Goal: In the interest of conserving ammunition, DA's 95% year-end expenditure goal was abolished in 1997. Users are now expected to conserve ammunition wherever possible, while training to Program of Instruction or STRAC standards. However Activities may use surplus authorizations for special training events such as non-STRAC training, competitive marksmanship, Expert Infantry Badge or Expert Field Medical Badge training, but are prohibited from expending ammunition solely to increase their usage percentage.

b. DA Standards: Forecasts and requests for training ammunition will not exceed unused authorizations. Using units are reminded that training ammunition issued overseas or off-post for training is also charged against remaining training authorizations. Using unit commanders are responsible for managing training within authorizations, and preventing over-expenditures.

c. TRADOC has retained a 90% usage rate with no over expenditures as management goal for TRADOC installations and activities. The Fort Benning Training Ammunition Manager and using unit staff will cross-level surpluses and aggressively turn-back authorizations to achieve the TRADOC management goal. If the using unit accidentally turns back too much ammunition, the Fort Benning Training Ammunition Manager will increase authorizations to cover new usage projections.

d. USASOC, FORSCOM, MEDCOM, CID and Corps of Engineers have not identified usage goals to the Fort Benning Training Ammunition Manager, but annual usage that is less than 80 percent is always subject to explanation, and written explanations are required when annual authorizations are exceeded.

e. When a unit draws live ammunition and returns more than 15% of the ammunition, the using unit will conduct an after-action review to determine if all soldiers were trained to standards as planned or if ammunition requirements were overstated, and take corrective action. A written explanation will be made, retained for three years and subjected to USAIC or Major Subordinate Command inspection. When Program of Instruction ammunition is consistently overstated, the using organization and the DOT course monitor will make Program of Instruction revisions and submit them to TRADOC for approval.

### 9-11. Unanswered Training Ammo Management Questions.

a. This appendix does not include TAMIS-R policies and instructions. The TAMIS-R Help Line may be contacted at 1-800-934-1169.

b. The Fort Benning Training Ammunition Manager is the local liaison between users and their parent MACOMs and can obtain or provide answers to MACOM specific questions not otherwise addressed in this chapter. The Fort Benning Training Ammunition Manager is located in Building 4, Room 503, telephone 545-5457, fax number 545-7575, or by electronic e-mail at FeddeC@benning.army.mil.

## Chapter 10 Standards Of Conduct for Physical Training

### 10-1. General.

This chapter provides guidance concerning the execution of the Army Physical Fitness Program at the United States Army Infantry Center and Fort Benning, Georgia.

### 10-2. Policy.

Physical fitness is the foundation of combat readiness and must be an

integral part of every soldier's life. The readiness of our Army begins with the physical fitness of individual soldiers, noncommissioned officers, and officers who command them. All commanders at the United States Army Infantry Center will establish and conduct physical fitness programs consistent with this policy that will enable all soldiers to meet and/or exceed the Army's standard in physical fitness.

a. Physical fitness is first and foremost an individual responsibility. All soldiers assigned to USAIC and USAIS will participate in physical training sessions five days per week.

b. Unit commanders will establish unit goals and use master fitness trainers to plan their physical fitness programs, based on the unit's mission and Mission Essential Task List (METL), in accordance with AR 350-41, chapter 9, and FM 21-20, Physical Fitness Training.

c. Training programs will include sufficient intensity, frequency and duration to strive for excellence in cardio-respiratory endurance, muscular strength and endurance, flexibility, and body composition, in accordance with AR 350-41, chapter 9, and FM 21-20.

d. The normal window for USAIC physical training is 0600-0730, Monday through Friday. Due to training requirements, the Infantry Training Brigade and Basic Combat Training Brigade conduct physical training Monday through Saturday from 0530-0700. Hours for the 75th Ranger Regiment are normally 0630-0800. MEDDAC conducts physical training 0530-0630 or 1700-1800 daily due to mission requirements. Units who cannot conduct physical training during the normal physical training window will conduct physical training when the Commander determines.

e. All soldiers participating in physical training as a unit or individual during the designated time periods will wear the Army physical training uniform. For safety and medical emergency purposes, soldiers will wear Identification Tags. Medical Alert Tags will be worn if required. Gold chains and jewelry are not authorized for wear. Soldiers are authorized to wear gray or black colored spandex shorts (above the knee length) under their physical training shorts in accordance with AR 670-1 Wear and Appearance of Army Uniforms and Insignia, chapter 13. This is an individual decision and not a requirement. The mandatory possession date for the "Improved Physical Fitness Uniform" is 01 October 2003. The Army Physical Training Uniform and the Improved Physical Fitness Uniform are authorized for wear in formation until the mandatory possession date of the Improved Physical Fitness Uniform. Distinctive unit physical training uniforms are authorized for wear by the 75th Ranger Regiment, Ranger Training Brigade, Physical Fitness School, Western Hemisphere Institute for Security Cooperation, other Service instructors, students, representatives, Liaisons and International students. During cold weather conditions, the black knit cap and black leather gloves with inserts will supplement the cold weather uniform. The decision to wear the black cap/leather gloves/inserts rests with the unit commander. Hats, sweatbands, or other headgear other than the black cap are not authorized for wear.

f. Units using vehicular roadways will ensure road guards wear highly visible safety reflective vests and carry flashlights. To enhance training safety, Commanders will ensure that straggler control is maintained and that obscene cadences are not used during the run. The responsible leader in charge of physical training will ensure that proper respect and courtesy are rendered to other units, civilians, and traffic they encounter. Vehicle tag numbers of traffic violators will be reported to MPA immediately. No unit will conduct physical training in or around housing areas. Units will remain silent during those periods in which formation/group travel occurs in areas adjacent to housing areas. No commands will be given and no singing will occur. Cadence calling near housing areas is prohibited. Units will only run on designated roads.

g. Supervisors will ensure shirts remain tucked in at all times during and after physical training. It is not appropriate to remove the physical training shirt at the conclusion of training, nor during organized athletic competition when one side is "shirts" and the other is "skins". At no time will any person conduct physical training on Fort Benning without an appropriate, athletic T - shirt. This includes off-duty, as well as on-duty, physical training. This policy applies to soldiers, their dependents, guests, and civilian personnel (DoD, Non Appropriated Fund, and contractor) working on the installation. This policy is not intended to change existing dress standards at Fort Benning swimming pools.

h. Qualified personnel may wear the authorized physical fitness badges, in accordance with AR 670-1, Wear and Appearance of Army Uniforms and Insignia. No other badges are permitted.

i. Unit commanders will ensure that a record Army Physical Fitness Test is administered to each soldier at least twice a year, with a minimum of four months separating record Army Physical Fitness Training (APFT)s if only two record tests are given. Army Physical Fitness Training procedures will be in accordance with AR 350-41, chapter 9, and FM 21-20. Units will record height and weight measurements when soldiers take the APFT or within 30 days of the APFT if circumstances warrant, in accordance with AR 600-9, the Army Weight Control Program.

j. Priority for the one-mile track located on Stewart-Watson field is for the conduct of the APFT. Multiple units may administer the APFT at the same time through direct coordination with each other and applying simple courtesy and common sense. All individuals will run in a counter clockwise manner. Individuals, including civilians, moving at slower paces will stay to the outside of the track and clear the way for those running faster.

k. Commanders are authorized to establish special physical training programs for soldiers who have difficulty meeting Army standards. Special physical training for soldiers failing to meet physical standards will be conducted in addition to normal unit physical training. Special physical training may be conducted one and one half hours before or after the normal duty day to include Saturday. Such established programs will not be punitive in nature. Programs must be designed to build soldiers up, not tear them down. Additional conditioning is not a substitute for smart, intense, tailored conditioning. Develop programs to overcome specific weaknesses and to meet individual soldier needs, in accordance with AR 350-41, chapter 9, and FM 21-20.

l. Soldiers with a medical profile will attend regular physical training sessions and perform exercises to the limit of their medical profiles. Qualified medical personnel must be consulted concerning vague or confusing profiles.

m. Pregnant and postpartum soldiers will be enrolled in the Military on the Move (MOM) physical training

n. This policy allows us to maintain a degree of uniformity and accomplish fitness goals. The policy establishes guidelines for a balanced training approach that enables units to meet physical fitness standards as defined by the unit mission and METL.

## **Chapter 11 USAIC Staff Inspection Program**

### **11-1. General.**

The USAIC Staff Inspection Program assists the Major Subordinate Commanders in correcting problems that may affect unit readiness. The USAIC Staff Inspection Program complements all inspection activities, including audits and inspections by outside agencies within the Major Subordinate Command, and eliminates the redundancy and burden of excessive inspections.

### **11-2. Policy.**

The USAIC Staff Inspection Program is designed to teach, train, and evaluate at Major Subordinate Command level.

### **11-3. General Guidance.**

Provide a routine realistic assessment of a Major Subordinate Command attainment of established USAIC administrative and operational goals and standards through ensuring compliance with established USAIC policies and procedures. Assist the Major Subordinate Command to attain USAIC goals and objectives by identifying systemic deficiencies and recommending corrective actions, teaching and training the Major Subordinate Command Staff on the standards required for their responsible functional areas to help ensure they are qualified to conduct the Major Subordinate Command Organizational Inspection Program.

### **11-4. Inspections.**

The USAIC Staff Inspection Program will consist of a Staff Assistance Visit within 6 months of a Major Subordinate Command commander's assumption of command. The Staff Assistance Visit Findings are reported only to that Major Subordinate Command. A Staff Inspection follows the Staff Assistance Visit within 12 months of the Staff Assistance Visit. The Findings of a Staff Inspection will be provided to the USAIC Command Group as well as the Major Subordinate Command. The USAIC Chief of Staff will attend all Staff Inspection Out-Briefs.

Select USAIC Inspectors will augment the 3d Infantry Division Inspector General team as they conduct the Marne Inspection Program for 3d Brigade units stationed at Fort Benning in accordance with Memorandum of Agreement. The 3d Infantry Division Inspector General team will request and coordinate all their inspection support requirements through the DOT not later than 13 weeks before the inspection.

#### 11-5. Proponents.

a. The Directorate of Operations and Training is the USAIC proponent agency for scheduling, coordinating, and implementing the Staff Inspection Program. The DOT will also maintain a USAIC Staff Inspection Program Web Page on the Intranet that has the current Inspection Schedule and current Checklists and Standards for all applicable Functional Areas.

b. The Office of the Inspector general will directly monitor the USAIC Staff Inspection Program to ensure its effectiveness as an objective assessment tool for the Commanding General. The Inspector General is responsible for the training and certification of the USAIC installation Staff Inspectors and assisting the DOT as required.

c. The applicable USAIC Staff Directorates will provide a point of contact to coordinate the Staff Inspection Program requirements with the DOT action officer and the Inspector General. Each Directorate point of contact will ensure all checklists and standards are current, all inspectors are trained and certified by the Inspector General, attend all In and Out-Briefs, consolidate findings and provide to DOT the inspection results, executive summary, and Out-Brief VGT. The Directorate point of contact will meet all inspection suspense dates as required by the DOT Staff Inspection Program action officer, and support any Major Subordinate Command commander's request for assistance if required for their OIP.

#### 11-6. Procedures.

a. 13 Weeks out: The DOT Staff Inspection Program action officer will contact the Major Subordinate Command and coordinate the 5 day inspection window and the Pre, In and Out-Brief dates to include locations for each. If the inspection is a Staff Inspection, coordination for the USAIC Chief of Staff to attend the Out-Brief will also be made

b. 5 Weeks out: The DOT Staff Inspection Program action officer will provide the Major Subordinate Command official notification confirming the previously proposed dates, times and locations required for the Staff Inspection Program. The Major Subordinate Command will also receive the functional areas list to determine which are applicable and provide the unit point of contact information for those applicable areas to the DOT Staff Inspection Program action officer.

c. 14 Days out: The DOT Staff Inspection Program action officer will conduct the Pre-brief with the Major Subordinate Command DCO/XO and Staff to confirm the applicable functional areas to be inspected and point of contact information. The DOT Staff Inspection Program action officer will provide this information to the Directorate point of contact's to disseminate out to their inspectors to coordinate the Date/Time/Location for their inspection to take place within the 5-day inspection window.

d. Not later than 3 Days out: The DOT action officer will conduct the formal In-Brief to the Major Subordinate Command commander with all Directorate point of contact's, inspectors and unit point of contact's present as to make any final inspection coordination changes and answer any last questions reference their inspection checklists and/or standards.

e. The USAIC Staff Inspection Program uses Fully Met (FM), Partially Met (PM), and Not Met (NM) evaluations for each functional area. There is no overall evaluation for the Major Subordinate Command. Functional areas found PM or FM are not required to be re-inspected. However, the Major Subordinate Command commander may request a re-inspection of any areas not found FM. Areas found NM during a Staff Inspection are required to be re-inspected within 30 calendar days.

f. Not later than 14 days: The formal Out-Brief will be given to the Major Subordinate Command commander and if the inspection was a Staff Inspection, the USAIC Chief of Staff will attend. All Directorates Point of Contact's will attend and brief their findings. Any inspectors who gave a PM or NM, or wish to commend a unit point of contact will attend to explain their findings.

## Chapter 12 Internal Evaluations

### 12-1. General.

a. This chapter describes the established procedures for the USAIS and Directorate of Operations and Training to conduct internal unannounced training evaluations to further ensure the standards in training are enforced in accordance with the program of instruction.

b. The FM 25-100, Training the Force, emphasizes the importance of evaluations in the following statement: "Evaluations of training measures the demonstrated ability of individuals, leaders, and units against specified standards."

c. The evaluation reports will provide the chain of command performance feedback vital in making assessments of Initial Entry Training.

### 12-2. Policy.

a. Internal evaluations will focus on Initial Entry Training in support of Basic Combat Training and One-Station Unit Training. The intent is to assess all aspects of training and training support. These evaluations will include:

(1) Assist Commanders in identifying training distracters and resources problems during the conduct of training.

(2) Verification of the application of the System Approach to Training to meet minimum essential analysis, design, development requirements, and implementation. The emphasis will be on course content and the achievement of learning objectives to the prescribed Program of Instruction standards.

(3) The verification of all safety standards are being complied with as required by the Post Safety Regulations, Risk Assessment Process, Environmental Regulations, Range Control Procedures, and safety requirements noted on the Training Support Package.

b. The evaluation report checklist will be utilized during these evaluations and can be obtained at 545-6114.

### 12-3. Evaluation Reporting Procedures.

a. At the conclusion of the evaluation, the evaluator will back brief the Unit Commander or his senior representative at the training site and leave a copy of the evaluation sheet.

b. A weekly report will be forwarded to the DOT. The weekly report will address specific problems and outstanding accomplishments. If there is a recurring training deficiency, the DOT will forward the matter to the respective Commander. Distribution of the weekly report will be to the S-3, Infantry Training Brigade; S-3, Basic Combat Training Brigade; S-3, 29<sup>th</sup> Infantry Regiment; and the USAIS Command Sergeant Major.

c. Executive Summary.

A quarterly report of all evaluations will be provided to the Assistant Commandant. The quarterly report will be distributed to the S-3's at the following units: Infantry Training Brigade, Basic Combat Training Brigade, and 29<sup>th</sup> Infantry Regiment. A copy will also be provided to the USAIS Command Sergeant Major.

## Chapter 13 Training Support Center

### 13-1. General.

This chapter provides guidance for receiving training support from the Training Support Center (TSC), Directorate of Operations and Training.

### 13-2. Policy.

The Training Support Center provides training support to all authorized customers within the assigned geographical area.

### 13-3. Visual Information & Training Requirements Support.

The TSC provides support for visual information and training requirements. This includes the production and loan of training items needed for training purposes such as:

a. Production items are described as follows:

(1) Graphic training aids. Displays, charts, miscellaneous signs, camera ready art, fliers, color separations for printing, logos, clip art, line drawings, posters, book covers, vu-graphs, and so forth utilized for briefing instruction.

(2) Devices. Training aids, devices and models made of wood, metal, plastic, foam or any combination thereof. Items range from plastic rifles, grenades, mine parts, pistols, bayonets, pugil sticks, Javelin dummy missiles, ground subject boards and anything in general related to hands on training.

(3) Photographic requirements. DA digital photos, passport photos, aerial photos of training sites, photos of test equipment, accident and investigative coverage.

(4) Self-Help Section. The Self-Help section's intended use is for authorized customers who need to prepare and fabricate last-minute training requirements. The following items can be made: charts, posters, vu-graphs, signs, podium cards, nameplates, enlargements/reductions of black and white copies. Thirty (30) type styles from 8 point to 36 point are also available.

b. Loan of Training Aids/Devices.

(1) Training devices. LAW launcher tubes, manikins, launch effects simulator, and so on.

(2) GTAs.

(3) Multiple Integrated Laser Engagement Systems (MILES). MILES has been distributed to help Commanders conduct realistic small unit tactical training and to overcome the lack of depth and maneuver of firing ranges. MILES equipment can be obtained through the DOT, Training Support Center. Units must have a licensed individual sign for MILES at time of issue. Request for MILES equipment

should be forwarded to Training Support Center not later than five weeks prior to the intended date of use.

(a) MILES training. The DOT is responsible for establishing a MILES training team and for establishing initial and refresher training for valued customers.

(b) Licensing. DOT is also responsible for licensing all trained personnel to request, draw, and sign for equipment from the MILES warehouse and for inspecting training in which the MILES equipment is being utilized.

(c) Methods. The two methods of MILES training are conducted for units to receive licensed operators are Equipment Operator Training classes and Unit-Specific MILES Training.

c. Training Simulation Devices. Training simulation devices are a resource multiplier for training managers. They are designed to compensate for the limited resources of service ammunition, training areas, ranges and time; and they allow for simulation of combat conditions. The ability to determine the effects of engagement between opposing units with MILES equipment is the best example of this type equipment. To provide information concerning training simulation devices available at Fort Benning and to establish the training simulation device policy, the use of training simulation devices will be integrated into unit, leader, and individual training to the maximum extent possible. Table 13-1 depicts a list of Devices.

**Table 13-1. Devices**

Threat Vehicles/Equipment			
Accoutrement Kit - PVT DVC-T 30-19A	Warsaw Pact Radio Log *TAD 0095	Mapboard Edge Light *TAD 1060	Training Set Fire Observer DVC 06-59 will become obsolete this year
Accoutrement Kit - PFC DVC-T 30-19B	NBC Signs Soviet *TAD 0095W	Mapboard Move SC Model *TAD 1061	Kit Tng. Gunnery 105mm DVC 06-02
Accoutrement Kit - CPL DVC-T 30-19C	Uniform Soviet Off FLD Summer	Mapboard w/plexiglass *TAD 1223	Arty. Mine& Demo Noise Sim. DVC 06-19A
Accoutrement Kit - JR SGT DVC-T 30-19D	Uniform Soviet Enlisted Summer	<b>Aviation</b>	20mm Sub Cal F/105mm DVC 06-03
Accoutrement Kit - SGT DVC-T 30-19E	Uniform Soviet Enlisted Summer work	4X4 OH-58 Helicopter (Display Board)	Trainer FA M31 DVC 06-22
Accoutrement Kit - SR SGT DVC-T 30-19F	<b>Navigation</b> Map Reading DVC 05-01	Flight Strip *TAD 0236	Trainer FA M31 14.5mm DVC 06-22D
Accoutrement Kit - 1ST SGT DVC-T 30-19G	Model Set - Terrain Chest DVC 05-03	Blind Flying Hood DVC 01-130	Trainer FA M31 M114A1 DVC 06-22E
Accoutrement Kit - JR LT DVC-T 30-19H	Model Bridge AL Deck DVC 05-05	Blackhawk Hel. Cargo M/UP *TAD 0243	<b>Engineer</b> Model Bridge - Alum Deck DVC 05-05
Accoutrement Kit - LT DVC-T 30-19I	Display Board - Knots DVC 05-10	Missile Aircraft M/UP *TAD 1254	Bailey Bridge Model DVC 05-07
Accoutrement Kit - SR LT DVC-T 30-19J	Map Projection Demo DVC 05#11	Helicopter OH-60 M/UP *TAD 1224	Timber Trestle Bridge Model DVC 05-08
Accoutrement Kit - CPT DVC-T 30-19K	Protactor MR-2 *TAD 0057	Aircraft Control Map w/lights *TAD 1250	Dummy Round 165mm DVC-T 05-40
Accoutrement Kit - MAJ DVC-T 30-19L	Mid Plotting Board *TAD 0058	<b>Artillery</b>	FA Direct Fire Trainer DVC 06-55
Accoutrement Kit - LTC DVC-T 30-19M	Compass Lensatic M/UP *TAD 0093	Forward Observer Trainer DVC 06-85	Smoke Prod. M21 A/Tank Mine 02DVC-T 23-31
Rifle AKM *TAD 0036	Watch & Sun 4'X4' *TAD 0211	Miniature Moving Target DVC-T 06-82	Smoke Prod. M16 A/Pers. Mine DVC-T 23-32
Machine Gun - Sov. PKM *TAD 0045A	Coordinate Scale w/H & V Mov *TAD 0257	Arty. Ammo Handlers Rd. DVC-T 06-81	M21 A/Tank Mine (Inert) DVC-T 23-33
			M16 A/Pers. Mine (Inert) DVC-T 23-34

M14 A/Pers. Mine (Inert) DVC-T 23-38	Mannequin CPR Tng. DVC 08-15	Sight M16A1 Rifle (Front& Rear) *TAD 0026	<b>General</b> Target Mechanized Nitefire DVC 07-15
Mine M19 A/Tank *TAD 0050	Mannequin Resuscitation Tng DVC 08-16	Sight M16A2 Rifle (Front& Rear) *TAD 0026A	Gun Subcaliber 7.62mm DVC 07-46
Mine M15 A/Tank *TAD 0062	Arrythmia Simulator DVC 08-21	Rifle Rest Boxes *TAD 0012	M60A1/A3 - MILES DVC 07-56/7
Block TNT 1-3/4"X7" *TAD 0500	Nerve Agent Tng. Kit DVC 08-36	Bullseye Sight Disc *TAD 0013	Mount Subcaliber Brewster DVC 17-59/1
Block TNT 1"X1"X6" *TAD 0501	<b>NBC Training</b> Aerial Radiological Surv. DVC 03-03	Windage Clock & Scale *TAD 0014	Telfare Mount Cal .50 DVC 17-60
Block C4 Rubber *TAD 0502	Sim. Radiac Hot Spot DVC 03-05/1	Range Card Min. *TAD 0015	Simulator Tank Gunfire DVC 17-61
Round M203 Dummy *TAD 0600	Sim. Radiac Receiver DVC 03-05/2	Sight Picture Rifle & Pistol *TAD 0010	Target Hold Mech. Tank DVC 17-63
<b>Medical</b>	Marke CBR (Set) *TAD 0024	Rifle M16 M/UP *TAD 0032	BFV U-COFT (M2/M3 COFT) DVC 17-74
Doll Nursing - Tech. Tng DVC 08-01	<b>BRM Training</b> M15 Sighting Device DVC 07-26	Tactical Survival M16A1 MILES DVC 07-56/1	Target Range Sys. 1:60 Scale DVC-T 17-86
Anatom Model Torso/Head DVC 08-02	<b>Aiming Device Assembly</b> Rimfire Adapter 5.56mm DVC 07-55	M60 Machine Gun MILES DVC 07-56/2	TOW Missile M/UP 1:1 Scale DVC-T 07-89
Adult Human Male Skeleton DVC 08-03	Weaponer Systems M16 DVC 07-57	Dragon - MILES DVC 07-56/3	Armor Vehicles Models 1:35 Scale DVC-T 17-102
War Wounds Moulage Kit DVC 08-04	M16 Sighting Device DVC-T 07-84	Viper - MILES DVC 07-56/4	105mm Round M920 Sabot DVC-T 17-105
Intravenous Therapy Trnr. DVC 08-05	Target Box Paddle DVC-T 07-86	M113 APC - MILES DVC 07-56/5	105mm Round M921 Heat DVC-T 17-106
Arterial Blood Action Sim DVC 08-06	Riddle Sighting Device DVC-T 07-87	TOW - MILES DVC 07-56/6	TANK T-62A MED 1:10 Scale DVC-T 17-81
Hy Syringe Trnr. DVC 08-08	Rifle M16A2 M/UP DVC 09-20	M60A1/A3 - MILES DVC 07-56/7	BMP 1:10 Scale DVC-T 17-82
Oral Thermometer Trnr	Brass Deflector M16 DVC-T 23-30	Controller's Gun Sim. Sys. DVC 07-56/9	122mm Armor Veh. 1:10 Scale DVC-T 17-84
Colostomy Moulage Kit DVC 08-10			Tanker Game DVC-T 17-80
Casualty Simulation Kit DVC 08-14			

## Chapter 14 Installation Base Support

### 14-1. General.

The purpose of the Installation Base Support Program (taskings) is to manage, monitor, and provide personnel and equipment support for all training and daily operation of the installation. The Installation Base Support Program consists of two support programs:

a. Installation Cyclic Support. The Installation Cyclic support program is provided by FORSCOM organizations. This support is provided by the following commands the 3d Brigade, 3d Infantry Division and the 36<sup>th</sup> Engineer Group (medical units included).

(1) Cyclic support consists of recurring and nonrecurring installation support requirements. Operations and Training Division, DOT will

(a) coordinate recurring requirements well before entering the cyclic period.

(b) update recurring requirements as necessary and report to the cyclic organizations.

(c) Forward nonrecurring requirements, as approved for installation support on a case-by-case basis, to the applicable support element, as soon as possible.

(2) The cyclic support units, in addition to normal post support, provide POI support that is unique to their organizations and not available in the 29th Infantry Regiment. Identify Program of Instruction support not later than 17 weeks before the start of the affected training week and lock-in support requirements at 13 weeks.

b. Installation Permanent Support. The Installation Permanent support program is provided by TRADOC organizations. This program consists of support provided by the Infantry Training Brigade from the daily guard and detail company. In addition, the Permanent Support Program consists of support from all TRADOC elements to provide POI support and normal installation requirements for all external taskers from higher headquarters. Submit all requests for non-Program of Instruction support to allow the providing unit 13 weeks lead-time. Only those requirements processed through the DOT tasking office are considered official taskings.

**14-2. Requests for Installation Support**

a. The use of external support is often required to accomplish training missions. However, it is the responsibility of any organization to exhaust all internal assets before requesting support. The tasking of another unit's resources can be detrimental to the latter's training, maintenance, morale, and leadership.

b. The DOT provides installation support to Fort Benning by tasking appropriate Major Subordinate Commands for support. Requests for support must be submitted to DOT, Operations and Training Division not later than 13 weeks prior to the required date for personnel or equipment support. Any request that does not meet the 13-week lock-in must be signed by the Major Subordinate Command Commander, Executive Officer, or S3.

c. Request and support or other information on taskings, policies, and procedures can be found in USAIC Regulation 570-5 Manpower and Equipment Control, dated, 19 July 2000. This regulation can be found and is posted on the DOT web site at <https://www.benning2.army.mil/dot/> and on the Fort Benning publications web page at <https://www.benning2.army.mil/pubs/>.

**Chapter 15  
Training****15-1. General.**

Training support priority for Fort Benning is listed in the Annual Training Guidance. During the normal course of training the number one priority for the installation are Initial Entry Training courses (One Station Unit Training/Basic Combat Training Brigade), followed by Infantry Officer Basic Course. However, priorities can change based upon type training, unit requirements, and real world missions.

**15-2. Priorities.**

Priorities for training support are listed in alphabetical order as shown below:

- a. Infantry Training Brigade
- b. Basic Combat Training Brigade
- c. BASIC OFFICER LEADER COURSE
- d. IOBC
- e. OCS
- f. Primary Leadership Development Course
- g. BNCOC
- h. ANCOG
- i. ICCG
- j. IPCC AND IPCC BFV
- k. RANGER
- l. AIRBORNE
- m. SNIPER
- n. BFV MASTER GUNNER
- o. BFV LEADER
- p. MORTAR LEADER
- q. LONG RANGE SURVEILLANCE LEADER
- r. JUMPMASER
- s. PATHFINDER
- t. WHINSEC COURSES
- u. ICC-RC
- v. LRSL-RC
- w. INTERNATIONAL OFFICER PREP

**15-3. Training helicopter Assets.**

Priorities for Program of Instruction training helicopter assets are listed in alphabetical order as shown below:

- a. RANGER
- b. 5<sup>TH</sup> RTB
- c. 6<sup>TH</sup> RTB
- d. 4<sup>TH</sup> RTB
- e. IOBC
- f. RSL
- g. PATHFINDER
- h. SNIPER
- i. LRSL-RC
- j. FORSCOM UNITS
- k. ALL OTHER UNITS

**15-4. Close Combat Tactical Trainer.**

Priorities for Simulation Close Combat Tactical Trainer (CCTT) are listed in alphabetical order as shown below:

- a. ANCOG
- b. BFV LEADER
- c. ICCG
- d. IPCC-BFV
- e. FORSCOM UNITS
- f. ALL OTHER UNITS

**15-5. Conduct of Fire Trainer.**

Priorities for Simulation Conduct of Fire Trainer (COFT) are listed in alphabetical order as shown below:

- a. BFV MG
- b. BFV LEADER
- c. FORSCOM UNITS
- d. ALL OTHER UNITS

**15-6. Hands on Turret Trainer System.**

Priorities for Simulation Hands on Turret Trainer System (HOTS) are listed in alphabetical order as shown below:

- a. BFV MASTER GUNNER COURSE
- b. FORSCOM UNITS
- c. ALL OTHERS

**15-7. Deconflicting Courses.** Courses are deconflicted using the course priority listing at 13 weeks out.

**15-8. Conflict Changes.**

There are few changes that cannot be accomplished because of conflicts. These types of problems are resolved at the monthly deconfliction meeting.

**15-9. Questions.**

Question pertaining to Training Support Priorities may be directed to telephones 545-6519 or 545-1619.

**Chapter 16****Additional Training Requirements.**

**16-1. General.** This chapter outlines additional training requirements that support unit readiness and or individual proficiency. Unit commanders should schedule additional training designed to correct specific deficiencies, accomplish administrative requirements or improve individual skills. Training should include, but not be limited to, the following:

**16-2. Refit Days.** Unit commanders/staff supervisors may authorize a refit day on first-of-month payday or a day soon thereafter that best supports their schedule. This refit day will be for administrative and logistical refit of the unit. These goals can be met with such activities as musters; parades; inspections; administrative records checks; and review of personal affairs, such as will update, power-of-attorney review, shots, ID card, shot record update; and personal time for Soldiers to solve individual problems.

**16-3. Medical MOS Proficiency Training.** Commanders should establish a medical proficiency training (MPT) program for all assigned medical personnel. The training conducted in the basic and AIT courses provide the skills medics require for performing most tasks to a minimum standard. Health Services Command has developed a program that allows medics to provide direct patient care so that the 91-series MOSs can perfect their skills and gain the self-confidence required to perform on the battlefield. The objective of the program is for every CMF 91 soldier to participate in at least one 90-day medical proficiency training rotation each year. During this period the soldier will provide direct care to patients under the supervision of a medical officer. Personnel to be placed in a training program will be determined by the FORSCOM unit commander in coordination with the Plans, Training and Mobilization and Security Division, MEDDAC. FORSCOM non-medical units may coordinate duty in a local medical treatment facility for MOS proficiency training.

**16-4. Basic Rifle Marksmanship.** A good rifle marksmanship program is based on the concept that Soldiers must be proficient marks-

men, capable of effectively applying their shooting skills in combat. The degree of proficiency attained by a soldier depends upon the correct teaching and application of marksmanship fundamentals and sustainment of these skills at unit level. Preparatory marksmanship training is a must, not only prior to annual qualification but also throughout the year. Soldiers will qualify annually with their assigned weapon as required by AR 350-41 and DA Pam 350-38. Units not assigned individual weapons are encouraged to conduct annual qualification training commensurate with weapons and ammunition availability. Individuals responsible for weapons training in TRADOC courses, including all drill sergeants, will qualify annually on the individual/crew-served weapon they instruct.

**16-5. Training the Modernizing Force.**

a. New equipment and new or restructured organizations are being introduced into the Army causing changes in tactics and doctrine. This process will continue to be the norm in the future. The training burden for new equipment transition will be shared among United States Army Development and Readiness Command (DARCOM), TRADOC, FORSCOM, and Fort Benning.

b. New Equipment Training (NET). Commanders will give priority to new equipment training if a conflict arises between New Equipment Training and other training. Unit commanders preparing for New Equipment Training should emphasize individual training to the appropriate skill level on tasks transferable from old to new systems. The entire chain of command will be given at least familiarization training on new equipment. The Fort Benning point of contact for New Equipment Training is Force Modernization, P&O Division, DOT.

c. After New Equipment Training. Units should stress and organize an assimilation period immediately following New Equipment Training. Continuing training should focus on and reinforce New Equipment Training and make maximum use of prepared training packages, training devices, and literature. New skills can deteriorate quickly unless appropriate emphasis is placed on retention of these skills. New arrivals after New Equipment Training frequently will require follow-up training programs by the unit to make them proficient.

**16-6. Swim and Water Survival Training.**

a. Units conducting swim training, drown-proofing or the combat water survival test (CWST) will coordinate their requests for swimming pools through DOT to DCA. The following facilities can be used on the days and times indicated to conduct CWST and swim training:

<u>Pool:</u>	<u>Location:</u>	<u>Training Time:</u>
Kelly Hill	Kelly Hill	0800-1100 M & F 0530-2000 Tu & W
Carrie	NCO Club	0700-2000 M & Tu 0700-1100 W & F
Bryant Wells	Bryant Wells Gym	1300-2000 M & F

b. CWST conducted as part of a Program of Instruction will have priority for scheduling and will be scheduled by DOT. Units or classes requiring remedial swim training will schedule through DCA. Remedial training will be conducted during the hours 1700-2000 on Mondays and Fridays. More than one unit or class may schedule remedial swimming at the same time, (75 students or less). Requests for reservation of swimming pools will be submitted not later than 13 weeks prior to planned training, both telephonically and in writing. When requests are submitted less than 13 weeks prior to planned training, units will be scheduled on a first-come basis at the discretion of DOT and DCA. Requests will contain the following information:

- (1) Date(s), time(s), and pool(s) requested.
- (2) Purpose.
- (3) Number of personnel that will occupy the pool.
- (4) Number of Red Cross certified lifeguards that will be furnished by using unit.
- (5) Number of instructors to be present (instructors cannot serve as lifeguards).
- (6) Point of Contact and telephone number.

c. When conducting water survival training, units must furnish their own lifeguards. At least two lifeguards are required for the first 150 swimmers or less, plus one lifeguard for each additional 75, or fraction of 75. If an entire pool is used, four lifeguards must be provided. If only one area of the pool is used (shallow, intermediate, or deep area), then only two lifeguards are required. Units conducting drown-proofing and CWST must have one lifeguard for each station

operating. For example, units that have one 15-meter swim station, two equipment peeling stations and one 3-meter drop would require four lifeguards: one for each soldier in the water on the 15-meter swim, two for each soldier peeling off equipment, and one for the 3-meter drop. Lifeguards will not participate in the training of the Soldiers and will remain in the lifeguard chairs for the duration of the training, except in the conduct of their duties as lifeguards. Current certification of lifeguards is required and will be checked by the Aquatics Director, DCA.

**16-7. Cadet Troop Leader Training & Drill Cadet Leader Training.**

a. The USMA cadets are assigned to active Army units for a five-week training experience following their sophomore year. At Fort Benning they participate in Cadet Troop Leader Training or Drill Cadet Leader Training as part of an overall summer training program. ROTC cadets are assigned to CONUS active Army units for a three-week Cadet Troop Leader Training experience following their junior year and upon completion of advance camp. Selected volunteer ROTC cadets participate in nursing and engineering programs where they are provided with realistic, first-hand knowledge of the duties and responsibilities of officers working in the Army's technical fields.

b. Each summer FORSCOM units host USMA and ROTC cadets for Cadet Troop Leader Training, and the Infantry Training Brigade/Basic Combat Training Brigade hosts USMA cadets for Drill Cadet Leader Training. The purpose of both programs is to allow cadets to fill junior officer leader positions, Cadet Troop Leader Training or Non-commissioned Officer Training drill instructor positions (Drill Cadet Leader Training) and provide the cadets with a realistic leadership experience by having them perform those duties normally given to newly assigned second lieutenants or NCO drill instructors.

**16-8. Military Operations in Urbanized Terrain (MOUT) Training.**

Commanders will train their units to conduct effective operations in urban areas. This installation has two facilities, the Malone and McKenna MOUT sites that units should use to conduct the training. Coordination for the Malone MOUT site is done through S3, 29th Infantry Regiment, and through DOT Range Division for the McKenna MOUT site. Coordination for co-location use of the McKenna MOUT site should be done through the Dismounted Battlespace Battle Lab. The time guidelines for securing these sites are the same as all facilities on this installation. The point of contact telephone number is 545-6392/8074.

**16-9. Expert Infantryman's Badge (EIB) and Expert Field Medical Badge (EFMB) Training/Testing.**

a. The Expert Infantryman Badge is for Soldiers with an "11" or "18" primary MOS. Testing will occur annually under the direction of major subordinate commanders and separate battalion commanders who command a high density of personnel in CMF 11. The test will be conducted in accordance with AR 672-12 Expert Infantryman Badge and USAIC Pam 350-6 the Expert Infantryman Badge (EIB) Test. The chief proponent for the Expert Infantryman Badge testing is, DOT, USAIS, Fort Benning, GA at 545-3378.

b. The Expert Field Medical Badge may be awarded to Soldiers with a medical MOS as described in DA PAM 40-20 Expert Field Medical Badge Test. Like the Expert Infantryman Badge, the Expert Field Medical Badge requires successful individual qualifications, such as APRT, 12-mile road march, as well as testing in individual tasks at field test sites.

**16-10. Driver Selection, Training, Testing, and Licensing for MTOE Vehicles.**

a. Training and testing will be conducted by major subordinate commands not to be delegated below battalion level. The application of these procedures will begin with the selection of persons to be licensed. Minimum essential training objectives are driver safety, night driving with blackout drive, convoy procedures, backing vehicles with trailer, cross-country driving, tank-trail driving, driving in adverse conditions, fording/swimming of selected TOE vehicles, and ground-guide procedures. FM 21-305, Manual for the Wheeled Vehicle Driver TRADOC/FORSCOM and SOCOM Supplement 1 to AR 385-55 Prevention of Motor Vehicle Accidents, will be used as guides for unit driver training programs.

b. Requirements for defensive driver testing will be in accordance with AR 385-55. Responsibility for this course rests with DFEL Drivers Testing, building 1369.

c. Qualified driver-testing personnel at major subordinate commands will be administer road tests for MTOE vehicles. The TMP will conduct the road tests for commercial-type vehicles.

d. Applicants failing any part of the driver's test will be limited to two re-tests. No additional testing will be authorized until the applicant has undergone additional training. Training will be entered in Section III of DA Form 348-1-R Equipment Operators Qualification Record, and certified by the trainer's signature.

**16-11. Institutional Training.**

a. Resident training is available to improve a soldier's ability to perform currently assigned duties. The DOT allocates available quotas to courses offered. Information on courses available can be obtained from TDY/Schools Section, DOT.

b. Noncommissioned Officer Education System. The Noncommissioned Officer Education System is a progressive series of courses designed to train NCOs to be trainers and leaders of Soldiers. The Noncommissioned Officer Education System starts with selected first-term potential NCOs and continues through attendance at the Sergeants Major Academy. It provides necessary job proficiency training to improve unit readiness and collective mission proficiency through individual proficiency of NCOs. Selection authority for the Primary Leadership Development Course is delegated to the unit commander. AR 351-1 Military Education and Training, specifies course descriptions, prerequisites, and selection procedures.

c. Troop Schools. Commanders may establish local troop schools to satisfy specific one-time training requirements that cannot be met elsewhere. These schools will not duplicate the program of instruction of Noncommissioned Officer Education System courses. Units will adhere to provisions outlined in Chapter 11, AR 351-1 in establishing troop schools.

d. Contract Training. Commercial contract training can satisfy some training requirements. Training contracted through commercial educational organizations can augment training in units and U.S. Army schools. Commanders will not contract training that can be met through the use of unit personnel or institutional assets. Requests for contracted training should be initiated through Resource Management Division, DOT.

**16-12. Army Continuing Education System.**

The Army Continuing Education System provides a complete range of educational programs and services from basic skills education through graduate studies and complete counseling and testing services. Educational programs are designed to develop knowledge, skills, and abilities needed for improving military job performance, reenlistment, and promotion potential. Educational programs also provide opportunities, for Soldiers to attain the personal education necessary to compete with their military and civilian contemporaries. Education supports training and can contribute significantly to accomplishing the mission. For this reason, commanders should ensure that Soldiers are provided the opportunity.

**16-13. Suicide Prevention Training.**

a. Units will train all officers and noncommissioned officers in suicide prevention annually. Unit chaplains are best qualified to conduct this training.

b. Suicide prevention training will follow the guidelines prescribed in DA Pam 600-24 Suicide Prevention and Psychological Autopsy, and USAIC Pam 600-22, Suicide Prevention Planning Guide. Family Support Division, DCA, provides staff assistance.

**16-14. Equal Opportunity Training.**

a. Conduct Equal Opportunity training on a continuous basis for commanders, and military personnel that are consistent with requirements established by HQDA, the MACOM, and AR 600-20 Army Command Policy.

b. Equal Opportunity training must be scheduled on the master training schedule and should be geared to specific needs of the command. Equal Opportunity training can be incorporated into other classes (for example, unit readiness training and how Equal Opportunity can impact on unit cohesion; military justice training by emphasizing that UCMJ applies to all Soldiers regardless of their race, color, religion, gender or national origin).

c. Equal Opportunity classes are to be conducted a minimum of two hours quarterly and the chain of command should be represented as stated in AR 600-20, paragraph 6-14.

**16-15. Consideration of Others Program (CO2).**

a. General. The program gives Company Major Subordinate Commands guidance and outlines the form of reporting, training, and education and meeting the requirements of the United States Army's Consideration of Others Program. Further, to extend information critical to meet with a Commander's successful implementation of their Consideration of Others Program.

b. Definition. Consideration of Others is defined by those actions that indicate a sensitivity to, and regard for "the feelings and needs of others and the awareness of the impact of one's own behavior on them."

c. Implementation. A Commander's successful implementation of the CO2 will result in a more cohesive and better functioning military and civilian team. The ability for someone to understand how their attitude affects mission accomplishment arms them with the tools necessary to understand how they impact the individuals within this organization. They can begin to better understand their roles and responsibilities to the organization's mission.

d. Procedures

(1) Objectives:

- (a) Build a work environment that fosters dignity and respect for all Soldiers and civilians.
- (b) Educate individuals in the eight key areas.
- (c) Improve the organizational effectiveness of the unit.
- (d) Improve the quality of life for all members of USAIC/USAIS and its tenant units.

(2) Requirements:

- (a) Conduct two (2) hours of Consideration of Others Program (CO2) training every quarter in the CO2 small group format.
- (b) Brief training each quarter to next higher commander.
- (c) Schedule all training on training schedules.
- (d) Have enough post-level trained facilitators to handle training requirements (minimum 2 per company).
- (e) Log and report classes trained to the battalion Equal Opportunity leader on a monthly basis.

e. Training. Although there are eight definite key areas, commanders are encouraged to access the unit climate and conduct CO2 classes developed by facilitators in the unit, that meet the commanders needs. Graduates of the post facilitator course are provided 17 lesson plans to jumpstart the commander's CO2 program.

(1) Key Areas of Focus:

- (a) Ethical Development.
- (b) American Military Heritage.
- (c) Quality Individual Leadership.
- (d) Team Building.
- (e) Equal Opportunity.
- (f) Gender Issues.
- (g) Family Concerns.
- (h) Health, Safety, and Drug and Alcohol Abuse.

(2) Lesson Plans:

- (a) Alcohol and Drug Abuse.
- (b) Cold and hot weather injuries.
- (c) Communication Process.
- (d) Conflict Management.
- (e) Cultural Diversity.
- (f) The Drink.
- (g) Equal Opportunity Complaint Procedures.
- (h) Extremism and Extremist Organizations.
- (i) Group Development Theory.
- (j) HIV and Safe Sex Practices.
- (k) The Medal-CPL Mitchell Red Cloud Jr.
- (l) Prevention of Sexual Harassment.
- (m) Professional Ethics.
- (n) Racism and Sexism.
- (o) Religious Accommodations.
- (p) They would have issued you one.
- (q) Values, Attitudes, Behaviors, and Self-Awareness.

**16-16. Record of Training.**

This is a mandatory program, and 100% of assigned personnel and civilian employees will receive this training each quarter of the training year. Companies will keep a by name roster with signatures of those attending training.

## Chapter 17 Combat Lifesaver Course

### 17-1. Selection for Course.

The Combat Lifesaver Course consists of three subdivisions: buddy-aid, medical-aid, and hands-on training. The USAIC Regulation 40-3, Combat Lifesaver provides a description of the Combat Lifesaver Course; commanders select the students that attend. The students that attend the course are those in combat arms positions, who will learn how to administer medical treatment that is normally provided by a 91B combat medic. The primary MOS is the primary mission for the Combat Lifesavers, as stated in USAIC Regulation 40-3 Combat Lifesaver. Unit commanders ensure that their combat lifesavers have the supplies needed for the aid bag.

### 17-2. Course Certification.

The soldiers who attend the course are given an introduction describing what the course consists of and the type of training they will receive. A copy of USAIC Regulation 40-3 and a set of books are provided. Students receive classroom lectures and hands-on training each day. Upon completion of the course, the students receive a course completion certificate and a combat lifesaver card. Students are certified for one year after which they must attend a re-certification course to remain current. Annual rectification is required.

### 17-3. Schedules.

The course is open to all officers and enlisted soldiers assigned to Fort Benning. Unit training NCOs receive a copy of the schedule along with the classrooms and dates three weeks in advance. They then fax a copy with the names of the soldiers who are to attend the course with dates they will attend. The students are enrolled into the course and the booklets are ordered for each student. Usually two combat lifesaver courses are provided monthly and one rectification course monthly. Classes are limited to 50 personnel.

### 17-4. Course Requirements.

#### a. Day One.

The combat lifesaver students are trained and evaluated on bandaging, splinting, and immobilizing fractures, wounds, possible cervical or spinal injuries, airway obstruction, and casualty evaluation. Materials are provided for each student to practice with after the lecture and demonstrations are given.

#### b. Day Two.

Students progress through the steps of casualty evaluation along with surveying the scene for environmental hazards. In the afternoon, the students are trained and evaluated on obstructed airway and mouth-to-mouth resuscitation, identify and treat NBC agents, one-/two-man carry, litters, and vehicle load/unloading of casualties.

#### c. Day Three.

Students receive lecture, demonstration, and practice on intravenous infusion and fluid replacement before they are tested. The afternoon consists of medication administration, air MEDEVAC approach, and air MEDEVAC casualty loading and unloading.

#### d. Day Four.

A two hour written and intra venous infusion exam is issued. Hands-on splinting and bandaging is evaluated, provided the students did not receive evaluation on day one. Retest for mouth-to-mouth and airway obstructions are administered as needed. Students also complete a course critique.

### 17-5. Instructor.

The Combined Arms and Tactics Directorate (CATD), provides the instructor for the Combat Lifesaver training. The CATD is located in Infantry Hall (Building 4), Room 444, telephone, 545-3130.

## Chapter 18 Security Training

### 18-1. General.

To establish minimum guidelines for security training to defeat espionage activities to prevent the inadvertent compromise of classified material.

### 18-2. Security Education Programs.

Heads of USAIC components will establish security education programs tailored to the mission of the organization. Security education training should include all personnel authorized or expected to be authorized access to classified material. All personnel, regardless of clearance status and access to classified material, will receive briefings related to subversion and espionage directed against the United States Army (SAEDA).

### 18-3. Responsibilities.

a. The Security Manager or the assistant security manager has the chief responsibility for ensuring the development and monitoring of the security education program.

b. Security education will be conducted in two phases. Initial briefings are given to newly assigned personnel requiring access to classified information and refresher briefings will be conducted annually thereafter.

c. Initial briefing will be tailored to the needs of the organization but will include, as a minimum, the following:

(1) Advise personnel of the adverse effects to national security that could result from unauthorized disclosures, and of their personal, moral, and legal responsibility to protect classified information within their knowledge, possession, or control.

(2) Indoctrinate personnel in principles for the classification, marking, control and accountability, storage, destruction, and transmission of classified information and material.

(3) Familiarize personnel with the security requirements of their particular assignment.

(4) Inform personnel of the techniques employed by foreign intelligence activities to acquire classified material, their responsibility to report such activities, and the penalties for engaging in espionage activities (SAEDA).

(5) Advise personnel of the strict prohibition against discussing classified information on unsecured telephones or other electronic means.

(6) Instruct personnel that individuals having knowledge, possession, or control of classified information must determine, before disseminating such information, that the prospective recipient has been cleared for access by competent authority; needs the information to perform his or her duties; and can properly protect the information.

(7) Advise personnel of the requirements to report:

(a) Deficiencies in physical security protection of classified information.

(b) Possible loss or compromise of classified material.

(c) Information that could reflect adversely on the trustworthiness of an individual who has access to classified information.

(8) Instruct individuals to report foreign travel to his or her security manager so that they can provide supplemental SAEDA counter-terrorism briefings as appropriate.

(9) Inform personnel that automated data processing equipment cannot be used for the processing of classified information without proper authorization.

d. Refresher briefings will be conducted annually for all personnel with access to classified material. Briefings will cover the information detailed in paragraph 3c. Reading files are authorized.

e. All personnel assigned to or employed by Fort Benning must receive annual SAEDA refresher instruction. SAEDA training must be verbally briefed by members of the 902d MI Group or by a security manager. At a minimum, SAEDA instruction will include:

(1) Methods and techniques used by foreign intelligence services to obtain information on Army facilities, activities, personnel, and material.

(2) The fact that foreign intelligence services consider DA personnel as potential sources for U.S. defense information.

(3) The nature of the international terrorist threat, the vulnerabilities of DA personnel and their dependents to international terrorist acts, and the defense measures that can be used to thwart such acts.

(4) Reporting procedures.

### 18-4. References.

Security references can be found in the 380 series numbers and titles for administrative publications.

### 18-5. Additional information.

a. Additional information and films are available through the Directorate of Intelligence and Security and the 902<sup>nd</sup> Military Intelligence Detachment.

b. The Point of contact for Information Security is the Directorate of Information Management, telephone, 545-3740.

## Chapter 19

### Joint Airborne/Air Transportability Training

#### 19-1. Policy.

a. This chapter establishes policies and procedures for requesting and planning joint airborne/air transportability training Joint Airborne/Air Transportability Training.

b. Units submitting requests for Joint Airborne/Air Transportability Training support will do so only for missions that support their METL or their primary training mission.

#### 19-2. General.

a. The Joint Airborne/Air Transportability Training program provides military airlift assets for joint training on a monthly basis, using Air Mobility Command, Strategic Air Command, Air National Guard and Air Force Reserve Command aircraft. These training assets are funded by USAF Aircrew training funds through the Joint Airborne/Air Transportability Training program. This program includes airlift and static load training from C-130, C-141, C-17, C-5, and KC-10 aircraft. The availability of airframes is based upon hours funded for that month and the number of high-priority airlift missions required during the same period. User units should always be prepared for mission cancellation of a committed Joint Airborne/Air Transportability Training asset should a higher priority of airlift be demanded from the USAF by National Command Authority. FORSCOM Regulation 350-1 outlines Army missions that are eligible for Joint Airborne/Air Transportability Training airlift. Training missions that qualify for Joint Airborne/Air Transportability Training support consist of the following:

- (1) Tactical airborne operations of personnel and equipment.
- (2) Tactical assault landings.
- (3) EDRE movements and deployments.
- (4) Static load training for units specifically tasked to perform air transportability missions.
- (5) Joint development for certification of new and modified equipment or operational procedures.

(6) Combat support training, such as, flare drops, joint airborne communication center/command post (JACC/CP).

- (7) C-5A/KC-10 heavy flyaways.

b. Training missions that do not qualify for Joint Airborne/Air Transportability Training support are as follows:

- (1) Point-to-point airlift (hard surface) that does not involve airdrops or assault landing operations.
- (2) Unilateral service training using airlift primarily as a mode of transportation from one location to another.

#### 19-3. Control.

AMC/FORSCOM is the approval/disapproval authority for all requests for Joint Airborne/Air Transportability Training support and approves all requests based upon priorities for joint missions that will benefit both Army and Air Force training requirements. Consequently, Army requests for assault landings, paratroops, heavy drops and sequential container-delivery-system drops receive priority over requests that do not have similar training benefit. Requesting units enhance their capability for Joint Airborne/Air Transportability Training by incorporating as many of these training events as feasible into their tactical scenario.

#### 19-4. Procedures.

a. All assigned units authorized to request Joint Airborne/Air Transportability Training assets, must submit computerized requests to Tanker Airlift Control Center at Scott AFB, Illinois through the Joint Airborne/Air Transportability Training web site at <http://140.175.95.191/JAATT/General/Login.asp> not later than the published deadline date on the web pages. This system can only be accessed by authorized users who have been issued a security password. Requests for Joint Airborne/Air Transportability Training support are generally submitted 2-3 months prior to the training event.

b. Once a request for support has been submitted on the web site, it is assigned a 4-digit Joint Airborne/Air Transportability Training

mission line number. The requesting unit prints a copy of the contract and must take this to the next scheduled Joint Airborne/Air Transportability Training conference. At the Joint Airborne/Air Transportability Training conference, USAF airlift wings will either accept or deny the request. Upon acceptance, the mission is validated by Tanker Airlift Control Center, and the contract is signed by the USAF airwing accepting the mission. The validated mission is published on the Joint Airborne/Air Transportability Training homepage after the conference. Any denied requests may be accepted by the Air Force at a later date. This requires the user to notify Tanker Airlift Control Center via the web pages and request validation of the mission. The Tanker Airlift Control Center notifies all supporting USAF agencies of the mission, and the user unit/flying wing conduct direct coordination. Upon acceptance by an USAF airwing, and Tanker Airlift Control Center, the mission becomes a contractually binding training event for the user unit.

c. Upon return from the Joint Airborne/Air Transportability Training conference, the mission must be published on the Fort Benning air letter. This air letter is generated by DOT and encompasses all airdrop operations, to included rotary wing that will occur on Fort Benning during a two month time period. Any airdrop missions not listed on this air letter will not be authorized to occur on Fort Benning without notification of DOT and Range Control.

For routine paratroop operations at Fort Benning, the priority goes to the following units:

- (a) BAC 1/507<sup>th</sup> PIR
- (b) JM 1/507<sup>th</sup> PIR
- (c) Pathfinder 1/507<sup>th</sup> PIR
- (d) Ranger Training Brigade
- (e) TECO
- (f) DFEL
- (g) Other

#### 19-5. Schedules.

Once the weekly schedule is finalized in the Thursday meeting, any changes will be coordinated around the rest of the schedule. For assistance call 545-4764.

## Chapter 20

### Initial Entry Training (IET)

**20-1. Purpose.** Establish policy and guidelines to standardize Initial Entry Training cadre/support personnel training and for the development/standardization of the Initial Entry Training programs of instruction (Program of Instruction).

#### 20-2. Policy.

a. TRADOC Regulation 350-6, Initial Entry Training (IET) Policies and Administration prescribes U.S. Army Training and Doctrine Command (TRADOC) guidance, policies, procedures and responsibilities for managing and conducting enlisted Initial Entry Training.

b. The Assistant Commandant, USAIS, has proponent approval for the Basic Combat Training and One Station Unit Training POIs. Changes in optimum class sizes, course lengths, instructor contact hours, equipment/training aids, facilities, and ammunition requirements must be coordinated with TRADOC. The approval for Program of Instruction change does not obligate TRADOC to resource the program.

#### 20-3. Responsibilities.

a. The Noncommissioned Officer Academy has proponenty for and will execute the Cadre Training Course, Support Cadre Training Course, and ISCTC.

b. The Garrison Commander's Office is responsible for coordinating among the Civilian Personnel Office, Contacting, the Union, and all directorates to determine the final list of civilian attendees for ISCTC.

c. The Commander, 29<sup>th</sup> Infantry Regiment is responsible to send instructors having daily or frequent contact with One Station Unit Training/BT soldiers in training to the Support Cadre Training Course.

d. The Commander, Basic Combat Training Brigade, Infantry Training Brigade and 30<sup>th</sup> AG Battalion are responsible to send Initial Entry Training cadre to the Cadre Training Course and Support Cadre Training Course.

e. The Directorate of Training (DOT) will –

(1) Serve as proponent/program manager for the Basic Combat Training and Infantry One Station Unit Training (OSUT) programs of instruction (POIs).

(2) Coordinate with the assigned subject proponent agency for development of training support packages.

(3) Serve as final approval authority for Technical support package/Program of Instruction changes.

f. The Combined Arms and Tactics Directorate is responsible for providing formal instruction on Provisions of Uniform Code of Military Justice (MJ2).

g. Major subordinate commanders will –

(1) Ensure that training is conducted in accordance with the method prescribed by the proponent approved Technical support package.

(2) Ensure all cadre responsible for conducting instruction and/or evaluating training are certified and records of certification are maintained at the battalion level.

(3) Recommend to DOT changes to be made in training content, methods of instruction, training sequence, or training resource requirements.

h. The following organizations or staff agencies are assigned as proponent agency responsible for Technical support package development/revision as indicated in table 20-1 below:

<b>Table 20-1. Technical Support Packages</b>	
<b>BASIC SOLDIERIZATION</b>	
<b>Unit:</b>	<b>Combined Arms &amp; Tactics Directorate</b>
	Inspections (BCT/11B-OSUT) B-OSUT)
	Drill and Ceremonies (BCT/11
	Guard Duty (BCT/11B-OSUT)
	Bivouac (BCT/11B-OSUT)
	Foot Marches (BCT/11B-OSUT)
<b>WEAPONS TRAINING</b>	
<b>Unit:</b>	<b>29<sup>th</sup> Infantry Regiment</b>
	M16A2 Basic Rifle Marksmanship (BCT/11B-OSUT)
	M16A2 Advanced Rifle Marksmanship (11B-OSUT)
	U.S. Weapons (BCT)
	Hand Grenades (BCT/11B-OSUT)
	Machine Gun Training (11B-OSUT)
	M203 Grenade Launcher (11B-OSUT)
	Anti-armor Techniques (11B-OSUT)
	Land Mine Warfare (11B-OSUT)
	Weapons systems Training (11M-OSUT)
	Dragon gunnery Training (11Bc2-OSUT)
	M9 Pistol Qualification 11C/H-OSUT)
	Basic Anti-armor Training (11H-OSUT)
	Mortor Gunnery Qualification (11C-OSUT)
<b>PHYSICAL READINESS TRAINING</b>	
<b>Unit:</b>	<b>Physical Fitness School</b>
	Physical Readiness Training/Testing (BCT/11B-(OSUT)
	Conditioning Obstacle Course (BCT/11B-OSUT)
	Confidence Obstacle Course (BCT/11B-OSUT)

**BASIC MAP READING (BCT/11B-OSUT)**  
**Unit:** 29<sup>th</sup> Infantry Regiment

**BASIC MILITARY COMMUNICATIONS (11B-OSUT)**  
**Unit:** 29<sup>th</sup> Infantry Regiment  
 Basic Military Communications (11B-OSUT)

**COMBATIVES**  
**Unit:** Ranger Training Brigade  
 Hand to Hand Combat (BCT/11B-OSUT)  
 Rifle Bayonet/Pugil Fighting

**BASIC RAPPELLING (11B-OSUT)**  
**Unit:** Ranger Training Brigade

**BASIC AIRBORNE OPERATIONS**  
**Unit:** 1/507<sup>th</sup>  
 Basic Airborne Operations  
 Jump Master Operations  
 Pathfinder Operations

**TACTICAL TRAINING**  
**Unit:** 29<sup>th</sup> Infantry Regiment  
 Individual Tactical Training (BCT/11B-OSUT)  
 Squad Tactical Training (11B-OSUT)  
 Military Operations on Urban Terrain (11B-OSUT)  
 Basic Tactics (11M-OSUT)  
 Buddy-Team Live Fire (11B-OSUT)  
 Infantry Training Brigade  
 Combined Arms & Tactics Directorate  
 Field Training Exercise (BCT/11B-OSUT)

**BASIC BRADLEY FIGHTING VEHICLE (11M-OSUT)**  
**Unit:** 29<sup>th</sup> Infantry Regiment  
 Fundamental Training  
 Maintenance and Operations  
 Maintenance Certification/Final Examination

**20-4. Training.**

a. Cadre Training.

Assigned personnel will attend the following Initial Entry Training cadre/support personnel training as indicated within thirty days of assuming their Initial Entry Training duties:

(1) TRADOC Pre-Command Course (PCC).

Initial Entry Training brigade battalion commanders, and Command Sergeants Major. Brigade/battalion staff in key leadership positions, as well as chaplains, will attend on a space available basis.

(2) Cadre Training Course (CTC).

## USAIC Regulation 350-1

Initial Entry Training company commanders, first sergeants, executive officers, company grade staff officers, and brigade/battalion cadre in key leadership positions that have not attended TRADOC PCC.

(3) Support Cadre Training Course (SCTC).

All Initial Entry Training cadre who do not attend PCC or Cadre Training Course and military and civilian Initial Entry Training primary instructors.

(4) Installation Staff contractors Training Course (SCTC).

All installation staff, medical, dental, and contract personnel, who in the execution of their duties, come into daily or frequent contact with Initial Entry Training Soldiers.

b. Program of Instruction (POI).

(1) Training Development.

(a) The DOT will task/coordinate with the assigned proponent agency for developing or revising the training support package based on changes directed by TRADOC or made in the individual short range training plans.

(b) The assigned proponent agencies will develop/ revise the Technical support package using the Automated Systems Approach to Training.

(c) Develop the lesson outline, lesson plan, and Training Support Package following the procedures outlined in chapters VI-6-10, VI-8-5, and VI-8-6, TRADOC Regulation 350-70 Systems Approach to Training Management, Processes and Products.

(d) Validate the Technical support package following the procedures outlined in TRADOC Reg 350-70, chapter III-3-3.

(e) Staff the validated Training Support Package to DOT for final review/approval.

(f) Once Training Support Package revisions are completed, DOT will make appropriate changes to the Program of Instruction and submit the Program of Instruction to headquarters TRADOC for approval.

(2) Training Strategy.

(a) The chain of command will ensure that training is standardized by teaching the subject using the methods prescribed by the proponent's approved Training Support Package.

(b) All cadre responsible for conducting training and/or evaluating training will be certified annually in accordance with TRADOC Reg 350-70, chapter III-4.

(3) Modification to training. Recommended changes will be approved by the major subordinate commander or his representative prior to submitting them to DOT.

(a) Recommended changes to the approved Training Support Package/Program of Instruction will be submitted to DOT (ATSH-OTT-I), using a DA Form 2028 (see figure 20-1, Sample DA Form 2028, Recommended Changes to Publications and Blank Forms, at the end of this publication).

(b) Recommendations for a test or temporary change to training that do not require a revision to the Program of Instruction will be submitted to DOT (ATSH-OTT-I), by formal memorandum. The recommendation will include the purpose and nature of the planned test or experiment, its duration, the number of students involved, and the resources needed. If required, DOT will coordinate this recommendation with TRADOC for additional training resources.

**NOTE:** Recommended changes must be fully staffed and approved by DOT prior to conducting any tests or modification to the approved TSP/Program of Instruction.

c. AIMS-PC. AIMS-PC will be used to create and maintain student training records. Major Subordinate Commands/Directors will:

(1) Assign Primary and Secondary operators for each AIMS-PC Terminal.

(2) Ensure that new operators undergo formal AIMS-PC training available through the Installation point of contact within 30 days of assignment.

(3) Enter student enrollments and deletions as required within three working days.

(4) Verify and correct student personnel files.

(5) Enter all evaluated events/tasks in the student grade books within two working days after the day of the event/task completion.

(6) Ensure all graduation requirements are met prior to actual graduation.

(7) Generate DA Form 5286-R. Individual Training Record, not later than 72 hours prior to graduation or when all graded events are completed.

(8) Graduate classes on AIMS-PC not later than two weeks after actual graduation date.

(9) Monitor and report all problems with the operation of AIMS-PC software and hardware to the Installation AIMS-PC Coordinator.

## Appendix A References

### Section I Required Publications

AR 5-13  
Training Ammunition Management System.

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

AR 385-64  
U.S. Army Explosives Safety Program.

AR 600-20  
Army Command Policy.

AR 600-55  
Army Driver and Operator Standardization Program

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

AR 672-12  
Expert Infantryman Badge.

FM 57-220  
Basic Airborne Parachuting Techniques and Training.

DA PAM 710-2-1  
Using Unit Supply System (Manual Procedures).

USAIC Reg 40-2  
Field Medical Support and Routine/Emergency Medical Evaluation.

USAIC Reg 40-14  
Prevention of Heat Injury.

USAIC Reg 40-24  
Prevention and First Aid Treatment of Cold Injury.

USAIC Reg 210-4  
Range and Terrain Regulation.

USAIC Reg 210-5  
Garrison Regulation.

USAIC Reg 350-3  
Military Parachuting on Ft. Benning and Ft. Benning Satellite Installations.

USAIC Reg 570-5  
Installation Base Support Program.

USAIC Reg 710-3  
Ammunition Supply Procedures.

**Section II**  
**Related Publications**

AR 200-1  
Environmental Protection and Enhancement.

AR 350-1  
Army Training.

AR 350-4  
Integrated Training Area Management.

AR 350-41  
Training in Units.

AR 351-1  
Military Education and Training.

AR 385-10  
Army Safety Program.

AR 385-55  
Prevention of Motor Vehicle Accidents.

AR 600-9  
The Army Weight Control Program.

AR 710-2  
Inventory Management Supply Policy Below the Wholesale Level.

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

TRADOC Reg 350-8  
Ammunition.

TRADOC Reg 350-70  
Systems Approach to Training Management, Processes, and Products.

FORSCOM Reg 350-1  
Active Component Training/Specialized Training in FORSCOM Active Army and Reserve Component Units

FM 8-28  
Treatment of Chemical Agent Casualties and Conventional Military Chemical Injuries.

FM 21-20  
Physical Fitness Training.

FM 21-305  
Manual for the Wheeled Vehicle Driver.

FM 25-100  
Training the Force

FM 25-101  
Battle Focus Training

FM 100-14  
Risk Management

FM 101-5  
Staff Organization and Operations

DA PAM 350-38  
Standards in Weapons Training.

DA PAM 350-39  
Standards in Weapons Training (Special Operations Forces).

DA PAM 600-24  
Suicide Prevention and Psychological Autopsy.

USAIC Reg 40-3  
Combat Lifesaver.

USAIC Reg 210-2  
Hunting and Fishing Regulation.

USAIC PAM 350-6  
The Expert Infantryman Badge (EIB) Test.

USAIC PAM 600-22  
USAIC Suicide Prevention Planning Guide.

TC 7-9  
Infantry Live Fire Training

**Section III Prescribed Forms**

There are no prescribed forms.

**Section IV**  
**Referenced Forms**

DA Form 581  
Request for Issue and Turn-in of Ammunition (referenced in paragraph 9-2 a. (8)).

DA Form 5514-R  
TAMIS Training Ammunition Forecast Report (referenced in paragraph 9-5 c. (7)(a)).

DA Form 1687  
Notice of Delegation of Authority/Receipt of Supplies (referenced in paragraph 9-5 c. (7)(a)).

DA Form 5826-R  
Individual Training Record (referenced in paragraph 20-4 c. (7)).

FB Form 46-R  
Risk Management Worksheet (referenced in paragraph 6-4).

FB Form 144-R  
Record of Environmental Consideration (referenced in paragraph 7-3).

FB (DPW) Form 31  
Environmental Incident Report (referenced in paragraph 7-9 h.).

**Glossary**

**Section I**

**Abbreviations**

AAR ..... After Action Report  
 AIMS-PC..... Automated Instructional Management System Personal Computer  
 AMC ..... AirMission Commander  
 APFT ..... Army Physical Fitness Test  
 ARTEPs..... Army Training and Evaluation Program  
 ASP..... Ammunition Supply Point  
 ATEC ..... Army Test and Evaluation Command  
 ATRRS ..... Army Training Requirements and Resources Systems  
 CALS ..... Committee for Ammunition Logistics Support  
 CALFEX..... Combined Arms Live Fire Exercise  
 CATD ..... Combined Arms and Tactics Directorate  
 CMF ..... Career Management Field  
 CONUS..... Continental U. S.  
 CWST ..... Combat Water Survival Training  
 DA ..... Department of the Army  
 DFEL ..... Directorate of Facilities Engineering and Logistics  
 DODDAC ..... Department of Defense Activity Code  
 DODIC ..... Department of Defense Identification Code  
 DOT ..... Directorate of Training  
 EIB ..... Expert Infantryman's Badge  
 EOD ..... Explosive Ordnance Disposal  
 EXEVALS ..... External Evaluations  
 FORSCOM ..... Forces Command  
 FY ..... Fiscal Year  
 GTAs ..... Graphic Training Aids  
 HQDA ..... Headquarters Department of the Army  
 JACC/CP ..... Joint Airborne Communication Center/Command Post  
 MACOM..... Major Army Command  
 METL ..... Mission Essential Task List  
 MILES ..... Multiple Integrated Laser Engagement System  
 MOUT ..... Military Operations on Urban Terrain  
 MTOE ..... Modification Table of Organization and Equipment  
 NET ..... New Equipment Training  
 OPLOADS ..... Operational Loads  
 OSUT..... One Station Unit Training  
 POIs..... Program of Instruction  
 ROTC ..... Reserve Officer Training Corps  
 SAEDA ..... Subversion and Espionage Directed Against the United States Army  
 SATB ..... Semi-Annual Training Briefing  
 SOCOM..... Special Operations Command  
 SOP ..... Standard Operating Procedure  
 STRAC ..... Standards in Training Commission  
 TAMIS-R..... Training Ammunition Management Information System Revised  
 TDA ..... Table of Distribution and Allowance  
 TRADOC ..... Training and Doctrine Command  
 TEWT ..... Tactical Exercise Without Troops  
 TSC ..... Training Support Center  
 USAIC..... United States Army Infantry Center  
 USAIS..... United States Army Infantry School  
 USASOC ..... U. S. Army Special Operations Command  
 USMA ..... United States Military Academy

**Section II**  
**Terms**

Initial Entry Training Cadre.  
 All military or civilian personnel, who either command, supervise, instruct, train, or support Initial Entry Training students or soldiers.

TRADOC Pre-Command Course (PCC).  
 A two-week course designed to provide Initial Entry Training brigade and battalion commanders, and Command Sergeants Major (CSM) specialized training.

Cadre Training Course (CTC).  
 A one-week course designed and developed to provide company grade officers and senior NCOs specialized training.

Support Cadre Training Course (SCTC).  
 A three-day course designed and developed to provide specialized training for all Initial Entry Training cadre who do not attend PCC or Cadre Training Course

Installation Staff Contractors Training Course (ISCTC).  
 A one-day course designed for installation staff, medical, dental, and contract personnel, who in execution of their duties, come into daily or frequent contact with Initial Entry Training soldiers.

Program of instruction.  
 The Program of Instruction is a requirements document that provides a general description of course content, duration of instruction, and methods and techniques of instruction; and it lists resources required to conduct training. The Program of Instruction is developed using information provided in the proponent approved training support package.

Training support package (TSP).  
 The TSP is a complete, stand alone, exportable task-based information package that provides a structured training scenario for training. It contains all guidance/material needed to train the task.

Proponent agency.  
 An organization or staff that has been assigned primary responsibility for material or subject matter in its area of interest.

Automated Systems Approach to Training.  
 The HQ TRADOC training development automation system under development as a tool for training developers to develop doctrine and training products.

AIMS-PC.  
 A comprehensive computer program currently in use on Fort Benning, GA to maintain Student Training Records. AIMS-PC allows commanders at all levels to input and retrieve personnel and training data in several formats. It allows units to identify and monitor training trends.

RECOMMENDED CHANGES TO PUBLICATIONS AND BLANK FORMS COMPUTER-ADAPTED DA FORM 2028						DATE 12 Mar 99	Page 1 of 1 page
TO: Director, DOT, ATTN: ATSH-OTT-I				FROM: Commander, Basic Combat Training Brigade, ATTN: S-3			
PUBLICATION NUMBER: BCT POI 21-114				DATE : 1 Oct 1999		TITLE: Program of Instruction for Basic Combat Training	
ITEM No.	PAGE No.	PARA No.	LINE No.	FIG No.	TABLE No.	RECOMMENDED CHANGES AND REASON	
1	90					Update the conditions statement in the terminal learning objective (TLO). Reason: The TLO conditions statement in the Program of Instruction is not the same as the conditions statement in the proponent approved TSP.	
2	195					Delete: DODIC H557, Rocket 66mm Heat M72A2 from the ammunition summary.  Reason: The M72A2/A3 Light Antitank Weapon has been deleted from U.S. Weapons training.	
3	212					Delete: Mask, Protective, Field, M17 from the equipment summary.  Reason: Training is now being conducted using the M40 protective mask.	
TYPED NAME, GRADE or TITLE MAJ John Doe, S-3, BCTB				TELEPHONE NUMBER 544-xxxx		SIGNATURE	

Figure 20-1, Sample DA Form 2028, Recommended Changes to Publications and Blank Forms (Referenced in paragraph 20-4.)

FOR THE COMMANDER:

**LONNIE DALE VONA**  
Colonel, Infantry  
Chief of Staff

OFFICIAL:

*/Signed/*  
**PAUL YATES**  
Director of Information Management

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