

THE NCO LEADERSHIP CENTER of EXCELLENCE
Master Leader Course (MLC)

M432: Training Management IV
Advance Sheet

1. SCOPE:

The outcome of this lesson is to help students develop and resource brigade unit training plans that support the commander's vision and end-state. Depending on the focus of the higher echelon commander, training plans can be very diverse in their requirements. Leaders must be able to analyze a higher headquarters METL, training directive, and requirements to guide them in preparing effective training. Units training at home station and while deployed, must consider the environment, environmental laws, and be able to sustain within that environment while maintaining reportable qualification records to the unit training sections. Senior leaders expect subordinates to present their plans in a logical briefing format to their higher-level command during regular command and staff meetings.

Instructors will facilitate the discussions and provide guidance on the training management learning activities. Students are responsible for completing the reading assignments, contributing to discussions, and learning activities. The author's intent is for students to build on the training management knowledge gained in BLC, ALC, SLC, and from operational experience. At the end of this lesson, learners will demonstrate complete understanding of unit training management (UTM) doctrine and enablers: ATN, DTMS, CATS by analyzing annual training guidance and producing a long-range training plan and training support matrix.

This lesson is the culminating event of the other management lessons in the MLC. This lesson links with the following lessons: SLC-NCOC3 S314 Training Management, DLC502 Assessing Your Organization, DLC509 IMCOM Roles and Responsibilities, DLC510 Force Management, DLC512 Army Operating Concept, DLC520 Managing Group Conflict, and DLC523 Talent Management. The Company Commander First Sergeant Command Course will also build upon this lesson in Conduct Unit Training Management for Companies.

2. LEARNING OBJECTIVES:

TLO: This lesson supports 400-MLC-0430, Formulate management processes and skills to be an agile senior NCO at the organizational level.

ELO: 400-MLC-0430.11

Action: Breakdown types of training requirements managed at the organizational level.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Develop a long-range training plan:

1. Sketching sustainment, qualification reportable, and mission readiness training maintenance methods;
2. Identifying training and evaluation outlines (T&EOs);
3. Identifying Central Army Registry (CAR); and
4. Identifying planning considerations and time.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.12

Action: Compare the training process to long-range training goals.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Develop a rudimentary unit training plan:

1. Using appropriate Army Doctrine for training plan development;
2. Interpreting the mission essential task list (METL);
3. Modeling a Unit Training Plan based on unit training management principles; and
4. Identifying components of training briefings.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-430.13

Action: Appraise training tools and support organizations to meet mission goals and objectives.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Develop a training support matrix:

1. Localize (nest) annual training guidance to the METL;
2. List tasks for potential orders to subordinate units;
3. Comparing how types of models, simulations, and games support organizations; and
4. Determining how the Army Training Network supports training.

Learning Domain: Cognitive

Level of Learning: Analyze

This lesson supports the following NCO Common Core Competencies (NCO C3):

a. Training Management:

1. Training Management Systems Provide oversight to the training management process.
2. Identify and communicate resource needs to allow for training and cross-training proficiency.
3. Monitor and evaluate individual and collective training in accordance with the unit's approved METL.

b. Operations:

1. Extend the operational reach of the Commander in all aspects, from leadership to planning and operations.
2. Analyze operational gaps in both the organization and the plan; leverage the shortfalls by providing the appropriate resources and guidance to achieve positive results.
3. Engage throughout the planning process to ensure training objectives are well defined and achieved.

3. PREPARATION FOR CLASS:**a. Read (27 Total Pages):**

- FM 7-0, *Train to Win in a Complex World*, June 2021, para 1-17 thru 1-22, para 2-1 thru 2-4, 2-9 thru 2-14, para 3-1 thru 3-14 and Table 3-1 and 3-2, Appendix A, para E-1 thru E-17, para J-1 thru J-10 (18 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/FM.aspx> audio at https://rdl.train.army.mil/catalog/search?current=true&search_terms=audiobook
- TC 7-22.7, *The NCO Guide*, January 2020, Ch. 4 (9 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/TC.asp>

b. Review (10 Total Pages): Familiarize yourself with the following web-based tools and previously read doctrine

- Army Training Network. Found at <https://atn.army.mil/> (See also TC 7-22.7 Appendix C)
- Unit Training Management. Found at <https://atn.army.mil/> > Unit Training Management
- Combined Arms Training Strategies. Found at <https://atn.army.mil/ATNPortalUI/cats>
- Central Army Registry (CAR). Found at <https://rdl.train.army.mil/catalog/dashboard>
- Training and evaluation outlines (T&EOs). Found at <https://atn.army.mil/> > T&EO Task Search (Search for and review one outline)
- TRADOC OE Games (Review at least one). Found at <https://oegames.tradoc.army.mil/>
- FM 7-0, *Train to Win in a Complex World*, June 2021, para 1-1 thru 1-16 and 1-23 and Figure 1-2; para 2-5 thru 2-8, 2-15 and 2-16; para 3-15 to 3-21, para 4-37; para 5-7 and 5-8; para C-8 (10 pages). (Found at previous location.)

c. Scan (10 Total Pages):

- Learner Handout - *Objective-T: Preparing Units to Fight Tonight*, By Ketz, Miles, McLachlan, and Kowalski, March–April 2018, pp. 58 thru 60 (3 pages). Found on Blackboard > M432 Learner Handouts

d. Be prepared to discuss the following in class:

- Explain maintaining a band of excellence in training management. FM 7-0 para 1-12 thru 1-15
- How do NCOs ensure training is prioritized for battle-readiness (also known as battle focused)? FM 7-0 para 1-7, 2-1 thru 2-12 and TC 7-22.7 para 4.1
- How do units establish training for battle rhythm? FM 7-0 para 3-2 thru 3-3
- How often should training meetings be conducted? FM 7-0 para E-2

4. HOMEWORK ASSIGNMENT(S): None.

5. ASSESSMENT PLAN: Refer to ISAP.