FM 7-1
(FM 25-101)

BATTLE FOCUSED TRAINING

SEPTEMBER 2003

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Battle Focused Training

Contents

Page

Preface ..... **XII**

Chapter 1 **HOW THE ARMY TRAINS** **1-1**
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

Chapter 2 **BATTLE FOCUSED TRAINING** **2-1**
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

Chapter 3 **MISSION ESSENTIAL TASK LIST (METL) DEVELOPMENT** **3-1**
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

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Training Objectives....3-29
Summary....3-36

Chapter 4 **PLANNING....4-1**
Training Planning Process....4-2

Section I. Training Assessment....4-3
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

Section II. Training Strategy....4-27
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

Section III. Command Training Guidance....4-45

Section IV. Training Plans....4-46
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

Chapter 5 **EXECUTION....5-1**

Section I: Training Execution....5-2
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

Section II: Preparation for Training....5-11
Train the Trainer....5-13
Conduct Pre-Execution Checks....5-15
Preparation for Training Examples....5-15

Section III: Conduct of Training....5-62
Conduct Pre-Combat Checks....5-63
Execute Training....5-64
Conduct After Action Reviews....5-65
Retraining....5-65

Section IV: Recovery from Training....5-66
Conduct After Action Reviews During Recovery....5-67
Summary....5-68

Chapter 6 **ASSESSMENT** **6-1**
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

Appendix A **LEADER TRAINING AND LEADER DEVELOPMENT IN UNITS** **A-1**

Appendix B **COMPANY TRAINING MEETING** **B-1**

Appendix C **AFTER ACTION REVIEW (AAR)** **C-1**

Appendix D **TRAINING EXERCISE DEVELOPMENT** **D-1**

Appendix E **EXAMPLE TRAINING GUIDANCE** **E-1**

Appendix F **EXAMPLE QTB AND YTB** **F-1**

Appendix G **TRAINING SUPPORT SYSTEM (TSS)** **G-1**

Appendix H **RISK MANAGEMENT** **H-1**

Glossary **Glossary-1**

References **References-1**

Index **Index-1**

Figures

Figure 1-1. Army Training and Leader Development Model 1-4
Figure 1-2. The Operational Army 1-6
Figure 1-3. The Institutional Army 1-8
Figure 2-1. Principles of Training 2-1
Figure 2-2. Brigade Combat Team Organization 2-4
Figure 2-3. Combined Arms Training—Scope and Scale 2-5
Figure 2-4. Band of Excellence 2-10
Figure 2-5. Overlapping Training Responsibilities 2-12
Figure 2-6. Integration of Collective and Individual Training 2-15
Figure 2-7. Army Training Management Cycle 2-17
Figure 3-1. Mission Essential Task List Development Process 3-3
Figure 3-2. UJTL–AUTL–ARTEP-MTP Crosswalk 3-4
Figure 3-3. Fundamental Concepts Used in METL Development 3-6
Figure 3-4. Relationships between Mission, METL, Critical Tasks, and Battle Task 3-9
Figure 3-5. Brigade METL Development Sequence 3-10
Figure 3-6. Battalion METL Development Sequence 3-11
Figure 3-7. METL Crosswalk 3-12
Figure 3-8. Company METL Development Sequence 3-13
Figure 3-9. Company METL Development 3-14
Figure 3-10. Infantry Company METL Development 3-15
Figure 3-11. Battery METL Development 3-15
Figure 3-12. Brigade Support Medical Company METL Development 3-16
Figure 3-13. Selection of Platoon Critical Tasks and Platoon-Level Leader Tasks 3-17
Figure 3-14. Selection of Infantry Platoon Critical Tasks and Platoon-Level Leader Tasks 3-17
Figure 3-15. Selection of Platoon, Section, and Team Critical Tasks 3-18
Figure 3-16. Selection of Ambulance Platoon Critical Tasks and Platoon-Level Leader Tasks 3-18
Figure 3-17. Selection of Squad Critical Tasks and Drills, and Squad-Level Leader Tasks 3-19
Figure 3-18. Selection of Infantry Squad Critical Tasks and Squad-Level Leader Tasks 3-20
Figure 3-19. Selection of Section Critical Tasks and Section-Level Leader Tasks 3-20
Figure 3-20. Selection of Ambulance Squad Critical Tasks and Squad-Level Leader Tasks 3-21
Figure 3-21. Selection of Individual Soldier Tasks 3-22
Figure 3-22. Selection of Infantry Individual Soldier Tasks 3-22
Figure 3-23. Selection of Individual Tasks 3-23
Figure 3-24. Selection of Medical Individual Soldier Tasks 3-23
Figure 3-25. Infantry Battalion Staff METL Development 3-24

Figure 3-26. Direct Support (DS) Field Artillery Battalion Staff METL Development 3-25
Figure 3-27. Direct Support (DS) Field Artillery Battalion Staff Officer Task Development 3-25
Figure 3-28. Brigade Support Battalion (BSB) Staff METL Development 3-26
Figure 3-29. Garrison METL Development 3-28
Figure 3-30. Example of Training Objective for a BCT Mission Essential Task 3-31
Figure 3-31. Example of Training Objective for an Infantry Battalion, BCT Mission Essential Task 3-32
Figure 3-32. Example of Training Objective for an Infantry Company Mission Essential Task 3-32
Figure 3-33. Example of Training Objective for an Infantry Platoon Task 3-33
Figure 3-34. Example of Training Objective for an Infantry Squad Task 3-33
Figure 3-35. Example of Training Objective for an Infantry Individual Soldier Task 3-33
Figure 3-36. Example of Training Objective for a Brigade Support Battalion, BCT Mission Essential Task 3-34
Figure 3-37. Example of Training Objective for a Brigade Support Medical Company Mission Essential Task 3-34
Figure 3-38. Example of Training Objective for an Ambulance Platoon Task 3-35
Figure 3-39. Example of Training Objective for an Ambulance Squad Task 3-35
Figure 3-40. Example of Training Objective for Individual Soldier Task 3-35
Figure 4-1. Training Planning Process 4-2
Figure 4-2. Training Planning Process (Training Assessment) 4-4
Figure 4-3. METL Crosswalk 4-8
Figure 4-4. “Bottom-Up” Input (Conduct an Attack) 4-9
Figure 4-5. “Bottom-Up” Input (Coordinate Fire Support) 4-15
Figure 4-6. “Bottom-up” Input (Acquire Targets) 4-16
Figure 4-7. “Bottom-Up” Input (Defend Against Level I and II Threats and Provide Direct Support (DS) Level Combat Service Support) 4-20
Figure 4-8. Training Planning Process (Training Strategy) 4-28
Figure 4-9. Training Strategy 4-29
Figure 4-10. Training Adaptive Leaders and Units 4-31
Figure 4-11. Training Adaptability 4-32
Figure 4-12. Selected Training Tasks to Improve BCT METL Proficiency for METL Task: “Conduct an Attack” 4-34
Figure 4-13. 1st BCT Commander’s Training Strategy 4-35
Figure 4-14. Selected Training Tasks to Improve 1-77 IN METL Proficiency for METL Tasks: “Assault an Objective” and “Breach an Obstacle” 4-37
Figure 4-15. 1-77 IN Commander’s Training Strategy 4-38
Figure 4-16. Selected Training Tasks to Improve A/1-77 IN METL Proficiency for METL Tasks: “Assault an Objective,” “Integrate Indirect Fire Support,” and “Breach an Obstacle” 4-39
Figure 4-17. A/1-77 IN Commander’s Training Strategy 4-40
Figure 4-18. A/1-77 IN Commander’s Training Strategy (continued) 4-41
Figure 4-19. A/1-77 IN Leader, Individual, Collective, and OPFOR Training Strategy 4-43
Figure 4-20. Selected Training Tasks to Improve 1-77 IN METL Proficiency for METL Tasks: “Defend Against Level I and II Threats” and “Provide DS Level Combat Service Support” 4-44

Figure 4-21. Training Strategy Summary 4-44
Figure 4-22. Training Planning Process (Commander's Guidance) 4-45
Figure 4-23. Training Planning Process (Training Plans) 4-46
Figure 4-24. Green-Amber-Red Time Management System 4-50
Figure 4-25. Green-Red Time Management System 4-51
Figure 4-26. Training Planning Process (Long-Range Planning) 4-53
Figure 4-27. 52nd Infantry Division (Mech) Long-Range Planning Calendar Major Training Events 4-56
Figure 4-28. Training Planning Process (Short-Range Planning) 4-57
Figure 4-29. 52nd Infantry Division (Mech) Major Training Events, 2nd Quarter, FY XX 4-58
Figure 4-30. 52nd Infantry Division (Mech) Short-Range Planning Cycle 4-60
Figure 4-31. Multiechelon Training 4-62
Figure 4-32. 1st BCT Major Training Events, 2nd Quarter, FY XX 4-63
Figure 4-33. 1st BCT Short-Range Planning Cycle 4-63
Figure 4-34. 1-77 Infantry Battalion Major Training Events, 2nd Quarter, FY XX 4-64
Figure 4-35. 1-77 Infantry Battalion Short-Range Planning Cycle 4-65
Figure 4-36. 1st BSB Major Training Events, 2nd Quarter, FY XX 4-66
Figure 4-37. RC IN Battalion and Company Short-Range Training Plans (Major Events) 4-67
Figure 4-38. RC BSB, Forward Maintenance Company, and Medical Company Short-Range Plans (Major Events) 4-67
Figure 4-39. Purpose of Quarterly and Yearly Training Briefings 4-69
Figure 4-40. Commanders' Quarterly and Yearly Training Briefing Topics 4-69
Figure 4-41. CSM and 1SG Quarterly and Yearly Training Briefing Topics 4-70
Figure 4-42. Suggested Battalion Quarterly Training Briefing Participants 4-70
Figure 4-43. Battalion Quarterly Training Briefing Benefits 4-71
Figure 4-44. Training Planning Process (Near-Term Planning) 4-72
Figure 4-45. Near-Term Training Planning 4-72
Figure 4-46. A/1-77 Infantry Near-Term Planning Cycle 4-74
Figure 4-47. A/1-77 Infantry Near-Term Planning Cycle (continued) 4-74
Figure 4-48. Training Meetings 4-77
Figure 4-49. Suggested Battalion Training Meeting Participants 4-78
Figure 4-50. Suggested Company Training Meeting Participants 4-78
Figure 4-51. Commander Responsibilities: Training Schedules 4-79
Figure 4-52. Training Schedule Development (Weeks T-8 to T+1) 4-80
Figure 4-53. Training Schedule Content 4-81
Figure 4-54. Training Planning Process 4-82
Figure 5-1. Training Execution 5-2
Figure 5-2. Crawl-Walk-Run Training 5-5
Figure 5-3. STX/LFX Training 5-8
Figure 5-4. Staff Training Proficiency Levels 5-10
Figure 5-5. Staff Crawl-Walk-Run Training 5-10
Figure 5-6. Training Execution (Preparation for Training) 5-11
Figure 5-7. Trainer Preparation Checklist 5-14

Figure 5-8. Sample Pre-Execution Checklist....5-15
Figure 5-9. Selected Training Tasks to Improve A/1-77 IN METL Proficiency for METL Tasks: “Assault an Objective,” “Integrate Indirect Fire Support,” and “Breach an Obstacle”....5-17
Figure 5-10. A/1-77 IN Commander’s Training Strategy....5-18
Figure 5-11. 1st BCT and 1-77 IN 2nd Quarter Training (Major Events)....5-19
Figure 5-12. STX/LFX Training Plan....5-20
Figure 5-13. A/1-77 Leader Training....5-21
Figure 5-14. A/1-77 IN Near-Term Training Plan (Jan-Feb XX)....5-22
Figure 5-15. RC Infantry Battalion Near-Term Training Plan (Major Events)....5-23
Figure 5-16. A/1-77 IN Trainer, Evaluator, and OC Training (Squad EVAL Force on Force Phase and LFX)....5-26
Figure 5-17. A/1-77 IN Squad EVAL OPFOR Preparation (Force On Force Phase)....5-27
Figure 5-18. A/1-77 IN Leader, Individual, Collective, and OPFOR Training Strategy....5-28
Figure 5-19. A/1-77 IN Squad EVAL STX Site Preparation and Pre-Execution Checks (Force on Force and LFX Phases....5-29
Figure 5-20. “Bottom-Up” METL Assessment Input (Headquarters and Distribution Company)....5-32
Figure 5-21. “Bottom-Up” METL Assessment Input (Forward Maintenance Company)....5-33
Figure 5-22. “Bottom-up” METL Assessment Input (Brigade Support Medical Company)....5-35
Figure 5-23. BSB Commander’s Training Strategy....5-36
Figure 5-24. BSB Company Commanders’ Training Strategies....5-37
Figure 5-25. 1st BSB and 1st BCT 2nd Quarter Training (Major Events)....5-38
Figure 5-26. HQ/Distribution Company, Forward Maintenance Company, and Brigade Support Medical Company 2nd Quarter Training (Major Events)....5-40
Figure 5-27. BSB QRF OPFOR Preparation for 2nd Quarter Training (Major Events)....5-43
Figure 5-28. 1st BSB Pre-Execution Checks for BSB FTX....5-44
Figure 5-29. RC BSB Near-Term Training Plan (Major Events)....5-45
Figure 5-30. Selected Main CP Cell and Element Training Tasks to Improve R&S Team Proficiency on the Staff Group Task: “Develop an R&S Plan”....5-47
Figure 5-31. Selected Main CP Cell and Element Training Tasks to Improve Targeting Team Proficiency on the Staff Group Task: “Execute Targeting Process”....5-47
Figure 5-32. Selected Training Tasks to Improve BCT Targeting Team Proficiency on Staff Task: “Execute Targeting Process”....5-49
Figure 5-33. Selected Intelligence Cell and BCT MI Company Training Tasks to Improve BCT Staff Proficiency for “Develop an R&S Plan”....5-50
Figure 5-34. Selected Training Tasks to Improve BCT METL Proficiency for METL Task: “Conduct an Attack”....5-51
Figure 5-35. 1st BCT Commander’s Training Strategy....5-52
Figure 5-36. 52nd IN Division and 1st BCT 2nd Quarter Training (Major Events)....5-53
Figure 5-37. 1st BCT Main CP Staff Near-Term Training Plan (Jan-Mar XX)....5-54
Figure 5-38. 1st BCT Main Command Post ATCCS/FBCB2 Systems Training to Support R&S and Targeting Teams’ Preparation for Shaping Operations Exercise....5-55
Figure 5-39. 1st BCT Main Command Post CP Cell, Cell Element, and Staff Section Training Tasks....5-56

Figure 5-40. Staff Group Training—R&S Team Task: "Develop an R&S Plan" 5-57
Figure 5-41. Staff Group Training—Targeting Team Task: "Execute Targeting Process" 5-58
Figure 5-42. Multiechelon Training Event in the 1st BCT Main CP Staff Near-Term Training Plan 5-59
Figure 5-43. 1st BCT Staff Trainer, Evaluator/OC Training (2nd BCT EXEVAL) 5-60
Figure 5-44. 2nd BCT EXEVAL OPFOR Preparation 5-61
Figure 5-45. Site Preparation and Pre-Execution Checks for 1st BCT Shaping Operations Exercise 5-62
Figure 5-46. Training Execution (Conduct of Training) 5-63
Figure 5-47. Sample Pre-Combat Checks 5-64
Figure 5-48. Retraining 5-66
Figure 5-49. Training Execution (Recovery from Training) 5-67
Figure 5-50. Overall Training Effectiveness AAR 5-68
Figure 5-51. Training Execution 5-69
Figure 6-1. Sources of Evaluation Data for Organizational Assessments 6-3
Figure 6-2. Uses of Types of Evaluations 6-6
Figure 6-3. Contents of Evaluation and Control Plan 6-7
Figure 6-4. Sample Evaluator Group Organization Worksheet 6-8
Figure 6-5. Evaluator Training Topics 6-10
Figure 6-6. Training Assessment 6-19
Figure 6-7. Army Training Management Cycle 6-29
Figure 6-8. Operations Process 6-30
Figure 6-9. Army Training Management Cycle 6-30
Figure A-1. The Goal A-2
Figure A-2. Key Elements of Leader Training and Leader Development Action Plan A-7
Figure B-1. Suggested Company Training Meeting Participants B-2
Figure B-2. Sample Training Meeting Agenda B-4
Figure B-3. Assessment of Completed Training B-5
Figure B-4. Preparation for Near-Term Training B-6
Figure D-1. Training Exercise Selection Process D-2
Figure D-2. Training for Mission Command—Nested Concepts D-4
Figure D-3. Training for Mission Command (1st BCT) D-6
Figure D-4. Training for Mission Command (1-77 IN) D-7
Figure D-5. 1st BCT Main CP Staff Training Exercises D-8
Figure D-6. BCT Shaping Operations Live Fire Exercise Concept D-9
Figure D-7. BCT Shaping Operations Live Fire Exercise: UAV Platoon Conducting Surveillance and Target Acquisition Operations D-10
Figure D-8. BCT Shaping Operations Live Fire Exercise: FA BN Acquire Targets and Deliver Fires D-11
Figure D-9. BCT Shaping Operations Live Fire Exercise: FA BN Suppress Enemy Air Defenses D-11
Figure D-10. BCT Shaping Operations Live Fire Exercise: Employ Attack Helicopters and CAS D-13
Figure D-11. BCT Shaping Operations Live Fire Exercise: UAV Platoon Battle Damage Assessment D-14

Figure D-12. Linking a Tank Company and Battalion Task Force Home Station Training with Battalion Task Force Live Fire at CTC D-15
Figure F-1. Sample Slide 1: Battalion Mission F-2
Figure F-2. Sample Slide 2: Unit Training Planned But Not Conducted F-2
Figure F-3. Sample Slide 3: Commander's METL Assessment F-3
Figure F-4. Sample Slide 4: Commander's Assessment (Subunits) F-3
Figure F-5. Sample Slide 5: Division and Brigade Training Guidance F-4
Figure F-6. Sample Slide 6: Battalion Commander's Training Guidance F-4
Figure F-7. Sample Slide 7: Battalion Commander's Training Strategy F-5
Figure F-8. Sample Slide 8: Current Quarter Calendar F-5
Figure F-9. Sample Slide 9: Upcoming Quarter Calendar F-6
Figure F-10. Sample Slide 10: Risk Management F-6
Figure F-11. Sample Slide 11: Following Quarter Calendar F-7
Figure F-12. Sample Slide 12: Ammunition Status/Allocation F-7
Figure F-13. Sample Slide 13: Resources/Flying Hours F-8
Figure F-14. Sample Slide 14: Range and Training Facility Allocations F-8
Figure F-15. Sample Slide 15: Training Distracters F-9
Figure F-16. Sample Slide 16: Training Lessons Learned F-9
Figure F-17. Sample Slide 17: Battalion CSM Soldier Training Assessment F-10
Figure F-18. Sample Slide 18: Soldier Training Planned But Not Conducted F-10
Figure F-19. Sample Slide 19: Last/Current Quarter Soldier Training Assessment F-11
Figure F-20. Sample Slide 20: Upcoming Quarter Soldier Training Plan F-11
Figure F-21. Sample Slide 21: NCOES Status F-12
Figure F-22. Sample Slide 22: School Status F-12
Figure G-1. Training Support System Products and Services G-2
Figure G-2. Training Aids, Devices, Simulators, and Simulations (TADSS) Examples G-3
Figure H-1. Integration of Risk Management and Training Planning Processes H-2

Tables

Table 3-1. RC Training Management Roles 3-27
Table 4-1. BCT Commander's Combined Arms Training Assessment, METL Task: "Conduct an Attack": "P" 4-7
Table 4-2. Squad Leader's Training Assessment, Squad Critical Task: "Knock Out a Bunker": "P" 4-10
Table 4-3. 1st Platoon Leader's Training Assessment, Platoon Critical Task: "Assault an Objective": "P" 4-11
Table 4-4. Company Commander's Training Assessment, METL Task: "Assault an Objective": "P" 4-12
Table 4-5. Battalion Commander's Training Assessment, METL Task: "Conduct an Attack": "P" 4-14
Table 4-6. Company FSO's Training Assessment, Critical Task: "Coordinate Fire Support": "P" 4-17
Table 4-7. Battalion FSO's Training Assessment, Critical Task: "Coordinate Fire Support": "P" 4-18
Table 4-8. ECOORD's Training Assessment, METL Task: "Coordinate Fire Support": "P" 4-19
Table 4-9. Squad Leader's Task Assessment, Squad Critical Tasks: "Set-up Squad Defense" and "Operate AXPs": "P" 4-21
Table 4-10. Ambulance Platoon Leader's Training Assessment, Platoon Critical Tasks: "Set-up Platoon Defense" and "Provide Ground Ambulance Evacuation Support": "P" 4-22
Table 4-11. Company Commander's Training Assessment, Company METL Tasks: "Defend Unit Area" and "Perform Combat Health Support Operations": "P" 4-23
Table 4-12. Battalion Commander's Training Assessment, METL Tasks: "Defend Against Level I and II Threats" and "Provide DS Level Combat Service Support": "P" 4-24
Table 4-13. BCT Staff Training Assessment, METL Task: "Conduct an Attack":"P" 4-25
Table 4-14. BCT Commander's Combined Arms Training Assessment, METL Task: "Conduct an Attack": "P" 4-26
Table 4-15. BCT Commander's BOS Training Assessment, METL Task: "Conduct Attack": "P" 4-27
Table 4-16. Live, Virtual, and Constructive Training Mix 4-33
Table 4-17. Comparison of Long-Range, Short-Range, and Near-Term Training Planning 4-47
Table 4-18. Active Component Long-Range Planning Cycle 4-54
Table 4-19. Reserve Component Long-Range Planning Cycle 4-55
Table 4-20. Active Component Short-Range Planning Cycle (Quarterly) 4-57
Table 4-21. Reserve Component Short-Range Planning Cycle (Annually) 4-58
Table 4-22. Active Component Near-Term Planning Cycle (Weekly) 4-73
Table 4-23. Reserve Component Near-Term Planning Cycle (Monthly) 4-73

Table 5-1. Individual Training Example: M16A2 Preliminary Marksmanship Instruction (PMI) 5-24
Table 6-1. Task Evaluation Matrix 6-9
Table 6-2. Battalion Commander's Training Assessment, METL Tasks: "Defend Against Level I and II Threats" and "Provide DS Level Combat Service Support": "P" 6-27
Table B-1. Time Requirements for Training Meetings B-4

Preface

FM 7-1 is the Army's doctrinal foundation for how to train, and it is applicable to all units and organizations of the Army. It explains how the Army assesses, plans, prepares, and executes training and leader development; it is critical to all the Army does. The goal of this manual is to create leaders who know how to think and apply enduring training principles to *their* units and organizations.

FM 7-0 introduces the training cycle, the linkage of Army training and leader development, and the three domains where training occurs—the operational, institutional, and self-development domains. FM 7-1 defines The Army Training System, outlines who is responsible for training and training support, and describes how to conduct training. This top-to-bottom understanding of training—ranging from policy and resources allocation at Headquarters, Department of the Army to unit and organization methods—is critical to executing training successfully and to linking the three domains where training occurs.

The training doctrine in this manual will shape Army training regulations and support unit and organization training plans. The emphasis is on teaching leaders to think through the training process, as opposed to simply following a prescribed method. There is no training model or strategy that can achieve warfighting readiness in a unit without intensive leadership to build both competence and confidence.

FM 7-1 builds on task, condition, and standards-based training. Knowing the task, assessing the level of proficiency against the standard, and developing a sustaining or improving training plan is the essence of all Army training and development. But warfighting readiness is about more than just technical competence. It is about developing confidence through trust—soldier-to-soldier, leader-to-led, and unit-to-unit—and the will to succeed. It is about leadership.

Understanding how to conduct tough, realistic training at every echelon of the Army sets the foundation for successful multiechelon, joint, interagency, and coalition operations. Leaders train the unit and organizational capabilities required to fight and win across the full spectrum of operations. This manual provides leaders with the doctrinal guidelines for how to train, and is the basis for successful training and operations. Soldiers have never let the nation fail—it is essential to train soldiers and units to uphold the Army's nonnegotiable contract with the American people—to fight and win the nation's wars, decisively.

The proponent for this publication is U. S. Army Training and Doctrine Command (TRADOC). Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, U.S. Army Combined Arms Center, CAC-T, Collective Training Directorate, ATTN: ATZL-CTD, Fort Leavenworth, Kansas 66027-6900.

Direct email questions to the CTD Operations Officer at web-ctd@leavenworth.army.mil

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

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Chapter 1

How the Army Trains

Every day in the Army we try to do two things well—train soldiers and grow them into leaders.

General Eric K. Shinseki

TRAINING OVERVIEW

1-1. Field manual (FM) 7-0 establishes Army training doctrine. FM 7-1 applies this doctrine to help unit leaders develop and execute training programs. It provides practical "how to" guidelines for officers and noncommissioned officers (NCO), including techniques and procedures for planning, preparing, executing, and assessing training. Above all, FM 7-1 builds on and emphasizes the importance of battle focused training described in FM 7-0.

CONTENTS

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

1-2. FM 7-1 defines the roles, responsibilities, and linkages of the institutional, operational, and self-development domains within the Army Training and Leader Development Model (ATLDM). It provides training doctrine for current and future operating environments. FM 7-1 describes in detail Army training management at the brigade level and below; however, the principles and the fundamentals in FM 7-1 are applicable to the entire Army. Every day, every person in the Army is involved directly or indirectly in training soldiers and developing leaders.

1-3. FM 7-1 provides a common training language for the Army. To this end, it describes—

- Standardized training terms of reference.
- Training management and execution systems and processes that support unit readiness.
- Processes and products that support training and leader development.
- Roles and responsibilities of the institutional, operational, and self-development domains to support full spectrum operations.

1-4. While senior leaders determine the direction and goals of training, it is the officers and NCOs who ensure that every training activity is well planned and rigorously executed.