



Commandant's NOTE

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TRAINING NONCOMMISSIONED OFFICERS TO TRAIN

Individual training is the principal duty and responsibility of our noncommissioned officers. It is a role that is firmly established in our training literature, and one that was recently reaffirmed by the Chief of Staff. Field Manual 25-100, *Training the Force*, clearly places on our senior NCOs the responsibility for developing individual task lists to support each unit's mission essential task list (METL); we must then integrate these into each collective mission essential task during METL-based training. During this Year of the Noncommissioned Officer, it is appropriate to examine just how well we at the Home of the Infantry are preparing our NCOs to meet their training responsibilities.

Over the past several years the institution has done well in training NCOs to lead, fight, and sustain, but it has been determined that we must place more emphasis on training our NCO trainers to train. Here at Benning, this initiative has become known as T3, or Training the Trainer to Train. The major aim of T3 is to develop our NCO competencies in training soldiers on infantry weapons, to improve our training literature, and to certify our NCOs as trainers. We feel that current and projected reductions in OPTEMPO funds, ammunition allocations, and range availability make the T3 concept not only necessary but critical.

In developing this concept, we have implemented a number of changes in the two infantry-focused NCOES courses, BNCOC and ANCOC, and we think the changes will have a positive carry-over to our infantry units. The new Infantry BNCOC contains a weapons module that focuses not only on the training aspects of all the weapons found in the squad, but more particularly on the training devices that must be used to train soldiers

properly on the weapons. We also teach squad and section leaders how to develop and execute a situational training exercise (STX) to ARTEP standards, and they take part in a live fire exercise that incorporates the standards their unit commanders will expect them to set.

In the Infantry ANCOC, we have set aside additional time for teaching students how to train rifle marksmanship. The NCO students learn the Army's marksmanship training strategy, how to coach marksmanship, how to use marksmanship training devices, and how to run effective and safe ranges. In addition, the ANCOC students now spend several days during their training management block of instruction learning how to develop STXs. They then set up and conduct an STX in the field and execute it to standard. We also allocate T3 time in such other critical areas as NBC and maintenance.

Besides designing noncommissioned officer education courses that focus on preparing our NCOs as trainers, we are also revising our training literature to provide the necessary doctrine for training our trainers. For example, our Soldiers Manuals now contain only critical combat tasks—tasks that by definition are performed only in combat. There are, however, many tasks that are critical to effective training, but which have no direct combat application. The use of weapon training devices illustrates this point. While some trainer tasks do appear in our literature on specific devices such as the Dragon launch effects simulator/launch effects trainer (LES/LET), we have no single publication in which all of the trainer tasks are codified.

The Infantry School, therefore, has taken steps to incorporate trainer tasks, conditions, and standards into some of our publications; we feel that our weapon

manuals are especially appropriate for this. There is also a clear need to develop a body of training literature that addresses the specific how-to-train requirements for using infantry weapon training devices and simulators. We plan to add these to all of our new weapon manuals, an initiative that should greatly assist our NCO trainers.

The growing costs associated with training the infantry force, coupled with probable reductions in future military budgets, will drive us more and more toward applying new technologies to improve the effectiveness of our training while reducing costs. The Precision Gunnery Training System (PGTS) for our Dragon and TOW antiarmor weapons and the Precision Gunnery System (PGS) for the Bradley fighting vehicle are just two examples of new training devices that use improved technologies to make our training more effective, efficient, and economical. These devices are expected to be fielded in Fiscal Year 1991. We need to train and certify our Infantry NCOs to use them and get the most out of them.

The certification of trainer proficiency is an essential adjunct to our development of a professional noncommissioned officer corps of skilled trainers. Used in this context, certification means the NCO trainer has met standards that qualify him as a subject matter expert to train others on specific subjects or weapons systems.

This certification is a three-part process. The first part is a written component to test the noncommissioned officer's knowledge in a particular subject area, which may be a common soldier skill or a skill associated with

a specific infantry MOS. The second part of the process is performance oriented—an NCO must be proficient in performing the tasks that he will have to teach other infantry soldiers. Finally, the trainer must prove his proficiency in the trainer tasks that he must perform to properly execute his trainer responsibilities. For example, an NCO trainer who will train soldiers to engage armor targets with the Dragon system will have to demonstrate his proficiency in the use of the LET and LES. Once an NCO trainer has demonstrated his proficiency in all three areas, he will then be fully certified to train in that particular area.

In most cases, the first two parts of the certification process are already being done. The last part, however, has been neglected in the past, and it is a critical component that we must add to our NCO training program.

The role of the noncommissioned officer is to train his subordinates in their individual tasks and crew duties. Quality training in the Army must be a way of life—a professional and moral imperative. To meet that responsibility, we must first teach our NCOs how to train others and then certify that they are competent to do so. At the same time, our literature must include specific NCO trainer tasks, conditions, and standards.

Today, more than ever before, the Infantry School is taking steps to ensure that our noncommissioned officers are fully capable of executing their training responsibilities, and that today's Infantryman is the best trained, most combat-ready soldier on the battlefield.

