
National Training Center Exercise Operating Procedures

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The Defense of Hill 781

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Master Fitness Trainer Course

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Joint Training Manual for the Armed Forces of the

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National Training Center (NTC) Analysis

The Origins and Development of the National

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The First 100 Days of Platoon Leadership -

Handbook (Lessons and Best Practices)

Cognitive Requirements for Information

Operations Training (CRIOT)

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Cognitive Requirements for Information

Operations Training (CRIOT).

Comparison of Retention Patterns for Army

National Guard and Army Reserve Units

Participating in National Training Center, Reforger

and Blazing Trails Exercises

Army Food Program

National Guard and Reserve Attrition Following

Extended Annual Training Exercises: A Volume of Cross-Tabulations
From transformation to combat: The First Stryker Brigade at War
Analysis of Battlefield Operating System (BOS) Statements for Developing Performance Measurement

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Department of Defense Appropriations for 1982: Operation and maintenance
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This regulation encompasses garrison, field, and subsistence supply

operations. Specifically, this regulation comprises Army Staff and major Army command responsibilities and includes responsibilities for the Installation Management Command and subordinate regions. It also establishes policy for the adoption of an à la carte dining facility and for watercraft to

provide subsistence when underway or in dock. Additionally, the regulation identifies DOD 7000.14-R as the source of meal rates for reimbursement purposes; delegates the approval authority for catered meals and host nation meals from Headquarters, Department of the Army to the Army

commands; and authorizes the use of the Government purchase card for subsistence purchases when in the best interest of the Government. This regulation allows prime vendors as the source of garrison supply and pricing and provides garrison menu standards in accordance with The Surgeon General's nutrition standards for feeding military personnel.

Also, included is guidance for the implementation of the U.S. Department of Agriculture Food Recovery Program.

Department of Defense Dictionary of Military and Associated Terms
 Casemate Publishers
 “Brilliant, hardhitting description of modern war on the U.S. Army’s premier training ground. A must-read tactical primer for today’s warrior.”—John C. “Doc” Bahnsen,

Brigadier General, USA (Ret.) At the turn of the century a small, humorous book on tactics was published. The Defense of Duffer’s Drift quickly became a bestseller and today is still widely read. The Defense of Hill 781 is a modern version of this classic—a tactical primer with ample funpoking, but with serious lessons to be learned. Lt. Col. A. Tack Always Finds himself in the California high

desert, alone, disheveled, confused. A guide soon appears to inform him of his situation: He has died and is now in Purgatory (his humility in the Army was somewhat lacking) where he must atone for past sins. Purgatory is, aptly, the U.S. Army's National Training Center (NTC), and Lt. Col. Always may earn his way out by completing a successful mission. Through a series of six missions, the

reader plans and fights with Lt. Col. Always, making the split-second decisions that determine victory or defeat, life or death. Through successive difficulties, some important lessons are burned into the commander's brain—lessons about tactics, about people, about what it takes to fight a winning battle. Like Duffer's Drift this book is a valuable resource for all military

tacticians. For the armchair general, it is a fascinating look at how the members of a military unit work together in combat. *The National Training Center and Fort Irwin* Lulu.com This quick reference guide describes U.S. Army organizations, planning, and operations. Unified action partners (UAPs) are those military forces, of the private sector with whom U.S. Army forces plan,

coordinate, synchronize, and integrate during the conduct of operations (Army Doctrine Reference Publication 3-0, Unified Land Operations). U.S. military departments participate), multinational forces, and U.S. Government agencies and departments. The Iraq and Afghanistan wars highlight the necessity for collaboration, cooperation, and synchronization among USG, NGOs, and private sector agencies to focus the elements of national power in achieving national strategic objectives. Our experience in these conflicts accentuates the importance of foreign governments, agencies, and militaries participating, in concert with the United States, to achieve common objectives. Meeting the challenges of complex environments, infused with fragile or failing nation states, non-state actors, pandemics, natural disasters, and limited resources, requires the concerted effort of all instruments of U.S. national power plus foreign governmental agencies, military forces, and civilian organizations.

Infantry Combat: The

<p><u>Rifle Platoon</u> Createspace Independent Publishing Platform This book describes how future Army forces, as part of joint, interorganizational, and multinational efforts, operate to accomplish campaign objectives and protect U.S. national interests. It describes the Army's contribution to globally integrated operations, and addresses the need for Army forces to provide foundational</p>	<p>capabilities for the Joint Force and to project power onto land and from land across the air, maritime, space, and cyberspace domains. The Army Operating Concept guides future force development through the identification of first order capabilities that the Army must possess to accomplish missions in support of policy goals and objectives. The Defense of Hill 781 National</p>	<p>Training Center, Fort Irwin, CalifThe Origins and Development of the National Training Center, 1976-1984Cog nitive Requirements for Information Operations Training (CRIOT)"The advent of battlefield digitization increases the work trainers for live force- on-force exercises must do to control exercises and provide feedback to units, and it will pull trainers at</p>
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<p>platoon and company level out of the tactical information loop. The goal of this study was to describe instrumentation capabilities with the potential for reducing workloads and pulling trainers back into the information loop for exercises at the Army's maneuver combat training centers (CTCs) and at home stations. This study documents the experiences of</p>	<p>approximately seventy of the National Training Center (NTC) observer/controllers (OCs) and analysts that participated in the training of the Army's first digitized brigade during the Force XXI Army warfighting Experiment (AWE). To gain a better understanding of what is required to support digital training, the study team reviewed emerging tactical doctrine from the platoon through</p>	<p>battalion task force level to develop a sample of potential digital training points and then designed displays that would help a trainer monitor unit performance with respect to these points. The team then defined the capabilities a workstation would need to create these displays. This report describes, defends and illustrates twenty workstation capabilities that support exercise</p>
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<p>control and feedback for digitized units."--DTIC. Analysis of Battlefield Operating System (BOS) Statements for Developing Performance Measurement" This study was an initial effort in a larger program to develop training feedback measures and decision support methodology (DSM) for selecting brigade training strategies. Essential to either purpose is a set of reliable and</p>	<p>valid unit performance measures. Such measures have traditionally been derived from front-end analysis. But archival data from the National Training Center (NTC) make possible a new, complementary approach of deriving measures from exercise data. In this study Battlefield Operating System (BOS) Impact Statements were used to derive unit performance</p>	<p>measurement concepts. It was found that Impact Statements can be used reliably to judge relative unit performance across exercises, can be related to mission outcome, and can be used as a basis for deriving improved measures for training feedback and training effectiveness." --DTIC. The National Training Center and Fort Irwin This study compares attrition in</p>
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<p>National Guard and Army Reserve units attending National Training Center (NTC), Reforger and Blazing Trails exercises (Central America), with control units not attending NTC. Attrition is identified by following those individuals present 12 months before the exercise to 6 months following the exercise. Longer-term attrition trends are also presented for these individuals</p>	<p>through the end of FY86. Statistical attrition models are estimated using the logit functional form to control for effects of different personnel composition among units. The statistical analysis is supplemented by case studies of units to identify causes of attrition. These results show that National Training Center units have higher attrition results, but</p>	<p>not Reforger or Blazing Trails units. Attrition rates are approximately 25% higher in National Training Center units than control units. Attrition rates in Reforger and Blazing Trails units are less than 5% higher than control units. The case studies identified four causes of increased attrition lost civilian income, employer conflict, family conflict, and marginal performance.</p>
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<p>Reserve forces, Attrition, Retention, National training center, Reforger, Blazing trails. (eg). <u>Unified Action Partners' Quick Reference Guide</u> Arcadia Publishing In an attempt to identify reasons for attrition, 45 Army Reserve and Army National Guard units were surveyed during the summer and fall of 1987. These units had attended either the National</p>	<p>Training Center, Blazing trails, REFORGER, or normal Annual training exercises between 1983 and 1986. One supervisor and one peer of each attritee were asked to identify the important reasons why that soldier left the unit. In addition, supervisors and peers were asked to rate the value of the exercise for units retention and unit readiness. This report contains only the first level of findings and is intended</p>	<p>only to be descriptive of the data set and methodology. Keywords: Army reserve attrition, National Guard attrition, National training center, Attrition, Blazing trails, REFORGER, Military, Extended annual, Training, Exercises. <u>Master Fitness Trainer Course</u> John Wiley & Sons National Training Center, Fort Irwin, CalifThe Origins and Development</p>
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<p>of the National Training Center, 1976-1984 Cognitive Requirements for Information Operations Training (CRIOT)</p> <p>66 Stories of Battle Command</p> <p>Presidio Press</p> <p>"This study was an initial effort in a larger program to develop training feedback measures and decision support methodology (DSM) for selecting brigade training strategies.</p>	<p>Essential to either purpose is a set of reliable and valid unit performance measures.</p> <p>Such measures have traditionally been derived from front-end analysis. But archival data from the National Training Center (NTC) make possible a new, complementary approach of deriving measures from exercise data. In this study Battlefield Operating System (BOS) Impact</p>	<p>Statements were used to derive unit performance measurement concepts. It was found that Impact Statements can be used reliably to judge relative unit performance across exercises, can be related to mission outcome, and can be used as a basis for deriving improved measures for training feedback and training effectiveness."</p> <p>--DTIC.</p> <p><i>Soldier Support Journal</i></p>
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<p>CreateSpace The official magazine of United States Army logistics. <u>Army Logistician</u> Lulu.com "The advent of battlefield digitization increases the work trainers for live force-on-force exercises must do to control exercises and provide feedback to units, and it will pull trainers at platoon and company level out of the tactical information loop. The goal of this study was to</p>	<p>describe instrumentation capabilities with the potential for reducing workloads and pulling trainers back into the information loop for exercises at the Army's maneuver combat training centers (CTCs) and at home stations. This study documents the experiences of approximately seventy of the National Training Center (NTC) observer/controllers (OCs) and analysts</p>	<p>that participated in the training of the Army's first digitized brigade during the Force XXI Army warfighting Experiment (AWE). To gain a better understanding of what is required to support digital training, the study team reviewed emerging tactical doctrine from platoon through battalion task force level to develop a sample of potential digital training points and then designed</p>
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must prepare its units to employ Full Spectrum Operations (FSO) competencies as part of the Joint Force 2020 in order to generate the desired strategic effects that "prevent" adversaries from escalating conflicts, "shape" the international environment, and, where challenged, "win" decisively and dominantly across the range of conflicts. To ensure its success, the

Army must make changes to the National Training Center's (NTC) Contemporary Operational Environment (COE). This paper traces the NTC's evolution, analyses the strategic security landscape from present to 2020, and makes recommendations to optimize the NTC's preparation of Brigade Combat Teams. The main recommendations target the depiction of three of the

<p>COE's "operational variables": infrastructure, social, and economic. Accounting for fiscal and other resource-constrained realities, this study finishes with suggestions on how to incrementally implement these ideas, emphasizing "smarter" stewardship over increasingly scarce resources. If employed, these ideas can generate a tailored COE that allows units the most</p>	<p>realistic and challenging training experiences short of actual combat. <i>The U.S. Army Operating Concept</i> Paladin Press Realistic combined-arms training is a central Army requirement. The comprehensive NTC development program represents a major commitment by the Army to satisfy that requirement for its armored and mechanized forces. The objective of</p>	<p>the present report was to assist the Army in achieving an early NTC operational capability with minimum technical, schedule, and cost risks. This objective has been achieved. When fully operational, the experiential learning and evaluation environment which the NTC will provide has the potential to raise the level of unit tactical effectiveness to a point never before achieved in</p>
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<p>peacetime. Several unique attributes of the NTC support this conclusion: Its size and location (away from civilian communities) will permit the unrestricted exercise of battalion task forces and a wide array of supporting tactical systems. Its application of advanced technology devices such as lasers, computers, position location systems, and munition simulators will create a near-</p>	<p>combat environment for experimental learning. Its one-of-a-type nature also will permit the development of skillful and dedicated opposing force, the stationing of heavy equipment modified to meet NTC needs, the deployment of special communications, and the employment of highly selected controllers and training personnel. <i>Fort Irwin National Training</i></p>	<p><i>Center CreateSpace</i> This study was an initial effort in a larger program to develop training feedback measures and decision support methodology (DSM) for selecting brigade training strategies. Essential to either purpose is a set of reliable and valid unit performance measures. Such measures have traditionally been derived from front-end analysis. But</p>
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across exercises, can be related to mission outcome, and can be used as a basis for deriving improved measures for training feedback and training effectiveness. **Infantryman's Guide To Combat In Built-Up Areas** Government Printing Office Learn light infantry tactics and test your skill on the ground with this interactive exercise manual by the military historian and

leadership expert. In this story-based exercise in combat leadership, Colonel John F. Antal puts you on the frontline to test your mettle against the enemy. As a U.S. Army Second Lieutenant, your light infantry battalion has been airlifted into the Middle East on short notice. Your platoon must defend Wafi Al Sirree against the superior might of an advancing enemy's mechanized

force. Your knowledge and judgment will determine your success. An error in judgment could mean defeat and death. But if you make the right choices, the day is yours. The scenario is highly realistic and is supported by maps and appendices with detailed specifications of the equipment and forces involved. The choices you must make are those that would face a rifle platoon leader in

combat. You must win the respect of your troops, ensure the security of your positions, obtain intelligence of the enemy, and accomplish everything else required to survive and win in a hostile environment. Whether you're a serving infantryman or armchair enthusiast, this is the best crash course in light infantry tactics you will find, short of a rotation through the

National Training Center. **Fort Irwin, Brigade Combat Team Transformation** Government Printing Office The Army must prepare its units to employ Full Spectrum Operations (FSO) competencies as part of the Joint Force 2020 in order to generate the desired strategic effects that "prevent" adversaries from escalating conflicts, "shape" the

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ons to optimize the NTC's preparation of Brigade Combat Teams. The main recommendati ons target the depiction of three of the COE's "operational variables": infrastructure, social, and economic. Accounting for fiscal and other resource-constrained realities, this study finishes with suggestions on how to incrementally implement these ideas, emphasizing

"smarter" stewardship over increasingly scarce resources. If employed, these ideas can generate a tailored COE that allows units the most realistic and challenging training experiences short of actual combat. *Department of Defense Appropriations for 1986: Operation and maintenance* A large step toward Information Age war-fighting was completed in March at the Army's

National Training Center (NTC), Fort Irwin, Calif. The Army's Experimental Force (EXFOR)-the world's first digitized ground force, the 1st Brigade, 4th Infantry Division (Mechanized)-deployed to the harsh conditions of the Mojave Desert at Ft. Irwin for an intensive, realistic war-fighting exercise against the NTC's vaunted Opposing Force (OPFOR), the 11th Armored Cavalry Regiment. The exercise was the culminating event of the TF XXI Advanced Warfighting Experiment (AWE)-a key part of the Army's Force XXI process of continuous experimentation and transformation which will result in Army XXI-the digitized force for the 21st Century. *Task Force XXI* The National Training Center (NTC) and Fort Irwin occupies 1,200 acres in a remote part of the Mojave Desert. Over 35 miles from the nearest town, the NTC is the only training area in the United States with enough land to conduct full brigade-on-brigade armored combat training. The area was designated as the Mojave Anti-Aircraft Range in 1941 and later renamed Camp Irwin in honor of Maj. Gen. George LeRoy Irwin, commander of the 57th Field Artillery Brigade in

<p>World War I. Fort Irwin has been pivotal in training the armed forces for every conflict since World War II and played an important role in the exploration of space. Today, the National Training Center at Fort Irwin serves as the premier training area for US forces preparing to deploy to combat areas anywhere in the world.</p> <p><i>Military Training: Management Actions Needed to Enhance DoD's</i></p>	<p><i>Investment in the Joint National Training Capability</i></p> <p>NOTE: NO FURTHER DISCOUNT FOR THIS PRINT PRODUCT-- OVERSTOCK SALE --</p> <p>Significantly reduced list price CMH 70-106-1. Explores the origin, development, and initial combat experience of the first Stryker unit, the first installment of an "Interim Force" that would pave the way toward the</p>	<p>Army of the future. Provides a firsthand field assessment of the ambitious effort. Related products: Alternatives for Modernizing U.S. Fighter Forces: A CBO Study can be found here: https://bookstore.gpo.gov/products/sku/052-070-07554-6 Tip of the Spear: U.S. Army Small Unit Action in Iraq, 2004-2007 is available here: https://bookstore.gpo.gov/products/sku/008-029-00494-1</p> <p>Other</p>
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products produced by the U.S. Army, Center of Military History can be found here: <https://bookstore.gpo.gov/agency/1061> "

Analysis of Battlefield Operating System (BOS) Statements for Developing Performance Measurement

The platoon leader and platoon sergeant are two of the most important leaders in the U.S. Army. The way

platoon leaders and sergeants work together as a team can cause the success or failure of companies, battalions, brigades, and divisions. They represent the leading edge of leadership on and off the battlefield. On the battlefield, platoon leaders and sergeants build their platoons, empower squad leaders, integrate outside elements, and use troop-leading procedures to plan and lead.

Off the battlefield, platoon leaders and sergeants prepare their platoon for combat through tough training. The platoon leader and platoon sergeant's ability to coach, teach, and mentor their Soldiers leads directly to the readiness of our formations. World-wide, platoon leaders and sergeants are personally leading the U.S. Army at the lowest level. This handbook is a

guide for new leaders to help prepare them for a critical crucible of leadership that will determine the U.S. Army's ability to fight and win our country's wars.

Exercise Design for the Joint Force 2020 Brigade Combat Team

Past research exercises at the Fort Leavenworth Research Unit have measured battle command skills of visualization

and forecasting. A highly favorable response to these exercises coupled with CD-ROM capability to vividly present combat training center battles led to the current initiative: develop multimedia prototype instructional modules aimed at facilitating battle command competencies of visualization, information assimilation, forecasting, analysis, and

battle-decision making. This initiative utilizes information from observations and interviews at the Command and General Staff College's School for Command Preparation and of battle commanders and observer/controllers during National Training Center (NTC) rotations. Users are presented with NTC battles and prompted to make predictions, critiques, and

other responses. The report structures synthesis of multimedia	capability with battle command research to provide a CD-ROM tool that	supports the developing educational needs of battle commanders.
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