

tools to other platoons or companies without approval and properly completed DA Forms 2062.

- Teach them never to leave tools lying around without some form of security.

As the Army advances toward digitization and the creation of Force XXI, the complexity of property accountability increases and the margin for error decreases. Quantities and monetary value

will continue to grow as mechanized and light infantry battalions field new, high-tech equipment. Tight property accountability will surely remain an essential part of being a successful platoon leader, whether light or mechanized.

Regardless of how well-prepared you may think you are, you will be overwhelmed initially by the amount of equipment for which you are suddenly respon-

sible. Your success will be based on how seriously you undertake the task of maintaining accountability. Unfortunately, there are no short cuts.

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Initial Entry Training Company METL Assessment

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Our victory in the Persian Gulf war clearly validated our tactical doctrine, but the training management that disseminates that doctrine is equally important. Given the drastic force reductions of the past few years, the focus on training is likely to intensify in the future, as we strive to maintain a credible level of readiness.

Company commanders must assess training constantly. Fortunately, this process is almost automatic. Every time an initial entry training (IET) company commander observes training, he makes an assessment whether he realizes it at the time or not. And the questions that arise are the same, no matter what type of company: What are the tasks, conditions, and standards? Did the unit accomplish the task to standard? If not, what resources must be applied toward the task to bring the unit up to standard? If the unit performed the task to standard, when do we conduct sustainment training?

For the past decade, rifle company commanders have assessed their units' readiness in each mission essential task against standards set forth in ARTEP 7-10, *Rifle Company Mission Training Plan*

(MTP), for which the Infantry School is the proponent. And, although FM 25-101, *Battle Focused Training*, addresses the development and assessment of training company mission essential task lists (METLs) to some degree, there is no Army-wide MTP for IET companies. This article describes the efforts of the 3d Training Brigade at Fort Leonard Wood, Missouri, to provide this missing piece of training management for IET companies.

Within the training management cycle, assessment is key to conducting battle-focused training. Before assessment begins, however, the commander must make sure the unit METL is valid. The 3d Training Brigade recently gained an adjutant general battalion as a subordinate unit, adding to its missions. This caused the brigade to reexamine and revise its METL, as did each subordinate IET battalion.

The companies in the brigade submitted a proposed METL to their parent battalions. The approved company METL supports the battalion METL in that it allows the battalion to accomplish its battle tasks. As it turned out in our case,

all of the company METLs were battalion battle tasks. This shows a good transition between echelons in the selection of the tasks that are critical to mission accomplishment.

The company METL serves as the basis for assessing the unit's ability to accomplish its mission. In the 3d Training Brigade, a committee of seven company commanders met to examine our IET METL and develop subtasks that would insure the accomplishment of each task. Unlike TOE units that have MTPs, we started from scratch, gathering tasks from such external directives as the basic combat training (BCT) program of instruction (POI), training support packages, and various regulations.

For example, to assess a company's ability to conduct basic rifle marksmanship (BRM) training, we identified subtasks—each with quantifiable conditions and standards from the BCT POI. In short, this committee developed company training objectives that would focus our training efforts. (See box for a breakout of these subtasks and standards.) This written assessment tool enables IET company commanders to focus the train-

BRIGADE METL

Execute training POIs.
Develop permanent party.
Conduct support operations.
Provide training opportunities to Reserve Components.

BATTALION METL

Execute BCT POIs.
Execute permanent party training programs.
Conduct administrative and logistic operations.
Advise and evaluate Reserve Components.
Care for soldiers and families.

IET COMPANY METL

Conduct soldierization.
Conduct BRM training.
Conduct physical fitness training.
Train soldiers on combat skills.
Train and develop permanent party.
Certify drill sergeants.
Plan, document, and coordinate training.
Initiate personnel actions.
Maintain and account for equipment and facilities.
Maintain a positive command climate.
Integrate new soldiers and families.
Operate a family support group.

ing effort and resources to improve their units' proficiency in a given mission essential task.

The development of subtasks and standards for company METL tasks is straightforward where explicit regulations and such documents as the BCT POI apply. For a number of mission essential tasks, however, either there are no guidelines or the regulations are broad and do not prescribe evaluation standards. One such task is the integration of new families and soldiers. The company task *Integrate new soldiers/families* is also a battalion battle task, and supports the battalion mission essential task *Care for soldiers/families*. Here, subtasks and standards are derived from the portion of the company standing operating procedures that governs in-processing and sponsorship.

Since the Infantry School is the proponent for both IET and ARTEP 7-10 MTP, we used the MTP's definitions of T, P, and U for consistency. We designated certain subtasks as critical. Failure to accomplish any critical subtask to standard results in an untrained (U) rating, while failure to accomplish one or more noncritical subtasks to standard means a unit needs practice (P rating). With this written assessment tool, IET company commanders, for the first time, can fully focus their training efforts and resources on improving their units' proficiency in a mission essential task.

Although we have come a long way in

IET training management, we have not resolved every issue. Leader and soldier tasks as well as platoon collective tasks have not been determined. Once we meet this challenge, however, our framework for fully successful training management will be complete. Common sense must always apply; the standards a commander sets must be achievable and consistent with what actually occurs in his company. As long as he remembers these tenets, formulating subtasks is not difficult, and the product obtained will be an accurate assessment tool for his unit.

These METL training objectives provide a yardstick by which all companies in 3d Brigade can be measured. This, in turn, enables the battalion commanders and ultimately the brigade commander to accurately assess readiness trends within the command.

No matter what unit we are a part of, our tactical doctrine is underwritten by successful training management. With an effective assessment tool in place, companies within the 3d Brigade can now perform their missions more successfully.

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Light OPFOR Infantry Platoon Security

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The light infantry platoon is the foundation of many nations' maneuver forces. Its composition and weapons enable the platoon to occupy terrain, and—in conjunction with its fellow platoons of the

rifle company—it can present a formidable hindrance to an enemy's scheme of maneuver, forcing the enemy to dismount or deploy earlier than he had intended. The purpose of this article is to discuss

security operations of an opposing force (OPFOR) light infantry platoon using as models light infantry platoons of the infantry-based OPFOR, North Korea, and Iraq.