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# The Three-by-One Concept Getting More Out of National Guard Training

COLONEL MICHAEL A. HODGE  
LIEUTENANT COLONEL JEFFREY C. McCANN

Over the past several years, the U.S. Army National Guard has been downsized, with ever smaller training budgets, and the decline in training resources is likely to continue. National Guard and Army Reserve leaders must find ways to improve the effectiveness of training and overcome such constraints as training time, geographical dispersion, equipment available for training, and adequate training areas. It is time to entertain new ideas, and it is with this in mind that we put forth this training concept for peer review and comment.

What we propose is the Three-by-One (3x1) concept, which consists of three one-week (five-day) phases spread throughout the training year. Intervening drills can then be used to prepare instructors and leaders for the upcoming training event. Each of the five-day training phases has a specific focus:

**Phase 1**—Individual soldier skills with noncommissioned officers (NCOs)

conducting the training; concurrent officer and leader training; and Soldier Readiness Processing (SRP). (SRP includes such activities as physical examination, cardiovascular screening, pantographic x-rays, HIV testing, and record maintenance.)

**Phase 2**—Squad/crew training and qualification.

**Phase 3**—Collective skills training at platoon and company level with concurrent battalion staff training, using a command post exercise (CPX) and the Army Training Battle Simulation System (ARTBASS).

Given the need to make the most of training time and limited facilities, the 3x1 concept is a viable alternative to the traditional mix of multiple unit training assemblies (MUTAs). (National Guard and Army Reserve units usually connect five or six such assemblies to make the best use of training time and transportation resources.)

The following are some of the ad-

vantages of the 3x1 concept:

- Improved use of scarce, specialized facilities, such as the Fort Hunter Liggett multipurpose range complex (MPRC).
- Focused training. (Soldiers can focus and maximize training in three one-week phases rather than the traditional two-week annual training (AT) phase used by most reserve units.)
- Improved use of inactive duty training (IDT) periods (monthly drills between phases).
- Decreased transportation and maintenance costs resulting from fewer trips to the training area (approximately 20 percent).
- Decreased costs in feeding (75 meals instead of the current average of 96).
- Reduced wear and tear on organic vehicles (potentially increasing readiness).
- Increased field training time (due to reduced travel and maintenance).

# TRAINING NOTES

The training of specialty platoons and low-density military occupational specialties (MOSs) can also benefit from this concept. During home station drills, their activities will be primarily the same as the rest of the unit, but during the three one-week increments, they can progressively focus on specialized and collective tasks. An example of the 3x1 concept for a mechanized infantry unit is shown in Table 1. This concept uses a total of 48 UTAs plus 15 days of AT. Any type of unit (combat, combat support, combat service support) can use this model. Every phase has a MUTA 5 on the first weekend, which includes a first formation on Friday night with the convoy movement to the training area. Tables 2, 3, and 4 will help explain the concept more fully and illustrate one way it can be implemented. (The accompanying list of acronyms used in the tables will help in their interpretation.)

Depending on a unit's mission essential task list and its previous evaluations, the phases can be tailored to the individual unit. Training Assessment Model (TAM) evaluation can take place in any one of the three phases but would most likely be at the end of the training year. In addition, supplemental evaluations can be made at the end of each phase along with the after-action review process.

The 3x1 concept offers many potential benefits. For example, buses can be used during any one of the three phases, or not at all. Currently, the norm for one battalion is five iterations to cover the five MUTA 5s used to accomplish IDT field training. Annual training advance and rear funding will not be required because extensive annual training preparation is not needed, and IDT advance-party travel will be reduced (three IDT periods instead of five). Another potential benefit is the inclusion of support battalions and other slice components during the third phase to enhance collective training.

For the individual soldier, there are some additional benefits. With the time between UTAs increased to 90 days, soldiers will be able to make up their lost time during preparation and clean-up for one of the follow-on unit phased

MONTH	NUMBER OF UTAS	ACTIVITIES
October	3	Rehearse instructors/administration, logistics, maintenance activities/Combat Lifesaver Program
November	Phase 1 7 UTAs + 5-day AT	Diagnostic APFT/CTT/Individual and crew-served weapons qualification/ SRP; TEWT with leaders
December	3	AMC/Muster/Family Support activities
January	3	Rehearse instructors/administration, logistics, maintenance activities
February	3	Rehearse instructors/administration and logistics/Muster
March	Phase 2 7 UTAs + 5-day AT	Squad crew training and qualification/CPX-ARTBASS specialty training (classes taking more than 2 days or MUTA 5)
April	3	Record APFT/rehearse instructors/administration, logistics, maintenance activities
May	3	Rehearse instructors/administration, logistics, maintenance activities
June	3	Rehearse instructors/administration, logistics, maintenance activities
July	Phase 3 7 UTAs + 5-day AT	Platoon evaluations/company training/CPX-ARTBASS
August	3	Rehearse instructors/administration, logistics, maintenance activities
September	3	Rehearse instructors/administration, logistics, maintenance activities

Table 1. Three by One Concept

FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
Move to training site	PT/ CTT-A BRM-all	PT/Bayonet/ CTT-A BRM-A/C	PT CTT-C IWQ-B/D CWQ-E	PT/Bayonet CTT-D IWQ-HHC CWQ-A Mines/demo-C	PT CTT-E IWQ-HHC CWQ-B Mines/demo-D	APFT CTT-HHC  CWQ-C Mines/demo-A
	← SRP	← TSFO	TSFO →	← Gunners ← Driver	Skill Test Tng/Licensing	11H/11C → Course →
APFT makeup CTT-HHC CWQ-D Mines/demo-A Driver tng/licensing	Battalion run Return to home station Maintenance activities					

Table 2. Phase 1 Concept. NCO-driven week with focus on individual preparation.

FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
Move to training site	Squad train-up MILES zero	Squad train-up	Squad evaluation A Co  MOUT D Co	Squad evaluation B Co LFX-A MOUT C Co TOW SQD Mortar/Scout	Squad evaluation C Co LFX-B MOUT A Co evaluations thru Specialty Plt.	Squad evaluation D Co LFX-C MOUT B Co Table IV → Evals →
LFX-D TOW SQD Evaluations thru Table IV	Turn-in equipment Return to home station Maintenance activities					

Table 3. Phase 2 Concept, with focus on squad and crew proficiency and qualification.

FRIDAY	SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
Move to training site	Platoon train-up	Platoon Evaluations	Platoon evaluations	Platoon evaluations	Platoon LFX CALFEX evaluations	Platoon LFX CALFEX
	← ARTBASS	← TOW		← CSS thru Table XII →		
Platoon LFX CALFEX	Turn-in equipment Return to home station Maintenance activities					

Table 4. Phase 3 Concept, with focus on platoon and company proficiency and qualifications.

training events. Another plus is that the soldiers still get a National Guard paycheck every month.

The concept does raise some issues that must be considered. Some civilian employers may not be happy with the loss of an employee for three one-week periods instead of the normal 15-days. On the other hand, some employers may like giving an employee up for only one week at a time. (Families may like the shorter absences too.)

The 3x1 concept will require that the unit process combined payrolls (IDT-AT-IDT). Its implementation would require that the National Guard Bureau grant year-round training (YRT) authority or incremental annual training (IAT) authority. (National Guard Regulation 350-1 provides for YRT and IAT when units can show that this will provide for the most effective use of training time and resources.)

All of these issues can be dealt with, provided employers, soldiers, and families are given plenty of advance notice. As always, there will be some soldiers who need to train using the traditional

#### GLOSSARY OF ACRONYMS

ARTBASS—Army Training Battle Simulation System  
AT—Annual Training  
BRM—Basic Rifle Marksmanship  
CALFEX—Combined Live Fire Exercise  
CTT—Common Task Training  
CWQ—Crew-served Weapons Qualification  
IWQ—Individual Weapons Qualification  
LFX—Live Fire Exercise  
MILES—Multiple Integrated Laser Engagement System  
MOUT—Military Operations on Urbanized Terrain  
SRP—Soldier Readiness Processing  
TEWT—Tactical Exercise Without Troops  
TSFO—Tactical Simulator Forward Observer  
UTA—Unit Training Assembly

IDT/AT concept, and there are various options for them.

A preliminary survey of one battalion indicates that 73 percent of the soldiers either favored the concept or saw no difference between the 15-day AT and the 3x1. Of the 27 percent that preferred the standard AT, only 8 percent of the total surveyed expressed legitimate employment concerns.

The real benefits of the 3x1 concept are:

- A higher quality and greater quan-

tity of realistic training.

- Better prepared instructors.
- Focused training on individual, squad, and collective levels.
- More effective use of resources.

We believe that the time has come for innovative training techniques. Although the 3x1 concept can be seen as a variation of "the Texas Plan"—in which soldiers come in as the unit needs them—there is no documentation to show that this concept has ever been tried. The 3x1 concept gives National Guard and Army Reserve soldiers the maximum opportunity to train as they will fight.

**Colonel Michael A. Hodge** commands the 3d Brigade, 40th Infantry Division, California Army National Guard, and commanded a military police brigade during Operation *Desert Shield/Storm*. He was commissioned through the Infantry Officer Candidate School in 1966.

**Lieutenant Colonel Jeffrey C. McCann** commands 2d Battalion, 160th Infantry, California National Guard, and has held various battalion and brigade staff positions. He is a 1975 graduate of the California Military Academy.