

# Battle Focused Training

## Contents

	Page
<b>Preface</b> .....	<b>XII</b>
<b>Chapter 1</b>	
<b>HOW THE ARMY TRAINS</b> .....	<b>1-1</b>
Training Overview.....	1-1
The Training Challenge .....	1-2
Joint, Interagency, Intergovernmental, Multinational Training.....	1-2
The Army Training System.....	1-3
The Army Training and Leader Development Model .....	1-4
The Operational Army .....	1-5
The Institutional Army.....	1-7
Individual Self-Development.....	1-10
Reserve Component Training .....	1-12
Premobilization and Postmobilization Training.....	1-12
Summary .....	1-13
<b>Chapter 2</b>	
<b>BATTLE FOCUSED TRAINING</b> .....	<b>2-1</b>
Principles of Training.....	2-1
Commanders and Training.....	2-11
Top-Down/Bottom-Up Approach to Training .....	2-14
Battle Focus.....	2-14
Army Training Management Cycle.....	2-16
Summary .....	2-16
<b>Chapter 3</b>	
<b>MISSION ESSENTIAL TASK LIST (METL) DEVELOPMENT</b> .....	<b>3-1</b>
METL Development Process.....	3-2
Inputs to METL Development.....	3-3
Commanders' Analysis.....	3-5
METL Development Fundamentals.....	3-6
Battlefield Operating Systems.....	3-6
METL Development Sequence .....	3-8
Battle Tasks.....	3-8
Staff METL.....	3-24
Specialty Platoon Critical Task List Development.....	3-26
Reserve Component METL Development.....	3-26
Echelon Above Division/Echelon Above Corps METL Development.....	3-27
Table of Distribution and Allowances METL Development .....	3-27
METL Development for Directed Change of Mission.....	3-28

**Distribution Restriction:** Approved for public release; distribution is unlimited.

\*This publication supersedes FM 25-101, 30 September 1990.

	Training Objectives.....	3-29
	Summary .....	3-36
<b>Chapter 4</b>	<b>PLANNING.....</b>	<b>4-1</b>
	Training Planning Process.....	4-2
	<b>Section I. Training Assessment.....</b>	<b>4-3</b>
	Assessments by Commanders of Battalions, Brigades, and Above.....	4-4
	Assessments by Commanders of Companies, Batteries, and Troops.....	4-5
	Assessments by Noncommissioned Officers.....	4-5
	Assessment Ratings.....	4-6
	Evaluation Ratings.....	4-6
	Brigade Combat Team Commander Assessment Example.....	4-6
	<b>Section II. Training Strategy.....</b>	<b>4-27</b>
	Overview.....	4-27
	Combined Arms Training Strategy (CATS).....	4-30
	Training Adaptive Leaders and Units.....	4-30
	Live, Virtual, and Constructive Training.....	4-32
	Sample Commander Training Strategies.....	4-34
	<b>Section III. Command Training Guidance.....</b>	<b>4-45</b>
	<b>Section IV. Training Plans.....</b>	<b>4-46</b>
	Planning Calendars.....	4-47
	Time Management.....	4-49
	Long-Range Planning.....	4-52
	Short-Range Planning.....	4-56
	Near-Term Planning.....	4-71
	Training Meetings.....	4-75
	Training Schedules.....	4-78
	Summary .....	4-81
<b>Chapter 5</b>	<b>EXECUTION.....</b>	<b>5-1</b>
	<b>Section I: Training Execution.....</b>	<b>5-2</b>
	The Role of Commanders.....	5-3
	The Role of Noncommissioned Officers.....	5-3
	Sergeants Time Training.....	5-3
	Crawl-Walk-Run Training.....	5-4
	Efficient and Effective Training.....	5-5
	Presentation of Training.....	5-6
	Situational Training Exercises.....	5-7
	Live Fire Exercises.....	5-8
	Staff Training.....	5-9
	<b>Section II: Preparation for Training.....</b>	<b>5-11</b>
	Train the Trainer.....	5-13
	Conduct Pre-Execution Checks.....	5-15
	Preparation for Training Examples.....	5-15
	<b>Section III: Conduct of Training.....</b>	<b>5-62</b>
	Conduct Pre-Combat Checks.....	5-63
	Execute Training.....	5-64
	Conduct After Action Reviews.....	5-65
	Retraining.....	5-65
	<b>Section IV: Recovery from Training.....</b>	<b>5-66</b>
	Conduct After Action Reviews During Recovery.....	5-67
	Summary .....	5-68

<b>Chapter 6</b>	<b>ASSESSMENT</b> .....	<b>6-1</b>
	Assessment .....	6-2
	Organizational Assessment.....	6-2
	Training Assessment.....	6-4
	Training Evaluation.....	6-4
	Certification.....	6-10
	After Action Review .....	6-11
	Lessons and Lessons Learned .....	6-12
	Example Training Assessments .....	6-12
	The Role of Commanders and Leaders .....	6-27
	Summary .....	6-29
<b>Appendix A</b>	<b>LEADER TRAINING AND LEADER DEVELOPMENT IN UNITS</b> .....	<b>A-1</b>
<b>Appendix B</b>	<b>COMPANY TRAINING MEETING</b> .....	<b>B-1</b>
<b>Appendix C</b>	<b>AFTER ACTION REVIEW (AAR)</b> .....	<b>C-1</b>
<b>Appendix D</b>	<b>TRAINING EXERCISE DEVELOPMENT</b> .....	<b>D-1</b>
<b>Appendix E</b>	<b>EXAMPLE TRAINING GUIDANCE</b> .....	<b>E-1</b>
<b>Appendix F</b>	<b>EXAMPLE QTB AND YTB</b> .....	<b>F-1</b>
<b>Appendix G</b>	<b>TRAINING SUPPORT SYSTEM (TSS)</b> .....	<b>G-1</b>
<b>Appendix H</b>	<b>RISK MANAGEMENT</b> .....	<b>H-1</b>
<b>Glossary</b>	.....	<b>Glossary-1</b>
<b>References</b>	.....	<b>References-1</b>
<b>Index</b>	.....	<b>Index-1</b>