

November 2012

Leader's Guide to Company Training Meetings

(This Leader's Guide replaces the one dated August 2012)



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What's Changed?

Added:

Page 6: T-Week (Training-Week) discussion updates and clarifies the concept of how the weeks before and after the execution of a training event require planning and coordination to ensure a successful training event.

Page 14: Links to the ATN Training Meeting videos.

Changed:

Page 4: Included text to emphasize that the commander assesses the key collective tasks (KCT) trained during the previous weeks' training events. This ensures that as the UTP is progressively executed, that the training focus remains on the key tasks that were selected to train as specified in the UTP that will bring the unit to mission proficiency.

Overview

Company training meetings are the key to keeping the unit training plan (UTP) on course. They are *non-negotiable*, and provide the commander and other leaders visibility of the current state of unit training readiness. Accordingly, they appear on the weekly training schedule. Training meetings facilitate the top down/bottom-up flow of information. Training meetings are a mechanism that commanders use to manage training events week-by-week and ensure the unit stays on course to attain training goals and collective task proficiency. Although this leader's guide is focused at the company level, training meetings held at brigade and battalion-level are no less important and are equally vital to ensuring unit training proficiency. Their focus is predominantly on resourcing and supporting company-level training.

Subordinates provide their assessments regarding the training proficiency needs of the unit and individual Soldiers. Training meetings are conducted by leaders to review past training, identify and plan necessary retraining, plan and prepare future training, and exchange timely training information between leaders.

Feedback is an important aspect of training meetings and is used to refine the UTP as it progresses. This feedback takes many forms, for example, personal observation, after-action reviews, and informal evaluations. The training meeting is a primary forum for the discussion of training assessments (unit, leader and task proficiency).

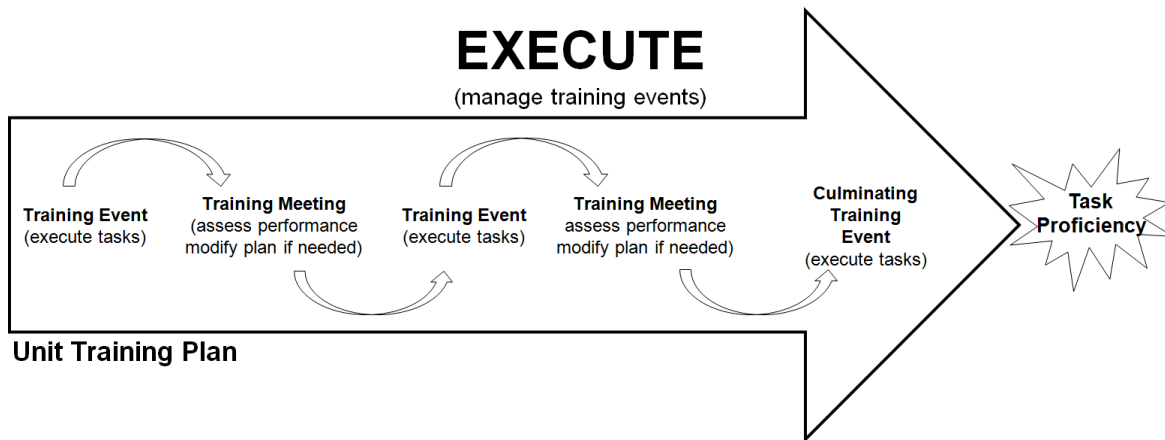
Objective

Company training meetings review completed training, de-conflict training issues, plan and prepare future training, and exchange timely information between participants. Training meetings are not a forum for discussion of administrative operations and non-training related activities. Training is the sole topic. Training meetings have four goals:

- Validate the tasks (collective and individual) to train for future training events. In particular, the key collective tasks (KCT) from the UTP. The commander modifies and updates the tasks to train to meet the long-range planning goals.
- Synchronize collective tasks being trained in support of the unit mission with upcoming training events, confirm training objectives, and resource requirements and status of coordination.
- Ensure cross-communication between leaders. Subordinate leaders provide assessments of proficiency after each training event. Additionally, they ensure tasks trained at platoon, squad and individual level are executed and assessed to standard and support the tasks the company must train.
- Review the training focus for upcoming events.

Managing the UTP

ADRP 7-0 and Unit Training Management (UTM) on the Army Training Network (ATN) <https://atn.army.mil> provide detailed discussions on the planning process. Provided below is a brief overview of the role that training meetings play in managing the progression of the UTP:



Each training event is individually managed and coordinated to ensure the UTP is executed as designed. If the UTP needs to be modified based on the unit achieving (or not achieving) specific, published training objectives, commander's guidance given during training meeting is the means that drives future training event planning, and ultimately the UTP.

Successful Training Meetings

- Validate the tasks (collective and individual) to train for upcoming events
- Synchronize unit collective tasks to train with events
- Delegate and confirm responsibilities critical to executing events
- Review and confirm resource requirements and status
- Ensure cross communication between leaders
- Refine the training focus (tasks to train and objectives) for upcoming events

Participants

Leader participation is essential for a successful company training meeting. The commander determines the participants to attend. Provided is a suggested list of participants and responsibilities of those attending the company training meetings.

Company commander runs the meeting and is responsible for the efficient conduct of the training meeting. Prior to the meeting the commander updates his running estimate of the company's proficiency of the KCTs that support the UTP goals. He assesses (T-P-U) the previous weeks' training (focusing on the KCT), training calendar, upcoming training schedules and upcoming training event OPORDs. The commander then provides guidance for upcoming events and adjusts future events' training focus based on his assessment and confirms the status of resource requests/requirements. The

commander updates his running estimate (collective task assessment, training risk status of external resources, status of trainers, etc.).

XO runs the training meeting in the commander's absence. He coordinates training for all the Soldiers in sections or attachments without platoon leaders or platoon sergeants. The XO provides a current assessment for collective tasks, warrior tasks and battle drills and key individual tasks that directly support the company tasks. The XO provides the status of resources to support upcoming events and identifies resource issues impacting on upcoming training. Additionally, the XO identifies/consolidates new resource requirements based on an adjustment of tasks to train for upcoming events.

1SG is the personal advisor to the commander on all issues that affect not only individual training in the unit but also collective tasks. The 1SG provides his assessment of individual and collective tasks and key warrior tasks and battle drills that support the company's collective tasks to train. He provides guidance and advice on training plans, and reviews pre-execution checks discussed during the training meeting. Additionally, in the role of advisor, he helps in the leader development of both officers and NCOs by actively participating in the formulation of effective training plans (tasks to train and identification of resource requirements) for platoons.

Platoon Leaders brief their assessment of collective task and key leader tasks, warrior tasks and battle drill proficiency of their platoon based on training conducted. They recommend adjusting tasks to train (training focus) for upcoming events based on their assessments. Additionally, they either confirm previously submitted resource requirements for upcoming events or they identify new resource requests based on a change to the training focus for an upcoming event.

Platoon Sergeants provide their assessment of key individual tasks based on training conducted. Observes and receives feedback from squad leaders on the status of individual training conducted and ensures they support the company's collective tasks. The Platoon Sergeant briefs the status of specific essential pre-execution checks (status of trainer(s), resources, tasks to train or site recon) for upcoming events. Additionally, platoon sergeants provide input to any changes (collective tasks, warrior tasks or battle drills to train and resource requirements) to upcoming events.

Key staff NCOs, such as master gunners, attend training meetings and advise the commander on the status of specialized training. As an example, the master gunner works with the 1SG to track individual and crew-served weapon qualification, and helps leaders with gunnery training assessments. Identifies and advises leaders on opportunities to integrate specialized training into upcoming events. Additionally, advises leaders on specialized resource requirements for upcoming events.

Maintenance team chiefs coordinate the maintenance efforts of the company and work with the commander and XO to ensure that timely support is provided. The maintenance team chief provides input on the status of maintenance training in the company, recommends maintenance related training, and informs the commander of

scheduled services and inspections. The maintenance team chief identifies any issues that will impact on upcoming events. Additionally, advises the commander on training requirements based on his assessment of training previously conducted.

Supply Sergeants provide input to the commander on supply-related issues, inspections, and inventories. Supply sergeants also work with the XO and 1SG to coordinate necessary support from outside sources.

Attached leaders attend training meetings to coordinate their training efforts with those of the company. These leaders provide their assessment of tasks and battle drills previously trained. They confirm the tasks to train and the status of resource requirements for upcoming events. Commanders must fully integrate and support the training of all habitually associated units.

RC companies may have AC personnel attend the training meetings. These personnel bring valuable experience and the latest training techniques from AC units.

T-Week Concept

The concept of T-Week ('Training-Week') is in relation to planning and coordinating all significant actions that are necessary to execute a training event. T-Weeks are expressed as either '-' or '+', beginning around T-12 (twelve weeks) before event execution. The following list shows approximate planning and coordination requirements that are necessary to ensure the specific training event is ready to conduct during 'T Week' (week of execution). Each installation/home station varies with regard to resource planning, so be sure to check with your higher HQ for a better understanding of specific requirements at your location.

UTP Approval

- ◆ Identify specific collective (KCT) and leader tasks that require training
- ◆ Request major resources to support the key training events (Class V, training areas and ranges)
- ◆ Publish WARNO for training event

Week T-12 to T-8

- ◆ Provide pre-execution checks guidance
- ◆ Identify trainer, evaluator, OC, and OPFOR duties
- ◆ Subordinate leaders provide individual soldier training objectives for upcoming training event

Weeks T-8 to T-6

- ◆ Execute recon of training site(s)
- ◆ Gain approval from higher commander on the plan
- ◆ Publish OPORD for training event
- ◆ Submit risk assessment for approval at appropriate echelon
- ◆ Request Class I, III, IV, transportation, TADSS and other requirements
- ◆ Begin pre-execution checks

Week T-5

- ◆ Confirm all support requests; lock in all resources

Week T-4

- ◆ Certify leaders, trainers, evaluators, OCs, and OPFOR
- ◆ Conduct initial trainer, evaluator, OC, and OPFOR back briefs
- ◆ Subordinate units complete pre required training (weapons qual, drivers training, etc)

Week T-3

- ◆ Conduct rehearsals for trainers, evaluators, OCs, and OPFOR

Week T-2

- ◆ Conduct final pre-execution checks

Week T-1

- ◆ Draw and test TADSS
- ◆ Complete pre-execution checks. This includes trainer, evaluator, OC, and OPFOR rehearsals, and training site preparation (replicate training exercise conditions)
- ◆ Execute unit rehearsals

T Week (week that training is conducted)

- ◆ Conduct pre-combat checks
- ◆ Conduct training
- ◆ Conduct informal AARs.
- ◆ Conduct retraining as necessary

Week T+1

- ◆ Conduct unit recovery operations
- ◆ Conduct final AAR for the training event
- ◆ Commander updates unit's KCT/METL assessments

Training Meeting Time and Place

The company meeting follows the battalion training meeting by no more than two days. Company training meetings are generally conducted on the same day and time each week – this provides a degree of battle rhythm and predictability.

Selection of a time to conduct training meetings depends on several factors. Main considerations include:

- Enabling leaders to attend
- Minimizing training disruptions
- Allowing subordinate leaders time to prepare
- Local policy

Selecting a time for RC companies to conduct training meetings is more challenging. There are three alternatives:

- Conduct the meeting during a regularly scheduled drill period
- Conduct the meeting during an Additional Training Assembly (ATA)
- Conduct the meeting during a "for points only" or non-paid assembly

Training Meeting Agenda

There are three phases to company training meetings. They are assess previous training, coordination for upcoming events (T-5 thru T-1), and planning for future events (T-6 & T-7) training. The agenda maintains a focus for all to see, understand, and follow. It should be posted prior to the meeting.

Agenda Items

Review Last Weeks Training:

- Platoon/subordinate element assessments (collective and Individual tasks, warrior tasks and battle drill training)
- Identify training not conducted
- Update company KCT and MET assessments
- Identify retraining required

Coordination:

- Review FRAGOs (new or updated command guidance)
- Pre-execution checks T-5 thru T-1
- Identify any changes to upcoming events (tasks to train)

Future Planning:

- Review BN/CO training calendar for adjustment
- Provide Cdr's updated planning guidance for events (Adjust training focus of events)
- Demonstrate how platoon tasks support the company collective tasks to train (from the company UTP).
- Review draft training schedule for T-6 & T-7
- Confirm/identify additional resource requirements

Time Requirements

Training meetings should last one hour but not exceed 1.5 hours. There may be occasions when meetings last more than one hour: but these are the exception. The key is for the commander to achieve the meeting objectives as quickly and efficiently as possible.

Recommended Time Line

<u>ACTION</u>	<u>TIME</u>
Review last week's training	15 Minutes
Preparation for T-5 thru T-1 Training	30 Minutes
Future Planning (T-6 & T-7)	15 Minutes

Review Last Week's Training

Commanders begin the meeting by discussing the training just completed. The bottom-up input by the platoon leaders and platoon sergeants is critical to assessment of the collective, leader, and individual training proficiency of the unit. The items listed below are agenda items that are discussed by company leaders. Assessments are also discussed in detail on Unit Training Management (UTM) on [ATN](#).

Review of Last Week's Training Agenda Items

Platoon Assessment

- Collective, leader, Soldier tasks, warrior tasks and battle drills
- "Go and No Go" (T&EO)

Training Shortfalls

- Training planned but not conducted (include discussion of tasks not trained)
- Reason for not executing
- Retraining plan

Company KCT/METL Update

- Platoon assessment of tasks that support company KCTs trained last week
- Personal observations of training/task assessments (1SG & Cdr)

Assessment of completed training may reveal training that is incomplete or not conducted to the Army standard. Retraining should be conducted at the first opportunity, ideally during the same training period. However, when this cannot happen, it may be necessary to adjust subsequent training events (adding or subtracting tasks to train) to retrain on those tasks that were not trained to standard. This is discussed at the training meeting and adjustments are made to the UTP or future events.

In reviewing retraining requirements, company leaders consider a number of factors--

- The number of Soldiers or elements involved
- If the retraining is sequential to other planned training – does this need to be accomplished before completing a future task?
- Resource availability (ranges, instructors, logistics, etc.)

- Original planning for the task, and modification as necessary
- When and where to reschedule the training at the first available opportunity
- When resources are available, retraining takes priority over training new tasks.

Platoon Assessments and Training Shortfalls

Platoon leaders and platoon sergeants assess collective and Soldier proficiency since the last training meeting. This assessment is a "go and no go" snapshot of all training conducted by the platoon. The sources of the platoon assessment may be formal or informal and based on the task T&EO. The leadership updates their assessments in the Digital Training Management System ([DTMS](#)).

As each platoon completes the training assessment, training shortfalls are addressed. A training shortfall is when training has been planned, but not conducted. Platoon leaders must explain to the commander the reasons for not executing training, and the plans to reschedule the missed training.

Company KCT/METL Update

The command team (commander and 1SG) are responsible for training their units. Once subordinates have provided their assessments, the command team provides their input to training conducted and also identifies any training shortfalls (tasks that must be trained or retrained). This process is critical as it not only ensures a common understanding of the commander's training end state (based on the unit mission and guidance) for the unit, but also develops subordinate leaders. Through this open dialogue, commanders are holding their subordinate leaders responsible for training their respective organizations. This is a critical aspect of the process as it is imperative that leaders develop their subordinates.

After all platoons complete their training assessments and discuss any training shortfalls, the commander, with input from the 1SG, updates the company KCT/METL assessment.

Coordination for Training (T-1 thru T-5)

Review FRAGOs (new or updated command guidance)

During this step the unit reviews any new or updated guidance that will impact on training (T-1 thru T-5). The guidance could be either externally directed or based on the commander's assessment of the unit. Commanders convey the purpose of the training and the desired end state they expect, but they leave the how to achieve the end state to the subordinates. This instills the principles of mission command. Additionally, leaders understand and assess the impact on the current training plan. This impact is discussed and associated risks understood by the commander.

Leaders identify the events that will be modified/adjusted to incorporate the tasks previously identified during the assessment of last week's training. Again, leaders

discuss the adjustments to the current training plan to clearly understand the command team's end state for upcoming training. Once the training focus for the upcoming events is understood, the company leadership reviews key aspects of the pre-execution check list for these events.

Pre-Execution Check Review

A critical part of the training meeting is the discussion of pre-execution checks. Pre-execution checks include the informal planning and detailed coordination conducted during preparation for training. Pre-execution checks are developed by the chain of command and responsibilities for them fixed to ensure training is resourced and conducted properly. They become increasingly detailed as training schedules are developed. Pre-execution checks provide the attention to detail needed to use resources efficiently.

Possible Pre-Execution Checks

Units should modify and refine this list based on their specific organization and mission.

- _____ What are the lessons learned from the last time the training was conducted? Are they integrated in the next iteration?
- _____ Is the OPFOR equipped and trained (if applicable)?
- _____ Are slice elements integrated into planning and execution of training?
- _____ Has a risk assessment been completed? Have safety considerations been completed?
- _____ Do the trainers have the list of tasks to be trained?
- _____ Have leaders identified pre-requisite tasks for the training event? Are Soldiers trained on prerequisite tasks prior to the event?
- _____ Are leaders certified to conduct range operations?
- _____ Are trainers identified and available for training?
- _____ Do trainers have T&EOs for all tasks to be trained?
- _____ Do trainers have a copy of the OPORD?
- _____ Is rehearsal time programmed for trainers?
- _____ Have training ranges, facilities and training areas been requested?
- _____ Has a reconnaissance been conducted?

- _____ Are range or maneuver books on hand?
- _____ Are convoy clearances submitted and approved?
- _____ Are TADSS identified, requested and approved?
- _____ Can trainers properly operate all TADSS and targetry?
- _____ Is Class I (food) requested? Does the dining facility and support platoon know?
- _____ Is Class III (Fuel) requested and picked up?
- _____ Is Class V (Ammo) requested and picked up?
- _____ Is transportation requested?
- _____ Are sufficient expendable supplies on hand?
- _____ Are external taskings and appointments de-conflicted?
- _____ Is time scheduled for retraining as necessary?
- _____ Is the recovery plan specified in the OPORD?
- _____ Is time scheduled for an AAR?
- _____ Is the back brief for the chain of command coordinated?

By reviewing key pre-execution checks, the commander ensures that training events are fully planned and coordinated with all elements of the company. The timeframe to look out depends on unit and organization SOPs. It is imperative the companies understand the associated resource time line requirements. The AC commanders look one to six weeks out (or even further based on requesting timelines for resources) when reviewing pre-execution checks. For RC commanders, the time period is the next three months. Within these training windows, commanders review pre-execution checks in reverse order. The last week (AC) or month (RC) first, working down until the next training period is covered in detail. The commander focuses on specific details when reviewing pre-execution checks.

The primary trainer indicated on the training schedule briefs pre-execution checks. If the primary trainer is not the platoon sergeant, then the platoon sergeant will brief the pre-execution checks during the training meeting. For almost every training event for platoon and below, the platoon sergeant is the key coordinator. The platoon sergeant coordinates the efforts of other NCOs in the platoon and ensures that training is thoroughly prepared.

Planning for Future Training

Future Training Planning Agenda Items

- Review BN/CO UTP and training calendar for adjustments
- Provide Cdr's updated planning guidance for events (adjust training focus of events)
- Demonstrate how platoon tasks support company KCT to train from the UTP.
- Review draft training schedule for T-6 & T-7
- Confirm/Identify additional resource requirements

The commander must check the battalion UTP. Events indicated on the battalion training calendar or found in the UTP are put on the company training schedule first. After these events are posted, the commander issues guidance (company tasks to train and end-state of training) for these future events. These tasks support the company's collective tasks to train from the UTP and the battalions training focus for the event. Additionally, this starts the planning process to support the company's training focus/KCTs, and develop pre-execution checks to fix responsibilities.

Platoon Leader/Platoon Sergeant Input

Based on their training assessments, platoon leaders and platoon sergeants review current events identified in the company UTP and validate tasks to train to improve training proficiency. Additionally, resource requirements are discussed. These plans (adjusted training focuses for future events) are briefed to the commander during the training meeting.

Platoon leaders brief how the KCT to train during training events directly support the company and battalion in the execution of their UTPs. Provided is an example of how squads/platoons support the brigade in the execution of their UTP.

Collective Task Crosswalk (example briefed by Platoon) T-6 (Training Focus – KCT)

Brigade METL: Conduct Law and Order Operations (ART 5.8.1)

Battalion METL: Coordinate Law and Order Operations (19-1-4001)

Company METL: Perform Law and Order (19-2-4001)

Supporting Collective Task: Establish MP Law and Order Operations Center (19-2-4002)

Platoon Task: Perform Platoon Level Law and Order (19-3-4001)

Teams/Squads (Battle Drill): Establish a Hasty Checkpoint (19-4-D0105)

Leader Tasks:

- Manage Law Enforcement Operations (191-410-0082)
- Supervise the Establishment and Operations of Road Block/Checkpoint (191-377-4203)

Supporting Individual Tasks:

- Plan Patrol Activities (191-380-0109)
- Direct a Traffic Control Plan (191-410-0026)
- Plan Patrol Activities (191-410-0035)
- Conduct High Risk Traffic Stop (191-376-5145)
- Conduct a Law Enforcement Patrol (191-376-5153)

Training Schedule Development

Commanders receive input from all platoons and other elements of the company before formulating the draft training schedule. Because of support limitations or other conflicts, the commander may have to disapprove a training event that a platoon requested or move it to another week (AC) or month (RC). Once all conflicts are resolved, the commander develops a rough draft of the next training schedule. See also Unit Training Management (UTM) on [ATN](#).

Additional Training Meeting Resources:

[How-To Conduct Company Training Meetings](#) (ATN Video, runtime: 12:02)

[How-To Conduct Battalion Level Training Meeting](#) (ATN Video, runtime: 12:34)

[How-To Conduct a Training Meeting \(overview\)](#) (ATN Video, runtime: 19:49)