

**DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY ALASKA  
Fort Richardson, Alaska 99505-5000**

**United States Army Alaska Regulation 350-1**

**1 NOV 2012**

**Training**

**United States Army Alaska Training Directive**

**Summary.** This United States Army Alaska (USARAK) regulation covers the conduct and management of training. This regulation supplements policies and implements directives in United States Army Pacific Command (USARPAC) Regulation 350-1.

**Applicability.** This regulation applies to all units assigned or attached to USARAK.

**Supplementation.** Supplementation of this regulation is prohibited without prior approval from the USARAK G3 Training, Attention: APVR-ROP-TRO.

**Suggested improvements.** The proponent agency of this regulation is the USARAK G3, Training. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-ROP-TRO.

**DISTRIBUTION.** This regulation is distributed solely through USARAK homepage at:  
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# USARAK Regulations 350-1

## Chapter 1 General

**1-1. Purpose:** USARAK Regulation 350-1 details objectives, responsibilities, and guidance for the training of “Arctic Warriors” within Alaska. Policies and procedures established by USARPAC Regulation 350-1, Army Regulation (AR) 350-1, and Army Doctrine Publication (ADP) 7-0 (Training Units and Developing Leaders) form the backbone with which this regulation implements its standards and goals. It is imperative that all units within USARAK read, adhere to, and support this regulation in order to develop a better trained, more synchronized, and combat ready fighting force.

**1-2. References:** Required and related publications, prescribed and referenced forms, and related web sites are listed in Appendix A.

**1-3. Explanation of Abbreviations and Terms:** The abbreviations used in this pamphlet are listed in the Glossary.

**1-4. Training Management:** Army Doctrine Publication 7-0 (Training Units and Developing Leaders) is the Army’s doctrinal manual on training management and will be the authoritative guide for all USARAK training management systems. Battalions and companies will conduct weekly training meetings. The Company training meeting is arguably the single most important training management event conducted in the United States Army; and leaders at all levels will ensure it is executed to standard. Company training meetings in USARAK will be conducted once a week annotated on company training schedules. Brigades are encouraged to execute bi-weekly training meetings; but will conduct at least one training meeting a month.

### 1-5. Sources:

- a. ADP 7-0. <https://armypubs.us.army.mil/doctrine/index.html>
- b. ADRP 7-0. <https://armypubs.us.army.mil/doctrine/index.html>
- c. FM 7-15 <https://www.apd.army.mil/AdminPubs/ProductMap.asp>
- d. USARAK Annual Training Guidance. <https://portal.usarpac.army.mil/usarak/Pages/Default.aspx>

### 1-6. Calendar:

a. Master Training Calendar (MTC). The MTC incorporates unit training calendars and identifies training events down to the battalion level. Events below battalion level may be included on the master training calendar based on training significance. The following hyper-link is to the master training calendar. <https://portal.usarpac.army.mil/usarak/UMTC/Forms/AllItems.aspx>

(1) USARAK G3/5/7 conducts semi-annual scheduling seminars in order to synchronize training plans and update the MTC. The MTC will be maintained from present through 24 months (8 Quarters). Units will submit changes to the USARAK Portal MTC and USARAK G37 TRO is responsible for oversight.

(2) Units will maintain a Long Range Calendar (LRC) formatted as outlined on the MTC Portal site listed in para a and provide G3/5/7 TRO with a copy of their current LRC at the completion of their QTB and provide monthly updates or link to the LRC as needed. Required MTC inputs include but are not limited to the following:

(a) Brigade and battalion level field training exercises (FTXs), command post exercises (CPXs), and live fire exercises (LFXs).

(b) Battalion external evaluations.

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- (c) Marksmanship training.
- (d) Ceremonies.
- (e) Combat Training Center (CTC) rotations and Leader Training Programs (LTP).
- (f) Joint Chiefs of Staff, Theater Security Cooperation Programs (TSCP), and Homeland Defense Exercises.
- (g) Reserve component support.
- (h) On- and off-post school dates, or Mobile Training Team (MTT) support.
- (i) Rapid Reaction Forces (RFF) Homeland Defense (HLD) Quick Reaction Force (QRF) Global Reaction Force (GRF) Regionally Aligned Force (RAF).
- (j) USARAK safety/aviation safety days.
- (k) Expert Infantryman Badge (EIB)/Expert Field Medical Badge (EFMB) testing dates.
- (l) Block leaves.
- (m) Three and four day holiday weekends.
- (n) Payday activities.
- (o) Special equal opportunity events.
- (p) New Equipment Fielding.
- (q) Airborne Operations.
- (r) Antiterrorism and Operations Security Training
- (s) Other activities that impact on USARAK.

b. Training cycles and schedules. Due to the geographical separation of Joint Base Elmendorf-Richardson and Ft. Wainwright (JBER/FWA) and unit ARFORGEN responsibilities, USARAK may use a modified red-amber-green training prioritization schedule. Post support cycles (red cycle) for each Installation will be annotated on the Master Training Calendar (MTC), and in Enclosure 5 to the USARAK Annual Training Guidance.

(1) (Red) Non-priority for training: Most red cycle requirements occur in a predictable manner: monthly, quarterly, Bi-annually. However, non-repeating taskings are also part of red cycle. Unit taskings will be produced using the five paragraph order format and published in the weekly FRAGO. Unit will accept all taskings Community Relations (COMREL) events, Legacy taskings, recurring taskings until exhausted. (See Appendix E Training Resource Management and Tasking Support for further information on tasking requirements and procedures. Red cycle activities include:

- (a) Small unit, crew, and individual training as possible.
  - (b) Education and training course attendance.
  - (c) Medical, dental, and administrative appointments. Maximize leave.
- (2) Amber Cycle:

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(a) Brigade and BDE Separates will be designated as the Amber cycle unit upon activation of their Rear Detachment.

(b) Support Cycle requirements are ongoing for the duration of the support cycle as outlined in USARAK OPORD 11-021 and will not formally be tasked.

(c) Unit allocates personnel for select recurring events

(3) (Green) Training priority: Green cycle will normally be free of all tasking support in order to plan, prepare, and execute unit collective training. The exception to a unit being tasked outside of Red or Amber support cycle will be support cycle units documented inability to fulfill additional taskings.

(a) Focus is on collective tasks with individual and leader tasks integrated.

(b) Maximum Soldier and leader attendance during prime training events.

(c) Limited leaves, passes, and appointments.

(d) Coincides with availability of resources (position in ARFORGEN cycle).

(4) Permanent requirements: Requirements that the unit will maintain regardless of the support calendar and will not be tasked from the G3/5/7 i.e. Physical Readiness Training road guards, Piece of the Rock, and internal mission support.

(5) Worldwide Individual Augmentation (WIAS), Joint Personnel Accountability (JPAC), Exercise Individual Augmentees taskings that require specific personnel or equipment will be filled based on units ability and forecasted missions, not based on support cycle.

(6) Commanders must carefully manage opportunities for leave considering the modified training cycle environment. A major headquarters may be required to designate a portion of its units as Red in order to allow other subordinate units to conduct focused training. Block leave may be used but must be scheduled so as not to conflict with prime training events and Rapid Reaction Force (RRF) or Global Response Force (GRF) duty.

c. Quarterly Training Briefs (QTB): QTBs allow commanders to discuss and gain USARAK commander approval for all battalion level training plans. Training plan discussions result in final approval and should be viewed as a training contract for the coming quarter. QTBs provide an excellent opportunity for commanders to clarify guidance and further refine unit training plans.

(1) USARAK G3 Training is responsible for scheduling the QTB between the USARAK Commander and the MSC. The targeted briefing window is not later than (NLT) six weeks prior to the start of the training quarter.

(2) MSCs will furnish a copy of read-ahead slides to USARAK G3 NLT four working days before the scheduled briefing. USARAK G3 will provide the QTB format guidance in advance of each QTB.

d. Weekend/Holiday training: With the exception of major field training exercises (FTXs), training will not be scheduled on weekends or holidays. In the event training must be conducted over a weekend, compensatory time off will be given. Requests for approval to conduct weekend training must be submitted six weeks in advance through USARAK G-3, Training.

(1) USARAK holidays and unit training holidays are outlined in the USARAK Commander's annual training guidance. Units will not designate alternate or additional unit holidays without the USARAK Commander's approval. Requests for the designation of a non-standard holiday schedule will be submitted through USARAK G-3 Training at least six weeks prior to the requested holiday.

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(2) Commanders may grant compensatory time off outside of normal passes for unusual circumstances IAW their next higher headquarters policy (BN/BDE).

e. Arctic Family Time: All USARAK units will observe Arctic Family Time beginning at 1500 the last duty day of a normal five-day week. Arctic Family Time will not be observed on a day prior to a scheduled training holiday or federal holiday. For Arctic Family Time, all nonessential training, maintaining, and in-garrison functions will cease at 1500. Examples of activities not affected by Arctic Family Time include Staff Duty, courts martial, boards, and planned field training. Unit training schedules will reflect Arctic Family Time and any approved exceptions. When Arctic Family Time and Payday Activities fall on the same day, Payday Activities will have priority.

f. Pay Day Activities: Units will observe payday activities on the Friday following the end of month pay cycle. Dates will be identified by USARAK in the annual/quarterly training guidance and the Master Training Calendar. Units may conduct morning activities that include the following activities:

(1) Unit PRT.

(2) Units conduct Army Service Uniform (ASU) and room inspections. Award ceremonies may be conducted in coordination with the ASU uniform inspection.

(3) Monthly counseling and administrative actions.

(4) Commanders may release Soldiers from nonessential duties for personal activities at 1200.

g. Weekly Training Highlights Report (THR):

(1) MSCs and separate battalions will submit a three week consolidated training highlight report to the USARAK G-37 TRO NLT 1200 on Thursdays before the training execution week. Each training highlight will include the Who, What, Where, and When using minimal acronyms. Highlights must be detailed on what the training event is and will include a specific location of the training event. Each training highlight will include a Point of Contact and contact phone number for each training event. Contact the G37 TRO for the current format for submitting highlights. USARAK G37 will consolidate reports for Command Group use.

(2) THRs should include the following information:

(a) All scheduled USARAK-directed training.

(b) All collective training events.

(c) All live fire training events.

(d) All external/internal evaluations and command inspections.

(e) All command post exercises.

(f) Off-post training exercises.

(g) Air assaults/airborne operations.

(h) Brigade/battalion runs.

(i) All water-related training.

(j) Training holidays other than USARAK directed (company or higher).

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- (k) Foot/ski/snowshoe marches.
- (l) Arctic Light Individual Training.
- (m) Individual Replacement Training (IRT).
- (n) Special training events including COIN Seminars, ABCS training, and Leader Training Program training.
- (o) Unmanned Aerial System (UAS) training.
- (p) Mobile training Team (MTT) training support.

### 1-7. Digital Training Management System (DTMS)

a. DTMS is the only authorized system for managing training in Army units. All USARAK units and units over which USARAK exercises Training Readiness Authority (TRA) will use DTMS to schedule and manage all training down to company level. Leaders will use DTMS to continuously assess unit performance to identify trends in performance success and to assess performance shortfalls.

(1) It is imperative all data entered into DTMS is accurate in order to provide the best overall picture of both individual and unit training status. Commanders may tailor DTMS to use any module (functional area) of DTMS they deem applicable.

(2) Commanders will establish and maintain strict DTMS access and permissions for all designated users within their command. All users require an AKO user name and password in order to be granted access to DTMS (<https://dtms.army.mil/>). Battalions and below will use the following DTMS areas at a minimum.

- (a) Mission
- (b) Mission Essential Task List (METL)
- (c) Training Calendar/schedule
- (d) Mandatory Training
- (e) Personnel training records Soldiers Individual Training Records Data (ITR)

(3) Commanders will assign unit level training managers as the executive agents for access to DTMS at all echelons, company and above.

b. USARAK-G37 Training will serve as the System Administrator and provide program oversight regarding DTMS and can be reached at 384-1152.

### 1-8. Training records

a. Battalions and separate companies will maintain the training records and files IAW AR 25-400-2 and using DTMS.

(1) Headquarters and Headquarters Companies (HHCs) will maintain training records for brigade personnel.

(2) Battalions may choose which records subordinate commanders will maintain in their files. These records will be subject to inspection during command and other training inspections.

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(3) Maintain records by electronic or paper format in accordance with (IAW) AR 25-400-2 and using DTMS:

- (a) Training calendar/schedules.
  - (b) Ammunition allocations.
  - (c) Unit status report.
  - (d) DA Form 705 (Army Physical Fitness Test Scorecard).
  - (e) Weapons qualification.
  - (f) Roster of weapons zero.
  - (g) Water survival record.
  - (h) Nuclear, biological, and chemical (NBC) proficiency test.
  - (i) Arctic Light Individual Training (ALIT).
  - (j) DA Form 1307 (Individual Jump Record).
  - (k) Mortar Gunners Exam and Fire Direction Center.
  - (l) METL.
  - (m) Record of completion of Suicide prevention training.
  - (n) Antiterrorism Level I Annual Training
  - (o) Operations Security (OPSEC) Level I Annual Training
  - (p) Driver Training
  - (q) Sexual Harassment/Assault Response and Prevention (SHARP) Training
  - (r) Civilian Education System (CES)
  - (s) Suicide Prevention and Awareness Training
- b. Units will maintain the following training publications either electronically or hard copy:
- (1) USARAK Regulation 350-1.
  - (2) USARAK Regulation 350-2.
  - (3) USARAK Circular 351-1.
  - (4) Unit and higher headquarters training guidance.
  - (5) Soldier's manuals for each military occupational specialty (MOS) that is assigned to unit.
  - (6) Appropriate Army training and evaluation program-mission training plans (ARTEP-MTPs).

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(7) Technical manuals (required for all weapons and vehicles; desirable for all equipment readiness code A coded items).

c. Units will maintain statistics on information that is required for the quarterly training briefings.

### **1-9. Unit Status Report:**

a. Commanders Unit Status Report (CUSR):

(1) The T-level reflects the commander's assessment of unit proficiency in the METs associated with its core functions/designed capabilities.

(2) Unit training managers/personnel will ensure they report accurate METL assignments and assessments upon request of the CUSR Officer NLT the first duty day of each month,

b. FORSCOM ARFORGEN Synchronization and Resourcing Conference (ASRC):

(1) BCT Commanders will appoint a POC to assist with accurate information reporting for the monthly FORSCOM ASRC VTC and prepare materials briefed at the quarterly conference. USARAK POC for ASRC submissions is Mr. Scott Fredrickson at 384-1686.

(2) BCT's will ensure applicable training objectives and BDE readiness status reporting is reviewed and updated upon request from USARAK G3 personnel in compliance with Appendix D of this publication.

**1-10. Resource Management:** Commanders will use USARAK Annual Budget Guidance and historical data to plan training and estimate the cost of training. Commanders will maximize use of available funding and apply to meet their most critical training and readiness requirements. CTC Rotation/OCO request are to be submitted NLT 270 for staff coordination with G3,G4, and G8 and final approval by the Chief of Staff (CoS). Unfinanced requirements will be submitted to USARAK G8 using procedures detailed in USARAK Pamphlet 37-1. Some common sources for resource information are:

- a. Annual Budget Guidance.
- b. Flying hour program.
- c. Ammunition Standards in Training Commission allocations.
- d. Command training guidance.
- e. Appendix B of this publication.

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### Chapter 2 Training Conduct

**2-1. Introduction, Purpose and Guidance:** This chapter prescribes USARAK policy to be conducted in the training of our Arctic Warriors.

#### 2-2. Sources and references

- a. AR 350-1
- b. USARPAC Regulation 350-1

#### 2-3. Responsibilities

- a. The USARAK Commanding General (CG) provides annual training guidance.
- b. USARAK G3:
  - (1) Publish USARAK Annual Training Guidance (ATG).
  - (2) Publish USARAK Quarterly Training Guidance (QTG).
  - (3) Publish weekly training highlights report.
- c. USARAK G37 TRO: Publish the Master Training Calendar using the USARAK Portal. <https://portal.usarpac.army.mil/usarak/UMTC/Forms/AllItems.aspx>
- d. MSCs: (Brigade HQs):
  - (1) Oversee training management within their unit to include resource forecasting and allocation.
  - (2) Publish quarterly and annual training guidance with calendar per FM 7-0 and Army Training Network (ATN).
  - (3) Conduct QTBs with the USARAK Commander. QTB scheduling window is NLT six weeks prior to the start of the training quarter.

**2-4. Mission Essential Task List (METL):** Department of the Army currently directs Brigade METL. By analyzing the applicable tasks contained from these external directives and selecting training for only those tasks essential to accomplish their organization's wartime mission, commanders will prioritize tasks to be trained by their unit and focus on those critical for wartime mission accomplishment.

- a. All USARAK units, down to and including company-level headquarters, will maintain current and past METL records in their files IAW AR 25-400-2.
- b. The next higher commander in the chain of command, will approve the units METL if it deviates from DA directed METL. **Requests to change a unit's existing METL must be done in writing to the next higher commander.**
- c. Units will identify and institute supporting tasks, conditions, and standards for each METL task. These tasks, conditions, and standards will provide a clear statement of training to be performed and evaluated.
- d. Each unit will review their METL at least once annually.

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### **2-5. Standards and Goals:**

#### a. General: Mission specific focused training.

(1) USARAK Mission specific focused training is established from the concepts' found in FM 7-0 and the Army Training Network. As commanders develop or confirm their unit's focus, for example ARFORGEN, Global Reaction Force (GRF) or Regionally Aligned Force (RAF), training plans must adhere to this specific focus and accomplish specific training goals and objectives.

(2) Leaders will ensure all mission-focused training is centralized on those essential individual tasks vital to mission accomplishment.

(3) Training must be thoroughly planned to ensure the best use of all resources.

(4) Place maximum emphasis on small-unit training to develop and maintain a high degree of proficiency at the "cutting edge." The "cutting edge" starts with a well-trained individual and progresses through crew / team, squad, section, platoon, and company levels. Proficiency at the "cutting edge" includes the development of junior leaders.

#### b. USARAK Standards.

(1) Foot marches: Units will complete a 12 mile foot march with a 35 pound ruck in four hours or less semi-annually.

(2) Combat Lifesaver (CLS): Units will maintain a minimum of 75% of assigned Soldiers CLS trained and qualified.

(3) Unit In-Formation Runs: Units will complete an in-formation run of 4 miles in 36 minutes semi-annually.

#### (4) Weapons Qualifications:

(a) Individual Weapons. The USARAK standard is for each unit at the company level to maintain a record marksmanship qualification rate of 90% or more at all times.

(b) Crew Served Weapons. Standard is for each company level unit to maintain 100% or higher record qualification rate for assigned crew served weapon systems. This will require the training of additional crew served crewmembers for each system.

#### c. USARAK Goals.

(1) Army Physical Fitness Test (APFT). The USARAK goal is for each unit at the company/troop/detachment level to complete a record APFT with an average unit score of 270 or higher.

(2) Expert Infantry Badge (EIB). The USARAK goal is for each infantry company to have all eligible Soldiers participant in the EIB during record testing. In the event formal EIB testing is not conducted, units will ensure all Soldiers train EIB tasks to standard annually.

(3). Expert Field Medical Badge (EFMB). The USARAK goal is for each medical company or detachment to have all their eligible Soldiers participate in the EFMB. In the event formal EFMB testing is not conducted, units will ensure all eligible Soldiers train EFMB tasks to standard annually.

NOTE: When record EIB or EFMB events cannot be scheduled due to unit deployments, all units will ensure they train targeted MOS's to complete annual training in appropriate EIB/EFMB tasks.

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**2-6. Evaluations:** All training conducted in USARAK will be evaluated. Evaluations will measure the demonstrated ability of individuals, leaders, and units against specified training standards. Evaluations range from a commander visiting the training of a subordinate unit to a formal external evaluation. They can be informal, formal, internal, external, or any combination thereof.

a. Informal evaluations take place whenever a leader visits ongoing training. This type of evaluation provides real-time feedback on the training environment and the proficiency resulting from training.

b. Formal evaluations require training inspections of subordinate units by the MSC. Brigade-and Separate Battalion level headquarters staffs will be inspected as part of the USARAK Staff Inspection Program (SIP). Evaluations will include the Command Supply Discipline Program Inspections (CSDP) Guidelines for formal evaluations include:

- (1) Evaluators will be selected from a unit other than the one being evaluated.
- (2) Evaluators will have rank and experience at least equivalent to the personnel they are evaluating.
- (3) Employ MILES in a force-on-force scenario.
- (4) Use as many real obstacles as possible.
- (5) Force the logistics system to provide all classes of supply
- (6) Provide a written report to the commander/leader of the evaluated unit within seven working days after the completion of the evaluation.

c. Internal evaluations are planned, resourced, and conducted by the organization undergoing the evaluation.

d. External evaluations are planned, resourced, and conducted by a headquarters at an echelon higher in the chain of command than the organization undergoing the evaluation. Table 2 shows USARAK guidance for the frequency of external evaluations.

Evaluated Unit	Minimum Duration	Frequency
Company/Battery	3 days	12 months
Platoon	2 days	6 months
Squad	24 hours	6 months

e. In every case, units will conduct after action reviews. Guidance on how to conduct an after action review can be found in Training Circular (TC) 25-20 and the Army Training Network. <https://atn.army.mil/>

(1) MTP, drill manuals, and individual skill manuals form the nucleus of a guide for evaluating training. Evaluate training using standards published in manuals such as these.

(2) All units must receive a formal evaluation on a periodic basis. Plan and administer squad through company evaluations two echelons above the evaluated unit. The appropriate brigade (BDE) commander will serve as the senior evaluator for battalion size units. Participation in a combat training center rotation is equivalent to undergoing an external evaluation for platoon through brigade level.

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### Chapter 3 Training

#### 3-1. Introduction and Purpose:

Training is the single most important thing and the number one priority we do as United States Army Soldiers. Commanders are responsible for planning, executing, and evaluating tough, realistic, and safe training to ensure all Soldiers have the necessary skills to fight and win on the battlefield. The USARAK Campaign Plan, also identified as USARAK OPLAN 5001-006, is intended to provide training and readiness oversight and offer a clear understanding of support from USARAK and Garrison to all USARAK subordinate units and agencies. It is imperative that all USARAK and Garrison units, read, understand, and follow the USARAK Campaign Plan so there is a cohesive team working together to develop, train, and sustain our Arctic Warriors in both a garrison and combat environment.

a. Coordination: Occasionally, units from outside of USARAK will attempt to coordinate for exercises and support directly with USARAK units. This practice is not acceptable and will not be used as a coordination technique. Units will obtain approval for direct coordination from USARAK headquarters, ATTN: G37 Training and Readiness Oversight Division.

b. Night operations:

(1) Commanders will program night training when sufficient periods of darkness are available. As a goal, units will conduct one-half of all tactical training during hours of darkness.

(2) Units that provide support to other units during normal duty hours will maintain normal, daily support capability at all times. This type of unit may schedule night-operational training at the small-unit level and should maximize the opportunity to train habitual support elements as part of larger task forces.

c. Combined arms operations: The nature of contingency operations makes it imperative to conduct combined arms operations and training with special operations, heavy, air assault, sister services, etc. Rotations to combat training centers will usually include some of these forces. An attempt must be made to integrate these forces into FTX, command post exercises, and other training events whenever possible. USARAK G37, Training, Readiness and Oversight will assist in de-conflicting aviation training support requests.

d. Maintenance: Units will develop Quality Command Maintenance Programs which include planning, preparation, and leader training. These plans will be annotated on training schedules. These plans will train and certifying leaders, so they'll be able to train their soldiers and enforce standards. , will build confidence, competence and readiness within your unit. A disciplined command maintenance day should include the following standards:

(1) An OPORD, FRAGO, or unit SOP that lays out priorities, responsibilities and tasks that will be accomplished during motor stables.

(2) Include weapons, communications equipment, NBC equipment, and low-density equipment in your maintenance program.

(3) - Train and certify leaders prior to motor stables in order to assure a common standard is established for each week's maintenance focus.

(4) Soldiers will use a Technical Manual (TM) every time they PMCS equipment; if they're not on hand they can be downloaded.

(5) Leaders will be on-site during command maintenance, and will know the status of their equipment.

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(6) AARs will be conducted for all training, to include maintenance training, in order to continually improve your programs.

### **e. Supply:**

(1) Units will develop unit supply training program and that it is designed for Soldiers to effectively operate property accountability Logistics Information Systems (LIS). Ensure supply and logistics development includes supply requests, receipt, storage, issue, security of sensitive items (i.e. weapons and Night Vision Devices), and accountability and preservation of individual, organizational and installation equipment. The program should ensure an understanding of the supply administrative adjustments to include the Financial Liability Investigation of Property Loss (FLIPL) procedures and processes IAW regulatory requirements. Ensure the development of a unit supply training program is designed to enhance supply procedures through individual proficiency and coordination.

(2) Stress supply economy and discipline in all phases of training. Train Leaders to enforce and implement an effective Command Supply Discipline Programs (CSDP) to ensure resources are being used without fraud, waste and abuse. This program is designed to provide necessary tools to inform leaders to address the relationship of good logistical processes and operations procedures, which are reached by stressing good supply discipline.

(3) Put all unit inventories (i.e. cyclic, sensitive items and OCIE) on unit training schedules.

(4) Conduct training on maintaining Command Supply Discipline while deployed.

(5) Units will conduct low density training on the Property Book Unit Supply Enhanced (PBUSE) a minimum of once a month.

### **f. Environmental:**

(1) Integrate environmental information, policies, and restrictions into all training and tactical plans. Prepare an annex for all administrative and tactical orders that covers environmental considerations. This annex must include, but is not limited to, restrictions on use of certain training areas, disposal of human waste, procedures for handling hazardous-materials spills, and hazardous-waste disposal.

(2) The following regulations contain information on environmental issues:

(a) USARAK Regulation 350-2 provides specific guidance on environmental requirements for use of ranges and training areas. In addition, all range standing operating procedures contain information applicable to specific ranges..

(b) FM 3-100.4, Environmental Considerations.

g. OPFOR: Commanders should use opposing forces with MILES equipment during tactical training to provide a necessary measure of realism.

h. Safety, Risk Assessment: Unit leaders will conduct risk assessments for all operations, training events, and exercises. Appendix C of this regulation will be used to help in the risk management process.

## **3-2. Sources and References:**

a. Appendix A of this regulation.

b. Northern Warfare Training Center Cold Weather Operations Manual/NWTC website:  
<https://www.wainwright.army.mil/nwtc/>

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- c. FM 3-22.9, Rifle Marksmanship.
- d. FM 3-21-20, The Infantry Battalion .
- e. USARAK Campaign Plan.

**3-3. Airborne Training:** Airborne operations in USARAK will be executed in accordance with the USARAK Air Standard Operating Procedure (ASOP). Published guidance from subordinate Airborne units in USARAK will be consistent with the USARAK ASOP. At minimum, a battalion headquarters will be assigned command oversight for an Airborne operation; and the responsible commander will ensure execution of proper troop leading procedures. USARAK G37 (Air) is the proponent agency to maintain and update the USARAK ASOP, conduct quarterly Airborne Safety and standardization meetings, joint coordination meetings, and monitor Jump Master (JM) and Paratrooper proficiency within the Command.

**3-4. Individual Training:** Paragraphs 3-5 thru 3-14 of this regulation detail USARAK requirements, standards, and goals for individual Soldier training.

**3-5. Marksmanship:** A good marksmanship program is essential to unit combat readiness and unit morale, regardless of MOS or branch.

- a. All personnel assigned to USARAK units will qualify semi-annually with their assigned weapon.
- b. All Soldiers will be knowledgeable of their weapon's capabilities, limitations, and maintenance requirements.
- c. Units must maintain a 12-month ammunition forecast in TAMIS-R. The forecast is based on planned training and training munitions authorizations available to support training. Forecasts are fiscal year projections of the quantity of authorized training munitions per DODIC that units intend to expend during the next 12-month period. AR 5-13 and TAMIS-R Software Users Manual provide ammunition forecasting procedures.
- d. The appropriate FM for each weapon/weapon system establishes the weapons qualification standard used by USARAK. DA Pamphlet 350-38 lists categories and frequency for weapon systems qualification. Guidelines for suggested training programs and ammunition requirements for the attainment and sustainment of weapons proficiency outlined by DA Pamphlet 350-38 will be followed, based on the unit commander's training assessment and the availability of ammunition. **Units are encouraged to conduct more frequent qualification and LFX based on available ammunition.**

**3-6. Physical Readiness Training:** Commanders will use TC 3-22.20 and AR 350-1 to develop PRT programs for Soldiers. Cold weather PRT programs will be tailored according to USARAK CG Policy Letter 0-14, USARAK Pamphlet 600-2, and this regulation. The purpose of the USARAK physical readiness fitness program is to develop and maintain arctic warriors who are extremely fit and prepared for the high physical demands of combat. In addition the program should enhance esprit de corps, maintain proper standards of good health and appearance, and be challenging down to the individual Soldier.

- a. The Commanding Generals' intent: PRT is the CG's time, it will be conducted during each duty day from 0630-0745, it will be planned during company training meetings, and posted on the training calendar. It is imperative that we train and physically prepare our Soldiers for the rigors of unified land operations. Leaders at all levels need to tie PRT into how they prepare our Soldiers to execute warrior tasks and how they tie into battle tasks. PRT focus will center on unit running, road marching, snowshoeing, or cross-country skiing (in season) in formation. Units will train in physical training formation with guidons present. Each Soldier is not only a part of their own unit but also belongs to a larger formation of equally proud Soldiers sharing a common challenge during PRT. There is flexibility in warm up and cool down and leaders may choose between running, cross-country skiing, snowshoeing or

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road marching in formation. Company-sized units can use up to three ability groups. Squad-led physical training, strength focus, anaerobic, or individual programs are all options. Organized sports will not be conducted during PRT time. Safety and uniform requirements remain in effect. Use the details listed below to help understand the peripheral issues, but focus on the intent. Lastly, cold weather is not an excuse not to conduct PRT outdoors. Use the guidance outlined in USARAK Pamphlet 600-2 and CG's Policy Letter 0-14 for PRT uniform decisions

(1) In garrison, units will conduct PRT each duty day in a manner that challenges Soldiers with a variety of strenuous anaerobic and aerobic/cardiovascular training and muscular strengthening and endurance exercises. Running, road marches, or ski/snowshoe marches will form the foundation of aerobic/ cardiovascular training programs.

(a) The distance of unit runs is a commander's decision. Commanders will maintain focus on sustaining the USARAK standard of running three miles in 36 minutes for all units.

(b) Ability groups may be used to ensure all personnel are challenged during running; however, there will be no more than three ability groups per company-sized unit.

(2) Everyone will participate in PRT. Unit commanders will establish a program to ensure that shift personnel conduct organized PRT outside of the standard time. This PRT program will develop the Soldiers as the standard program does, however, if the shift PRT takes place outside of the normal PRT hours, the PRT session is not constrained to ability-group size, etc. Unit commanders will take actions to ensure the safety of the shift PRT group.

(3) Units will conduct PRT with all personnel in the same uniform. All Soldiers will wear the physical fitness uniform or a designated uniform as indicated in USARAK Pamphlet 600-2. Reflective belts will be worn during unit PRT. The only authorized footwear is running shoes (basketball shoes, five toed footwear or high-tops will not be worn as a substitute for running shoes.).

(4) Commanders have the discretion, based on weather, to have Soldiers wear the complete Army Physical Fitness Uniform. Warm underwear may be worn as necessary. Gloves, mittens, and balaclavas will be added to the uniform at the commander's discretion. MSCs (brigades, tenant units, and separate commands) will confirm the temperature daily prior to executing outdoor physical training. This information can be found on the USARAK intranet portal under the weather section on the right side of the page. All Soldiers will stay in the proper uniform during the run.

<http://www.usarak.army.mil/main/default.asp>

USARAK Policy letter 0-14 Cold weather physical training

<https://portal.usarpac.army.mil/usarak/staff/CMDGRP/Pages/CofSPolicies.aspx>

(5) Units will establish procedures to manage Soldiers with profiles to ensure their participation in the unit's fitness program within the constraints of their profile. Profiles will be verified at every PRT formation.

(6) Profile PRT, to include pregnant and post partum physical training, will be supervised and conducted in an area separate from normal running routes. A track, parade field, or gymnasium is an appropriate location where Soldiers with profiles can exercise within the limits of their profile.

(7) Units will run only on designated running routes. Each post commander is responsible for ensuring that current running route maps and policies are posted on the USARAK web site as appropriate. On unprotected routes, a minimum of two road guards are required. Guards will be equipped with reflective vests (at all times) and flashlights (required during darkness), and will run as part of the PRT formation assisting as necessary to direct traffic.

<https://intranet3.usarpac.army.mil/imcompacific/Garrisons/FtWainwright/GDC/Documents/Forms/AllItems.aspx> FWA policy letter #7

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(8) Units will designate a straggler-control NCO equipped with a reflective vest (at all times) and flashlight (required during darkness). Personnel who fall out of a run (stragglers) will run in place on the side of the road until picked up by the straggler-control NCO. The straggler-control NCO will collect stragglers into a single file formation on the far right side of the running route and ensure they complete the run as a group.

(9) Priority for use of the gym from 0630-0745 is for Special Population Programs. The chain of command will supervise.

(10) PRT will normally be conducted outdoors. During very cold weather, portions of the PRT can be conducted indoors (such as warm-up stretching, cool down, and strengthening) with the running portion conducted outdoors.

(11) Decisions to amend or cancel PRT due to hazardous conditions (extreme ice, heavy fog etc.) will be made by the first 0-5 in the chain of command.

(12) All battalions and separate companies will conduct unit cohesion runs at least monthly. Brigade-level PRT sessions may be substituted for the monthly unit cohesion run at the MSC Commander's option. Runs may be coordinated with the appropriate post headquarters to resolve route conflicts.

b. Special physical fitness training programs: Commanders are responsible for ensuring that PRT programs address the needs of all assigned Soldiers. Unit commanders will establish policies for placing Soldiers into corrective or additional PRT programs. Commanders may also conduct PRT programs that enhance the Soldier's ability to perform unit combat missions and may establish unit goals exceeding USARAK/Army minimum standards. Commanders should develop special PRT programs as follows.

(1) Additional PRT programs. Commanders may require supplemental PRT sessions for Soldiers who are not able to meet or exceed the units APFT goal. Additional and corrective PRT will be designed and conducted so as to reasonably address the Soldier's weakness. Additional PRT sessions will only be scheduled during the normal duty hours.

(2) Corrective (Remedial) PRT programs. Commanders may require corrective PRT for those Soldiers who cannot achieve Army fitness standards. Corrective or remedial PRT may be scheduled during or outside of regular duty hours however all such training will be supervised. Corrective PRT will not be punitive or oppressive in nature.

(3) Special population PRT Programs. Commanders must ensure that Soldiers on profile engage in a PRT program consistent with their profile limitations. Female soldiers who are pregnant, or are post-partum and are medically cleared are required to participate in the units Post Partum Pregnancy PRT program. Commanders must monitor and track the medical progress of all profile personnel in order to ensure that PRT is undertaken as soon as Soldiers are medically cleared to participate.

c Weight control is an integral part of physical fitness. If no medical condition exists, initiation of separation proceedings is required for Soldiers who do not make satisfactory progress in the program IAW AR 600-9, unless the responsible commander chooses to impose a bar to reenlistment. Also, initiation of separation proceedings is required for Soldiers who fail to maintain body-composition standards during the 12-month period following removal from the program, provided no medical condition exists.

d. Foot Marches: Foot Marches provide an excellent means of teaching tactical movement, while also instilling physical and mental toughness (FM 21-18 Foot Marches). Foot Marches may be used to emphasize tactics, techniques and procedures (TTPs) associated with the tactical movement of Soldiers, or may be used specifically as a conditioning activity.

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(1) Uniform: The uniform for marching will be dictated by the appropriate unit commander but should include OCIE and assigned weapon.

(2) All rucksacks will be easily recognizable with reflective vests and road guards will carry flashlights during periods of limited visibility.

(3) Unit start strength: Unit start strength equals the unit assigned strength minus authorized absences (approved leave or other absences). After deductions are made, the standard is 90% of the unit's available Soldiers will complete the road march.

(4) Standard: All units will complete a 12 mile foot march in four hours or less semi-annually.

e. Cross-country ski and snowshoe PRT event planning. Cross-Country Skiing and Snowshoeing: The objective of cross-country skiing and snowshoeing as a PRT event is to provide aerobic/cardiovascular exercise while improving the Soldier's proficiency in arctic skills. Units are expected to possess arctic skills proficiency and encouraged to conduct ski or snowshoe PRT when weather conditions permit. The Northern Warfare Training Center (NWTC) is the proponent for all arctic training within USARAK. Refer to the NWTC link on the USARAK Portal at "<https://portal.army.mil/usarak/sc/nwtc/Pages/default.aspx>" for further information on teaching Soldiers to ski and snowshoe.

(1) Commanders will carefully plan cross-country ski or snowshoe PRT events. The use of skis or snowshoes in difficult terrain, under limited visibility and cold weather conditions, add to the stress of aerobic/cardiovascular conditioning exercise, and increases the risk of injury. The increased risk can be mitigated by sound risk management planning as prescribed in Appendix C of this regulation. Additional information on risk management plans is contained on the NWTC website.

(2) The unit commander will designate the course used. Courses will be laid-out close enough to maintained roads to facilitate rapid evacuation of Soldiers who become unable to complete the course due to equipment failure or injury.

(3) If the planned route is along unprotected routes or crosses roads, road guards will be employed.

(4) Units will designate a straggler-control NCO. The straggler-control NCO must be Cold Weather Leader Course (CWLC) trained and have radio communication capability available.

(5) The route will include at least one checkpoint per mile of course. Unit commanders may increase the number of checkpoints depending on weather conditions and unit/ability group cross-country skiing/snowshoe proficiency. At checkpoints leaders will conduct safety checks and allow personnel to make adjustments to their equipment as needed.

(6) Leaders conducting the safety checks must be CWLC trained.

(7) Radio communications will be available at each checkpoint, either carried by the unit or pre-positioned at the checkpoint.

(8) One or more heated, radio equipped evacuation vehicle(s) will be positioned along the course. An appropriately equipped Medic in addition to the driver will man the vehicle. The evacuation vehicle must be capable of being brought close to any point along the course to facilitate treatment or evacuation of an injured Soldier(s).

(9) Uniform for cross-country ski and snowshoe PRT is winter field. Each Soldier will carry a survival ruck. The survival ruck will include, at a minimum, extra set of poly pro or equivalent, sleeping mat, spare socks, and mitten inserts, and one sleeping bag per buddy team.

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**3-7. Arctic Training:** Arctic skills' training is designed to prepare USARAK Soldiers, mentally and physically, to operate safely and effectively in an inherently dangerous arctic environment. Leaders must remain cognizant of the weather conditions and monitor the amount of time Soldiers are exposed to extreme cold temperatures. All subordinate USARAK units will comply with the cold weather training programs as posted on the NWTC web site. Units are not authorized to modify or amend published training programs without the written approval of the USARAK G3. Arctic Light Individual Training (ALIT). The purpose of ALIT is to train USARAK Soldiers in the critical skills required to conduct safe operations and training in an arctic environment and is an annual requirement. MSCs and tenant units are responsible for executing Soldier ALIT training programs, using NWTC training programs. After completing ALIT, Soldiers are expected to be capable of safely training in an arctic environment. All new arrivals, both enlisted and officer, will complete ALIT I before participating in any field exercise, and ALIT I and II before participating in a field exercise during the winter months (01 October through 01 May). Host units must ensure units attached for training but not stationed in Alaska receive ALIT instruction before field training where temperatures will drop below 10 degrees Fahrenheit. Refer to USARAK Pamphlet 600-2, the "Blue Book" for more detailed guidance.

### **3-8. Combat Lifesaver:**

a. The combat lifesaver is a non-medical Soldier trained to provide lifesaving measures beyond the level of self-aid or buddy-aid. A properly trained combat lifesaver is capable of stabilizing many types of casualties and can slow the deterioration of a wounded Soldier's condition until medical personnel arrive. The USARAK standard is that 75% of Soldiers be CLS qualified.

b. To increase Soldier survivability, units assigned, attached or OPCON to United States Army Alaska will have within their organizations non-medical Soldiers who are graduates of the AIPD certified Combat Lifesaver course.

c. Combat lifesaver training is conducted at the unit level using instructional material (written and performance tests) furnished in the Army Institute for Professional Development (AIPD) approved correspondence course. Training and testing will be conducted in accordance with the tasks, conditions, and standards established by AMEDD.

d. Unit training CLS managers or instructors are not authorized to augment course materials, change the length of the course, or increase or delete items contained in the combat lifesaver aid bag. Combat lifesavers must be recertified every 12 months to be considered current.

e. Brigades or separate Battalion-sized units will implement combat lifesaver training program within their commands and designate a staff representative to be responsible for supervising their combat lifesaver programs.

f. Selected unit personnel will be enrolled in the Combat Lifesaver Training Course in accordance with DA Pam 351-4. Student and instructor materials printed by the Army Training Support Center will be shipped to the primary course instructor. All CLS students must be registered through AIPD in order to receive credit for completing the course.

g. Combat lifesaver training will be conducted in accordance with guidelines contained in this regulation and training materials provided by the Combat Lifesaver Correspondence Course. (See DA Pam 350-59).

h. All units assigned, attached or OPCON to United States Army Alaska will have no less than 75% of its personnel trained, certified and current as a combat lifesaver. Unit Training administrators will maintain copies of all course completion certificates. The course completion certificates are subject to review and inspection during Organizational Inspections.

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i. All Class VIII supplies and materials required for combat lifesaver training will be requisitioned through normal supply channels.

j. Proof of combat lifesaver course completion will be placed in the Soldier's military personnel records jacket in accordance with AR 600–8–104.

k. The Combat Lifesaver course (group study) may be taught by a senior medical person designated by the commander. The primary instructor will be at least a senior medical NCO (E-6 BNCOC Graduate) and either hold primary 68W, 18D or be a licensed paramedic (state or national), registered nurse, physician assistant, or physician. The course includes graded hands-on, performance-oriented tasks. Enrollment specifics are in IS0871, IS0872, and DA Pamphlet 350-59.

### **3-9. Modern Army Combatives Program training:**

a. The objective of the Modern Army Combatives Program (MACP) is to enhance combat readiness by instilling confidence and fighting skills that are only gained through engagement with an opponent in a combat situation. This regulation establishes USARAK policies for Combatives training and FM 3–25.150 serves as the instructional guide for Combatives training.

b. Commanders will establish a Combatives program consistent with AR 350-1, FM 3-25.150 and unit missions. Commanders will ensure training is posted on unit training schedules including physical readiness training, individual training, monthly competitions, and scenario based training which will be conducted at the Company and Platoon level. All Soldiers will receive Combatives training during IMT.

(1) Commanders will appoint a primary and alternated Combatives program NCOIC at Company, Battalion and Brigade Levels that will be tracked and inspected by the USARAK Combatives Program Director.

(2) Due to the potentially dangerous nature of Combatives training, unit commanders will insure that all Combatives training is conducted by certified instructors of the appropriate level and adhere to the risk management process and instructional framework of FM 3–25.150.

(3) The minimum combative instructor requirements and duties for all USARAK units are as follows:

(a) One Basic Combatives (level I) certified Soldier or NCO per squad to conduct training at the squad and platoon level.

(b) One Tactical Combatives (level II) certified Soldier or NCO per platoon to conduct training at the platoon and company level.

(c) One Basic Combatives Instructor (level III) certified NCO per company to conduct training at the company/battalion level and to manage the companies Combatives program.

(d) One Tactical Combatives Instructor (level IV) certified NCO per battalion to conduct training at the battalion level and manage the battalion's Combatives program.

(e) One Tactical Combatives Instructor (level IV) certified NCO per brigade to supervise the battalion Combatives programs and manage the brigade program.

(f) Two Tactical Combatives Instructor (level IV) certified NCO per installation manage the post Combatives program and provide oversight to subordinate programs.

(g) Combatives training will be conducted regularly in support of mission readiness, posted on unit training schedules, and executed at company and platoon levels.

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(4) Combatives is a link between physical training and tactics. Combatives training should encompass training specifically dedicated to technique training as well as being integrated into both physical and tactical training. Combatives instruction should never replace physical readiness training but should be an important and integral part of it.

**3-10. Command Post of the Future (CPOF):** Commanders will ensure individual operators, staff sections, and integrated command posts operate and exchange information through digital systems. Operator training concentrates on the operation of the individual's assigned system and includes data entry, display control, and system operation to accomplish specific tasks. Units will certify annually selected Soldiers based on unit mission and METL.

### **3-11. Other: Land Navigation (mounted and dismounted), Chemical, Driver, IED:**

a. Navigation: Mounted and dismounted land navigation are key skills that all Soldiers must be trained and proficient in. Units will incorporate map reading, navigation by use of compass and GPS, and orienteering into land navigation courses annually. These courses will be conducted in day and night conditions, and in urban and open terrain.

b. Chemical: NBC defense is a condition under which units and individuals must train to execute their METL. All Soldiers will be certified annually and commanders will ensure NBC training is integrated into individual tasks and crew drills.

c. Driver and Operator training: Brigades will insure the development of a USARAK Driver and Operator Standardization program at both the BN/BDE level. Driver and Operator Standardization standards are outlined in Army Regulation 600-55 regarding training, testing, and licensing. USARAK G3 TRO is the proponent for policy and the USARAK G4 provides program oversight including unit execution of the program through Staff Assistance Visits, Organization Inspection Program, and the Roadside Inspection Program. Drivers will be trained to drive during the day, night, off road, and in traffic. Drivers need to be comfortable driving in all weather and road conditions. Training will include driving with night vision devices, PMCS, rollover drills, and fire and water evacuation. All drivers will be certified annually and the unit will maintain a driver's packet that will include a minimum of the following: Soldier's license (OF 346) signed by the unit commander, accident avoidance training certificate, commander's interview, and completed Equipment Operator's Qualification Record (DA Form 348).

d. IED/C-IED: Improvised Explosive Devices/Counter Improvised Explosive Devices (IED/C-IED) is a common threat and can be difficult to identify. All Soldiers, no matter their job or MOS, need to be trained on IED identification, counter-measures, and procedures prior to deployment. Units will utilize the USARAK IED Defeat Gated Training Strategy as depicted on the USARAK G37 TRO CI2C web portal to insure all required individual, collective and unit standards are met.

[https://portal.usarpac.army.mil/usarak/staff/g3/tro/CI2C\\_C2IC/Shared%20Documents/Forms/AllItems.aspx](https://portal.usarpac.army.mil/usarak/staff/g3/tro/CI2C_C2IC/Shared%20Documents/Forms/AllItems.aspx)

**3-12. Expert Infantry Badge (EIB):** Brigade sized units will conduct or make available the opportunity for eligible Soldiers to earn the Expert Infantry Badge on an annual basis or as routinely as possible based on deployment schedule and unit mission.

**3-13. Expert Field Medical Badge (EFMB):** Brigade sized units will conduct or make available the opportunity for eligible Soldiers to earn the Expert Field Medical Badge on an annual basis or as routinely as possible based on deployment schedule and unit mission. Non-Brigade sized units wishing to test medical personnel with a BCT will coordinate attendance through the USARAK Surgeon Office.

**3-14. Army Language Proficiency Training:** All units with Army Language Identification Coded (LIC) positions will establish a language training program. Soldiers will be given scheduled training time to conduct language proficiency training. The USARAK goal and minimum language proficiency standard is 2/2 (listening/ speaking). Language proficiency testing will be conducted on an annual basis.

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**3-15. Antiterrorism Training:** Specific Army standards for antiterrorism (AT) training are listed in AR 525–13. Annual individual AT awareness training is mandatory for all Soldiers and Army civilians. Individual AT awareness training is mandatory for all Family members age 14 years and older prior to travel outside the 50 United States and its territories and possessions on official business (that is, on an accompanied PCS move). Individual AT training must be documented in the individual’s training records within DTMS and is an inspectable item.

a. Initial/In/Out-Processing Antiterrorism Level 1 Training. All newly assigned or outbound personnel within the first 30 days of arrival, or departure must receive AT Level 1 training. It is recommended that this training be conducted as part of an initial entry briefing or unit/organization newcomer’s briefings. This training is provided by the unit or organization’s ATO or by accessing AT Level 1 training at <https://atlevel1.dtic.mil/at/>. The certificate must be signed by the individual and his/her unit ATO and maintained on record for one year.

b. All Army personnel will undergo AOR-specific AT training prior to traveling OCONUS within three months of an OCONUS PCS or deployment. The AOR-specific training is available through the geographic combatant commands. Units deploying will coordinate their AT pre-deployment training requirements with USARAK G33 Protections section at 384-2449/2142, Protections share point <https://portal.usarpac.army.mil/usarak/staff/g3/cuops/PROT/default.aspx>

c. Level II. Units down to battalion level and separate companies will have a primary and alternate Level II trained AT officer (SFC or higher), who serves as the Commander’s planner/advisor on AT matters and serves as the instructor for Level I unit AT training. Level II training occurs at the U.S. Army Military Police School (USAMPS) or through the use of USAMPS Mobile Training Teams, occurring annually at JBER or FWA. Unit AT level II Officers will attend a certifying Antiterrorism Officer Basic Course (ATOBC) level II course, NLT than 6 months following appointment.

d. Units will schedule at a minimum Annual and Pre-deployment AT training and informational Threat briefs for Family Readiness Groups and Steering Committees through their Unit ATO, or USARAK G33 Protection Section at 384-2142/2449.

e. Brigade, battalion and separate companies will submit their unit annual Antiterrorism Report through their respective chains of command to the USARAK Protection Section NLT 15 September using the AT annual report template located in appendix D, table D1

f. A Level II trained ATO will deploy with deploying units consisting of 100 persons or larger.

**3-16. Operations Security (OPSEC) Training:** Operations Security Level I Training. The target audience for Level I is all Army personnel (the total workforce consisting of Soldiers, DA Civilians, and DOD contractors) and Soldiers Families. Level I training is composed of both in processing , annual, pre-deployment, out- processing training:

a. Initial/In/Out-Processing Operations Security Awareness Training. All newly assigned and departing personnel within the first 30 days of arrival or departure must receive initial OPSEC level I training. It is recommended that this training be conducted as part of an initial entry briefing or unit/organization newcomer’s briefings. This training is provided by the unit or organization’s OPSEC level II trained officer. The intent, focus, and training requirements for OPSEC level I annual and pre-deployment training can be found in USARAK 530-1 OPSEC, Chapter 6, or visit the USARAK OPSEC Share Point Portal at: <https://portal.usarpac.army.mil/usarak/OPSEC/Default.htm>

b. At a minimum, all Army personnel must receive an annual OPSEC level 1 awareness training briefing provided by the unit or organization’s OPSEC Level II qualified Officer. This training must be updated with current information and tailored for the unit’s specific mission and critical information. Individual OPSEC training must be documented in the individual’s training records within DTMS and is inspectable.

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c. Operations Security training will also be provided to deploying and redeploying units, to include family readiness groups (FRGs). Units can coordinate for USARAK G33 Protections Section to provide unit (Rear-Detachment) and FRG OPSEC pre-deployment training by contacting 394-2449/2142.

d. Operations Security Level II Training. The appointed OPSEC officer, program manager, or Representative will attend the HQDA OPSEC Officer/Program Manager Certification Course conducted by the Army OPSEC Support Element (OSE), or by attending an OPSEC Level II Mobile Training Team (MTT), or an OPSEC Program Manager Course certified by the OSE to provide OPSEC Level II Training not later than six months from appointment date. FRG leaders are highly encouraged to attend the annual OPSEC level II MTT. Additional OPSEC briefs and training resources can be coordinated for, or found at <https://portal.usarpac.army.mil/usarak/OPSEC/Default.htm>

e. Brigade, battalion, and separate companies will submit their unit annual OPSEC Report through their respective chains of command, to the USARAK Protection Section, NLT 15 September, using the OPSEC Annual Report template, located in appendix D, table D1.

**3-17. Sexual Harassment and Response (SHARP) Training:** Sexual harassment and sexual assault undermine the strength of our Army and fundamentally goes against the Army Values, Warrior Ethos and Civilian Corps Creed and degrades mission readiness by devastating a unit's ability to work effectively as a team. This annual SHARP training requirement is to educate and train military and Army civilians to intervene, act, and motivate strongly to eliminate sexual harassment and prevent sexual assaults, thus promoting the I.AM.Strong Army culture.

a. USARAK units will conduct mandatory SHARP training using the revised SHARP training support package, PowerPoint presentation, and training videos found on the Reimer Digital Library or Army Learning Management System (ALMS). Furthermore, units will coordinate and ensure all Soldiers' training is reported through the Digital Training Management System (DTMS) within 24 hours of training completion for proper and timely tracking. Units may also access the videos on the USARAK Portal under the G1 POPP page at: <https://portal.usarpac.army.mil/usarak/staff/g1/Programs/SHARP/Forms/AllItems.aspx>.

b. Training Requirements: Four training videos (DVD) have been developed to become integral components of SHARP Training. Three videos have already been distributed to Army units at the battalion level and another is now available for mandatory self-study.

(1) The first DVD in the distributed twin-packaged case is a 32-minute video entitled "Soldier Training Video" which depicts real-life situations that Soldiers may face in garrison and deployed. This video is designated to be part of 3 hour annual mandatory sharp unit refresher training. The Training helps to educate army personnel about warning signs associated with sexual harassment and sexual assault and models the desired actions for Soldiers and civilians to prevent sexual violence.

(2) The second DVD in the distributed twin-packed case is a 12-minute video entitled "Leader Training Video" to help leaders properly train their personnel on the subject of sexual harassment and sexual assault prevention. This video must be viewed by leaders (E5 and above and DA Civilians in supervisory positions) before annual unit refresher training is conducted. Following the viewing of the training video will be a question and answer session to help properly train personnel on the subject of sexual harassment and sexual assault prevention

(3) The third DVD, in a single case, is a 12-minute video entitled "Amateur Night". This video highlights sexual harassment situations, demonstrates how they can escalate to a sexual assault and provides examples of how to intervene to stop sexual harassment. This video is intended for use during installation in-processing/orientation; however, segments/clips are Included in unit refresher training support package.

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(4) The fourth product is titled "Team Bound" and is an interactive, multiple scenario video in which individual Army personnel, in a self-study mode, become the lead character and must make choices in realistic situations dealing with sexual harassment and sexual assault. Team Bound is available on the Army Learning Management System (ALMS) and is part of annual mandatory unit training.

**3-18. Suicide Prevention and Awareness Training:** The Army has developed suicide prevention and awareness training support packages (TSPs) to sustain the required training for Soldiers, leaders, and DA civilians. These TSPs include instructor guides, videos, public service announcement (PSA), and graphic training aids. These resources are available at [www.preventsuicide.army.mil](http://www.preventsuicide.army.mil) or <http://phc.amedd.army.mil/topics/healthyliving/bh/pages/suicidepreventioneducation.aspx>. Tip cards, brochures, and posters can be downloaded from the following United States Army Public Health Command (USAPHC) website at: <https://usaphcapps.amedd.army.mil/hioshoppingcart/>. Suicide prevention training videos can be reproduced and are available via the local training support centers and the defense imagery management operations center (DIMOC).

**3-19. Drivers Training;** Drivers training is delegated to subordinate commanders for master drivers training programs within your units. Drivers and operators training, testing, and licensing will be conducted at battalion level or higher. For installations or commands below battalion size, operator training will be conducted at the highest level possible. IAW AR 600-55

**3-20. Civilian Education System (CES) Leader Development Program:** CES provides eight levels of Civilian development: Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC), and Continuing Education for Senior Leaders (CESL), Action Officers Development Course (AODC), Supervisors Development Course (SDC), and Managers Development Course (MDC). The method of delivery is distributed Learning (dL), resident instruction or blended learning, a mixture of both dL and resident instruction. <http://www.amsc.belvoir.army.mil/academic/ces/>

**3-21. Leader development:** Leader development: People are our most critical asset. Soldiers, and in particular, Leaders must be technically and tactically competent, confident, and self-disciplined to adapt to any environment. Therefore, leader development and training is one of the most important tasks any organization must perform, from the USARAK-level down to the smallest team or section. Each Battalion level unit will have a leader development program that can be nested to the USARAK Leader Development Program (ULDP), a CG, USARAK Top Focus Area. The overarching purpose of the ULDP is to synchronize activities and programs connected to leader development around one central USARAK vision – aimed at developing Arctic Tough Leaders, improving war fighting capabilities, understanding the Army as an enterprise, broadening leaders minds two levels up and down, creating an environment of learning and growth that will foster a cohesive command climate, and enabling the leaders of USARAK to be more effective leaders now and in the future. Unit-level OPD and NCODP are commander's programs built on a clearly stated commander's intent, focused on easily understood objectives, thoroughly planned, and have adequate resources for execution. DA Pamphlet 600-3 is the Army's professional development guide for officers. DA PAM 600-25 is the Army's professional development guide for NCOs. DA PAM 350-58, Chapter 7 provides procedures for a successful NCODP.

a. OPD. Unit commanders will ensure officers in their units are training on tactical and technical skills related to combat requirements and professional growth. OPDs will be planned as a special event, not merely "information sessions" or routine training and will be conducted at least once a quarter.

b. NCODP. A strong NCO support chain is vital to accomplishing a unit's missions effectively, efficiently, and to standard. Commanders will focus their NCODP on fostering the Warrior Ethos and developing each NCO to be a strong Arctic Warrior. An organized program should teach junior leaders the fundamentals of war fighting, to accept increased responsibility, and to develop NCOs to perform at the level one grade above their own. NCODPs will be well thought-out and planned, and they shall be conducted at the minimum once a quarter.

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c. Sergeant's time / Low-density MOS training. Sergeant's time training is a dedicated three hour block of time each week for NCOs to provide focused on training for their subordinates. Once a month Sergeant's time training will focus on low density MOSs. Offices/shops that have low density MOS soldiers in them across Battalion / Brigade and other organizations will close for low density MOS training. A senior NCO will conduct Army Warrior training for unit Low-density MOS soldiers during the scheduled block. The Battalion CSM and each Company First Sergeant is responsible for implementation of the program.

d. Required courses. The following courses are required for all senior NCOs and officers as indicated.

- (1) Company Commander/1SG Pre-Command Course. (Mandatory prior to Command)
- (2) Battalion XO/ S3/ Operations SGM Course
- (3) Commander's Safety Course

e. Self-development. There are a number of approved reading lists available that will help to broaden leaders' minds and expose them to various historical, theoretical, and doctrinally-based perspectives on leadership, military operations and strategy, war fighting, and the spectrum of conflict. The most important of these is the USARAK CG's reading list available at the following link:

<https://portal.usarpac.army.mil/usarak/ULDP/default.aspx?RootFolder=%2fusarak%2fULDP%2fShared%20Documents%2fReading%20Lists&FolderCTID=0x012000929C3143E8D5B843B28BC424BA8A51C1&View=%7b46999E2F%2dCD91%2d487A%2dA5F3%2d1150E66603C7%7d>

(1) USARAK CG's Reading List. This particular list focuses on helping USARAK leadership gain a military perspective on the Army of the future from the tactical to strategic level, including management and enterprise, along with a historical context and overall understanding of Alaska's importance to both our Nation and the World. It is applicable to all Officers, Warrant Officers, and Senior NCOs. Additional reading resources include:

CSA General Officer's Reading List.

Maneuver Center of Excellence (MCoE) Reading List.

CENTCOM Afghanistan Pre-deployment Reading List.

Center for Military History (CMH) Professional Reading List.

(2) Other self development programs: To further develop Soldiers personally and professionally, leaders will counsel their Soldiers on the availability of the following additional self-development programs at least once a quarter:

(a) The Army Correspondence Course Program is designed to help the Soldiers and their leaders to sustain and even improve their knowledge of MOS-specific skills at a self-taught pace.

(b) NCO Education System and Army Schools, United States Army Alaska School Program.

(c) College courses and self-study programs.

(d) College Level Examinations (CLEP and DANTES examination testing programs) are available through the education office.

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(e) E-Army U. This is a DA level program that allows enrollment in a variety of on-line courses for college credit. Consult the Installation education center to determine eligibility and course requirements.

### 3-22. USARAK G2: Intelligence Proponent Programs

a. The G2 facilitates and coordinates intelligence training programs for all USARAK assigned and tenant units and individuals within USARAK requiring special training as indicated below. The G2 is the CG's central POC for all intelligence related training to Battalion level.

b. USARAK G2 provides or coordinates the following training in support of USARAK/Garrison staffs and tenant units having an intra-service support agreement (ISSA):

- (1) Security managers seminar ([AR 380-5](#)).
- (2) Threat Awareness and Reporting Program (TARP) ([AR 381-12](#)).
- (3) Intelligence oversight ([AR 381-10](#)) for MI units and intelligence staff.
- (4) Foreign travel briefings.
- (5) Assistance and coordination for pre-deployment, theater-specific Situational Awareness (SA) briefings for units.

(6) Intelligence readiness training (FOUNDRY) (**AR 350-32**). Given the complex and changing operational environments, Commanders must leverage intelligence enabling training and operational readiness programs to assist with providing trained and ready intelligence Soldiers and formations to support a Joint, Interagency, Intergovernmental and Multinational (JIIM) environment.

(a) Foundry is a Department of the Army G2 program executed by INSCOM to assist Commanders and G2s by serving as the coordination point for Military Intelligence training and readiness opportunities, not otherwise available at tactical echelons, or through existing institutional training channels or the Intelligence Training Center of Excellence (ITCoE).

(b) USARAK G2 assigned a Foundry Program Manager to engage with all USARAK units to review, validate, prioritize, and facilitate Intelligence Readiness and Training requirements. This training will maximize use of home-station training capability provided by the Pacific Foundry Multi-Discipline Platform (MDP).

(1). The Pacific Foundry MDP is operated by the 500<sup>th</sup> Theater Military Intelligence Brigade. The Foundry MDP provides cadre and subject matter experts, needed intelligence certifications, database access, and equipment training to support and enable Commander's intelligence readiness requirements.

(2). Commanders will coordinate through the USARAK Foundry program manager to leverage the Pacific Foundry MDP resources. Platform cadre provides or facilitates intelligence readiness training for SIGINT, GEOINT, CI/HUMINT, Analysis/Fusion, and Intelligence Operations. This training is available through Mobile Training Teams (MTTs), Live Environment Training (LET), and technical classroom or field instruction.

(3). Identified training requirements are resourced through the USARAK Foundry Program Manager and Pacific Foundry MDP Director to maximize use of home station capabilities. Requirements not within the capabilities of the MDP Cadre will be resourced through leveraging the greater Foundry enterprise for additional MTT or cadre support. Soldier travel is the final option to receive required training.

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(4). Administration, oversight, prioritization, and accountability of USARAK Foundry resources is the responsibility of the USARAK Foundry Program Manager.

(c) Units will appoint unit Foundry Program Managers in writing and submit annual and quarterly training plans and execution reports according to **AR 350-32** to the USARAK Foundry Program Manager.

(1). Annual training plans will be submitted prior to May 31 and quarterly updates are due prior to the 15<sup>th</sup> of the month preceding the beginning of each quarter. Additional training requirements may be submitted and considered as identified but require additional coordination to execute.

(2). Exceptions to Policy for training requirements not covered within the Foundry training catalogue are submitted to the USARAK Foundry Program Manager.

(d) Any Active Soldier, Reservist or National Guardsman, or Department of the Army Civilian that holds an MI MOS or is filling an MI billet is eligible for Foundry training. Further eligibility guidance is found in AR 350-32.

(e) Training is prioritized for Soldiers in units scheduled to deploy in support of the ARFORGEN process based on Latest Arrival Dates (LAD). Further prioritization guidance is found in the Army Foundry Intelligence Training Program (AR 350-32).

(7) FORSCOM Intelligence Warfighting Function (IWfF) training matrix. Commanders will review FORSCOM training guidance in the IWfF training matrix in preparation for ARFORGEN and Deployed Expeditionary Force / Contingency Expeditionary Force (DEF/CEF) unit designation deployments. The IWfF training matrix provides required, highly recommended, and recommended training guidance for units to prepare for these operational deployments.

(8) Foreign language training. Defense Foreign Language Program (AR 350-20) and Army Foreign Language Program (AR11-6).

(a) Commanders' foreign language training programs will be centrally supported by the USARAK DCS-G2. Language training resources will be administered by the USARAK G-2 Command Language Program Manager (CLPM). Funding shortfalls will be identified to all affected units with priority of funding to Home Station Training.

(b) Units requiring foreign language training resources will submit annual language training plans to the CLPM.

(c) All foreign language training for MI linguists will be coordinated with the CLPM. Foreign language training is inclusive of all home-station, continental United States (CONUS), and OCONUS training opportunities.

### **3-23. Crew (Gunnery):**

a. Machine gun. The following provide detailed guidance for training and qualification of machine-gun crews:

(1) Each crew will conduct preliminary marksmanship training before live-fire qualification.

(2) Units will make provisions to provide armorers at ranges for quick repair of unserviceable weapons.

(3) Unit goal for crew served weapons qualification is 75% expert.

b. Mortar. Commanders will qualify their mortar crews quarterly according to FM 3-22.90.

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c. Stryker. Stryker crews and squads will qualify semiannually. FM 3-22.3 is the Stryker Gunnery manual which provides doctrine and techniques for units to complete squad and crew qualifications.

d. Artillery. Artillery units will qualify annually; however, more live-fire opportunities are encouraged.

e. Aviation. Aviation units will conduct live-fire door gunnery qualifications annually; units are encouraged to conduct live-fires on a semiannual basis.

### 3-24. Small Unit (PLT) – Situational Training Exercise (STX), LFX:

a. **General.** Small unit training will develop leaders and Soldiers into a cohesive fighting force, able to execute battle drills quickly and efficiently.

b. **LFX.** Each small unit (Squad/ Section/ Platoon) will execute a tactical live fire semiannually in a realistic scenario replicating the current contemporary operating environment. All organic weapon systems will be used and iterations will be conducted in both day and night.

c. **Convoy Live-Fire.** Small units will conduct convoy live fire exercises annual. Scenarios to be developed based on current Overseas Contingency Operation (OCO) situations and will be conducted both day and night.

d. **STXs.** STXs will be training exercises focused on the key battle tasks supportive of the unit's METL. Cordon and searches, traffic control points (TCPs), personnel and vehicle searches, etc. are all examples of STXs that small units can conduct in preparation for combat operations.

### 3-25. CTC Rotations (JRTC or NTC):

a. **General.** CTC Rotations are a tremendously important training event for all deploying units, not solely maneuver brigades or battalions. In addition to training individual combat skills and small-unit battle drills, the CTC experience causes the training unit to exercise and refine every system. USARAK is committed to scheduling a CTC rotation for every BCT. Commanders and battle staffs are normally expected to complete their CTC rotation within 90 days of their deployment. Deploying units attending a CTC will coordinate with and through USARAK G37 TRO CTC Planner regarding all CTC participation issues.

b. **BCT Rotations.** BCT's are automatically scheduled for a CTC rotation as soon as the unit has been identified for deployment or identified on a patch chart. FORSCOM planners generally schedule CTC rotations 90 days prior to the BCT's designated deployment date. Once FORSCOM has published the BCTs CTC date, all coordination of the BCTs' rotation will be routed through the USARAK G37 TRO CTC Planner.

c. **Echelon Below Brigade Echelon Above Brigade (EBB/EAB) Rotations.** EBB/EAB units (those units deploying independently of a USARAK CTC sponsoring BCT) will conduct a capstone training event at home station prior to deploying. EBB/EABs may request to participate in a CTC rotation however, only units being deployed outside of the unit's normal mission set will be considered. Request must be routed through USARAK, USARPAC, and FORSCOM to participate in a CTC rotation. In order to successfully schedule a CTC rotation, EBB/EAB units must coordinate with USARAK G37 TRO CTC planner and will ensure the following steps are completed:

(1) Unit will identify the rotation that will best support the deploying units training and deployment timeline (generally 90 days from deployment).

(2) The unit will prepare a Commanders mission letter and unit capabilities brief which will be submitted through USARAK, USARPAC to FORSCOM. The USARAK G37 TRO CTC planner will assist the unit in preparing these documents.

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(3) Once a desired rotation is identified, unit and USARAK G37 TRO CTC planners will attend all scheduled BCT planning conferences as planned by the rotations hosting BCT. It is vitally important that unit representatives engage the rotations host BCT as early as possible in the planning cycle.

(4) Units will prepare periodic updates and be prepared to discuss planning efforts at regularly scheduled USARAK CTC IPRs, Deployment Readiness Review (DRR), Monthly USARAK G3/S3 Meetings, and Operational Readiness Reviews (ORR).

### **3-26 Counter Insurgency Training (COIN):**

a. BCT. Deploying BCT's will normally execute COIN Seminars in conjunction with the units scheduled WFX.

b. EBB. EEB units not affiliated with a deploying BCT will be provided an opportunity to participate in a locally developed COIN Seminar developed and resourced by their Brigade.

### **3-27. Collective (Company) – FTX, LFX:**

a. General. Company level training will focus on collective training events involving the integration of non-organic assets. Companies need to be a well balanced team that can provide decisive actions and execute combat operations through lethal, mobile and adaptive methods. Commanders need to have the technical and tactical experience to employ a variety of non-organic forces.

b. FTX. All company level units will conduct a FTX at least once annually. These exercises are intended to evaluate the tactics, techniques, and capabilities of each unit in real world scenarios and will be based on the unit's METL.

c. LFX. All company level units will conduct a LFX at least once annually. These exercises are intended to combine fire and maneuver from all weapon systems and will be based on real world scenarios relevant to OCO and the unit's mission.

### **3-28. Collective (Battalion) – CPX Staff Section Training (SST):**

a. General. Battalions conduct more training than exercises. These training events must be mission-focused and emphasize maneuver (movement and fire) and the integration of elements of the combined-arms team during kinetic and non-kinetic operations. Collective battalion-level training must include missions throughout the full spectrum of operations to introduce the complex challenge of time management and synchronization.

b. CPX. The most effective CPXs are conducted in the field. In field operations, time-distance should realistically reflect the AOR contemporary operating environment. Operations should be continuous and support the use of all organic and supporting communications equipment. Commanders must practice combined-arms integration and tactical emplacement and displacement of command posts. Units should conduct CPXs at least twice a year and within 180 days before deployment.

c. SST. This collective training will usually involve Battalion level Staff seminars, vignettes, and Staff training in advance of combined-arms joint training events. SST may be conducted at the MCTC where digital training may be used to leveraging live and constructive training environments. All SST training must realistically incorporate integrated staff processes, MDMP, and integrate available ABC-S and C4ISR systems at the Battalion level.

### **3-29. Collective (Brigade) – FPX, SST:**

a. General. BDEs are war-fighting units. They all are engaged in the AOR and their training program will concentrate on preparation for anticipated combat missions. BDEs usually conduct an equal

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mix of exercises and training events. Collective brigade-level training must include missions throughout the full spectrum of operations to introduce the complex challenge of time management and synchronization.

### **b. BDE-Level FPX Training:**

(1) BDEs must deploy their headquarters and operate using their tactical systems in order to train for war.

(2) Constructive semiannual training events are critical to combat readiness. The constructive training scenario will replicate the expected warfighting the unit will engage in during its deployment. These scenarios will better prepare the unit before combat. Units will exercise C2 over realistic distances applicable to the specific type of unit and its relative and anticipated combat mission (employ maneuver coordination areas to achieve the required battle space).

(3) BDEs must leverage USARAK and USARPAC training events when possible to facilitate the attachment and C2 of combat multipliers.

c. BDE – Staff Section Training (SST). This collective training usually involves the simultaneous training of one or more Battalion HQ's in concert with the BCT HQ's. Staff seminars, vignettes, and Staff training may all be part of the training which should ultimately culminate in the execution of a combined-arms joint training event. SST may be conducted at the MCTC thereby leveraging live and constructive training environments. Any SST event must realistically incorporate staff processes, MDMP, and the integration of available ABC-S and C4ISR systems for each involved HQ's element.

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### Chapter 4 ARFORGEN

**4-1. Introduction, Purpose, and Guidance:** USARAK stands at the forefront of Army Forces Generation and continues to develop methods to improve the effects of force regeneration to meet operational deployment timelines. Outlined below is the life cycle rotation broken into three phases allowing for an easy transition from Reset to Available..

#### 4-2. References

- a. FM 7-0.
- b. Army Regulation 525-29 Army Force Generation
- c. FORSCOM Pre-Deployment Training Guidance ISO Combatant Commanders
- d. Found on the Army Training Network. (Hyperlink to login below)  
  
<https://atn.army.mil/unprotected/login>
- e. USARAK Campaign Plan.
- f. FORSCOM Pre Deployment Training by Category (Hyperlink on ATN above)

**4-3. Reset:** Units enter the RESET Force Pool when they redeploy from long term operations or complete their window for availability in the Available Force Pool. AC units will remain in the RESET Force Pool for at least 6 months (9 months for Aviation units). Units in the RESET Force Pool have no readiness expectations. Activities conducted during RESET include but are not limited to: Soldier-family reintegration, block leave, unit reconstitution, changes of command, limited individual training tasks, PME, and reception of new personnel and equipment. Units in RESET may perform external (off-installation) taskings, overnight training, or temporary duty by exception only and with approval from the USARAK Commander.

#### 4-4. Train / Ready:

a. Units enter the Train-Ready Force Pool upon completion of RESET. This pool is not of fixed duration. Units will increase training readiness and capabilities as quickly as possible given resource availability. Continued unit manning efforts, continued fielding of unit equipment and conducting all training requirements are the focus. Mission Rehearsal Exercises (MRE) or ULO CTC rotations are normally a culminating event for this phase.

b. Fit to Fight Briefings. Deploying brigade level units, as well as units by exception, are required to brief the CG or DCG between 45 and 30 days prior to the departure of their first main body flight and before their deployment ceremony. Echelon Above Brigade (EAB) units will brief their respective Brigade Commander. The purpose of this briefing is to inform the Commander on unit readiness to execute the assigned mission in theater and receive further guidance prior to departure This is also the point where any remaining issues can be discussed for final training requirements. Format for the briefing can be found at: <https://portal.usarpac.army.mil/usarak/staff/g3/Documents/Forms/Sort%20By%20Name.aspx>.

**4-5. Available:** Units in the Available Force Pool are ready to deploy when directed. This pool window for availability is one year. Units deploy when directed or continue training. Units move from the Available pool to the RESET pool following a deployment or at the end of their designated window of availability.

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### 4-6 Rear Detachment Training:

**a. Rear Detachment Training.** All Rear Detachments will adhere to the training policies and standards outlined in this USARAK Regulation and in the USARAK Rear Detachment Training SOP:

<https://portal.usarpac.army.mil/usarak/staff/g3/Documents/Forms/AllItems.aspx?RootFolder=%2fusak%2fstaff%2fg3%2fDocuments%2fUSARAK%20Rear%20Detachment%20SOP&FolderCTID=&View=%7b9017B741%2d57DF%2d43A5%2dA7B5%2dF44A840A4F70%7d>

Training of replacements begins after arrival to Alaska, and assignment to the Rear Detachment of a deployed unit. Soldiers arriving in Alaska who will be expected to deploy forward will be incorporated into the units RD IRT program NLT 30 days of arrival to the unit.

**b. Individual Replacement Training (IRT).** FRAGO 1 to USARAK Operation Order Individual Replacement Training [IRT], requires that all individual replacements be trained-in accordance with FORSCOM PREDEPLOYMENT TRAINING GUIDANCE IN SUPPORT OF COMBATANT COMMANDS CHANGE 6, dated 12 DECEMBER 2010

**c.** Individual Replacement Training is only one element of the process whereby an individual, processes into a unit that is forward deployed, executes pre-deployment training and administrative processing, then moves forward to the COCOM AOR. The goal is to complete all IRT processes within four weeks of integration into the RD's IRT program. IRT will be structured in such a way as to meet the specific training requirements of each deploying Soldier's category (CAT I – IV), and the Soldier's geographically deployed location. USARAK G3 will be provided periodic RD IRT program updates as requested, and IRT program will be briefed as a part of the RD Quarterly Training Brief. Rear Detachment Commanders and RD staffs are responsible to plan and execute training, and maintain accountability for Soldiers enrolled in IRT. Rear Detachment Commanders will ensure replacement Soldiers are prepared for training. The individual replacement Soldier's commander (BCT level) will render a final training assessment which, upon the Soldier's completion of DCS and equipment issue, the Soldier will then be certified as ready for deployment.

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### **Chapter 5 Ranges/ Resources**

**5-1. Introduction:** This chapter is intended to provide a brief description of available training venues for USARAK units. The areas listed are in addition to air and land associated with the USARAK training ranges and lands.

#### **5-2. Sources and References:**

- a. USARAK Regulation 350-2
- b. USARAK Annual Training Guidance

#### **5-3. Major Training Areas:**

a. Donnelly Training Area (DTA). This training area is located approximately 90 miles Southeast of FWA in the vicinity of Ft. Greely. The DTA features large tracts of maneuver spaces; range facilities suitable for Company level collective training and allows access to Donnelly Drop Zone (DZ) which is Alaska's largest certified drop zone. DTA also affords ready access to restricted Airspace (R2202), and allows the possibility of executing joint and combined training with visiting Red Flag Alaska units. Logistic trains are considerable given limitations on support provided and available through Fort Greely.

b. Yukon Training Area (YTA). This area is located approximately 20 miles east of FWA. The majority of this land is steep and rugged allowing limited maneuver except on designated roads. This area does feature access to Stewart Creek impact area where artillery and mortar fires can be executed. DTA also affords ready access to restricted Airspace (R2205) and allows the possibility of executing joint and combined training with other services who are participating in scheduled Red Flag Alaska exercises. Logistic trains require support from FWA.

c. Tanana Flats Training Area (TFTA). This training area consists of lands south of the Tanana River near FWA. Ground access is limited except during the winter months after an ice bridge is built crossing the Tanana River. This training area is best suited for the conduct of tactical air operations or those operations supported by air due to its immediate proximity to Ladd Army Airfield. Ground maneuver is difficult if not impossible in most of this area during the spring-summer-fall months. Ground operations are limited to bivouac and maneuver only as no ranges currently exists in the TFTA. Logistic support for operations in this area is available from nearby FWA.

d. Black Rapids Training Site (BRTS). This training facility is located approximately 120 miles southeast of FWA on the Richardson highway. The site is devoted to supporting Northern Warfare Training Center (NWTC) courses including the Basic Mountaineering Course (BMC), Cold Weather Leaders Course (CWLC), and Cold Weather Orientation Course (CWOC). USARAK units may request the use of BRTS facilities through USARAK G-3 Training on an as available and non-interference basis.

#### **5-4. Mission Training Centers (MTCs):**

a. USARAK G3 establishes policies and procedures for conducting MCTC supported training events at JBER and FT. Wainwright.

b. Commanders should use these centers as train ups for deployment to combat training centers, joint readiness exercises, and other tactical training. Each unit should conduct at least one brigade/ battalion/company simulation/stimulation driven rehearsal prior to deployments to major combat training centers and brigade/ battalion/company level CPX/FTX events.

c. MTC(s) provide new operator and sustainment training in support of C4ISR Battle Command (BC) operational systems. Units should schedule initial operator for newly assigned personnel within 60 days

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of assignment and individual sustainment training for all systems operators once annually System training is provided for:

- (1) Command Post of the Future (CPOF).
- (2) Maneuver Control System (MCS).
- (3) Distributed Common Ground System Army (DCGS A).
- (4) Battle Command Service Sustainment System (BCS3).
- (5) Advanced Field Artillery Tactical Data System (AFATDS).
- (6) Force XXI Battle Command, Brigade and Below (FBCB2).
- (7) Tactical Ground Reporting System (TIGR).

d. MTC(s) provide collective training platforms for staff section and battle staff training events at the brigade/ battalion/company level through use of surrogate equipment that replicate actual Tactical Operation Centers (TOC's). Support of all collective training events includes replication of higher headquarters and adjacent units as required to support unit training objectives. Units should conduct at least two staff section and two battle staff training events annually; additional consideration should be given to conducting these type events when a high turn-over rate of personnel in a staff section is experienced.

e. Multiple simulation and stimulation Joint Land Component Constructive Training Capability (JLCCTC) enablers are used in support of all training events to include:

- (1) Joint Conflict and Tactical System (JCATS).
  - (2) SIMC4I Interchange Module for Plans, Logistics, and Exercises (SIMPLE).
  - (3) Fire Support Simulation (FIRESIM).
  - (4) Joint Deployment Logistics Module (JDLM).
  - (5) Extended Air Defense Simulation (EADSIM).
  - (6) Replicate Tactical Operations Centers (RTOC) with associated C4ISR systems.
  - (7) Company level work cells to include FBCB2.
- (1) Replicate FM communications system (MCTC internal only).
  - (2) Fixed Tactical Internet (FTI) (FWA MCTC Only)
  - (3) VBS2 gaming.

f. Additional support using JLCCTC and surrogate TOC's is available for Fire Support (FCX), Logistics Support (LOGEX), Leadership Training Programs (LTP), and Military Decision Making Process (MDMP) training events.

g. Support for Division level or higher collective training events such as Full Spectrum Exercise (FSX) can be provided but require USARAK G3 coordination and approval.

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h. MTCs provide secure reach operations in support of unit training events and operations. Units can use the MTC secure reach capabilities to conduct research to ensure training objectives and events are based on relevant and current world wide operations.

i. All training events are designed based on current Tactics, Techniques and Procedures (TTPs), and doctrine to meet unit training objectives and METL.

j. MTCs provide secure reach operations through the Secure Training Operations, and Planning Cells (STOP-C) in support of unit training events and operations. Units can utilize the STOP-C to conduct research to ensure training objectives and events are based on current and actual world-wide operations. The STOP-C has SIPR, NIPR and secure VTC available.

k. Initial coordination for all training events is made by contacting the MTC Operations Officer at JBER MTC 907-384-6131 or FWA MTC 907-353-2859.

(1) The MTC provides collective virtual training enablers in support of combat skills training. Virtual training enablers include;

(a) Reconfigurable Vehicle Tactical Trainer (RVTT).

(b) Dismounted Soldier 1 (DS1).

(2) Units should schedule use of these systems as required to provide collective combat skills training.

(3) The above systems are available for use by all USARAK assigned military units. Units can schedule use of the virtual systems by contacting the local supporting MTC facility.

### I. MTC Game-based Training Support:

(1) A game, for the Army's purposes, is defined as the military use of gaming technology employing commercial and government off the shelf multi-genre games in a realistic, semi-immersive environment to train and educate at the individual, collective, and multi-echelon levels. Gaming can operate in a stand-alone environment or as an enabler to the live, virtual and constructive integrated training environments. Army gaming applications involve real Soldiers learning and training in a simulated environment. Gaming simulations are not intended to replace constructive or virtual simulations, or live training, but rather they complement these methodologies as part of an overall training strategy by allowing Soldiers, leaders and staff to train against a thinking, resourceful enemy in a semi-immersive environment with far less training support and management overhead than traditional simulations.

(2) MTCs provide gaming-based training support with the Virtual Battle Space 2 (VBS2) suite. The VBS2 suite is a First Person Shooter game which creates a semi-immersive environment replicating close combat situations where the user can navigate, operate vehicles and fire weapons at enemies. Scenarios can include civilians and allies for interaction with the user. Uses include small unit tactical training, standard operating procedure development and training; small unit leader and battle command training, cultural awareness, language education and negotiation training. When the game is based on geo-specific terrain, it can be used for mission planning and mission rehearsal.

### m. MTC Extended Support Capability:

(1) MTC facilities offer additional support as needed to support other installation activities provided the requested support does not interfere with scheduled military unit training. Request for support are considered on a case by case basis and subject to the approval of USARAK G3.

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(2) Video Tele-Conferencing (VTC) service is available, secure and non secure, on a case by case basis to support training, conferences and family readiness groups (FRG). Use of VTC facility is initially coordinated with the supporting MTC; final approval is given by USARAK G3.

(3) Classroom space is available for use of installation assigned units and supporting activities for training of personnel. Limited audio visual support is available. Coordination is made directly with the supporting MTC; final approval is given by Chief, MTC or his/her designated representative.

(4) On Order from USARAK G3, MTCs provide facility, training, and technical support to New Equipment Training (NET) and fielding initiatives as coordinated between the MTC and the G3 USARAK.

(5) On Order from USARAK G3, MTCs provide facility, training, and technical support to unit reset/refit.

### **5-5. Training Support Center (TSC):**

a. TSCs are located on Joint Base Elmendorf Richardson (JBER) and Wainwright (FWA) and provide support to all Army components, Joint forces, and certain Government agencies. Available support includes DA, TRADOC and limited locally produced training devices, printed graphic training aids (GTA), Multiple Integrated laser Engagement Training System (MILES), and simulators. Fort Greeley is supported by the FWA TSC. Training Support Officers (TSO) at JBER & FWA is located within the TSCs and is available to Commanders and units to assist in planning training events.

b. At JBER, the issue branch of the TSC is in Building 802, Door 10; telephone number is 384-7303 and facsimile number is 384-7178. The operating hours are 0730 until 1700, Monday through Friday. The Engagement Skills Trainer (EST), Call For Fire Trainer (CFFT) and the HMMWV Egress

Assistance Trainer (HEAT) is controlled by the JBER TSC and must be scheduled in advance at the above number.

c. The FWA TSC is located in BLDG 3025-South, phone number 361-7636. The FWA TSC also manages and supports:

(1) Flight Simulation Center: Located in Building 3000 and Montgomery Road. The Senior Instructor can be contacted at 353-6320.

(2) Virtual Combat Skills training systems are located at the FWA MTC; virtual simulation training in small arms (EST), indirect fires (CFFT), anti-tank gunnery (JAVELIN), mobile gun gunnery trainer, common Driver Trainer (CDT) Stryker vehicle driving skills (CDT), and vehicle rollover egress skills (HEAT) are available. The Senior Instructor can be contacted at 353-1418 and scheduling information at 353-1421.

(3) Medical Simulation Training Center (MSTC): Located in Building 3438, the MSTC provides advanced Tactical Combat Casualty Care to service component medical personnel focused on trauma related skills. The MSTC offers Combat Lifesaver (CLS) training for units who do not have Medical personnel assigned who are trained to provide required CLS training. CLS training is approved on a case by case basis by USARAK G3. The Senior Instructor can be contacted at 353-2811.

(4) Units are encouraged to utilize the MILES trainer, 356-3990 (commercial), for planning, training, and preparation before and during exercises. Excluding CTCs, units will be issued MILES at their home station before deploying for Off Post Training. Units will be issued MILES at their home station before deploying to Off Post Exercises, including MILES not available at the CTC's for exercises at the CTC's. Advanced coordination is necessary for large exercises so that adequate quantities of MILES can be transferred between installations.

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(5) Descriptions of all training devices and simulators available in the Alaskan TSC system are available at the TSC Website, <http://www.usarak.army.mil/tsc/default.asp>. Trainers are strongly encouraged to visit their local TSC for a tour, any time they are open.

(6) Requests for training support should be made in writing, electronically, or in person. Assistance is available to determine which TSC product can best support a customer's training objective. Items are reserved on a first-come-first-served basis; walk-in customers receive items on an as-available basis. Advanced coordination is strongly recommended; items not available from Alaska's TSC must be requested from other TSC's out of state, purchased, or fabricated locally. All organizations must have an up-to-date DA Form 1687 on file. Only personnel listed on the DA Form 1687 may check out property.

**5-6. Fort Greely:** Fort Greely Alaska's (FGA) core mission is to provide support for the Space and Missile Defense Command and the operations at FGA. FGA can provide limited support to units training at DTA if coordinated and available. Units using the Donnelly Training Area will coordinate for FGA installation support services by sending requests to FGA, Directorate of Plans, Training, Mobilization and Security (DMS). The requesting unit shall conduct direct coordination for all support requirements through FGA, DMS. Units will not conduct direct coordination with any FGA Directorate other than the DMS until support capability is determined.

a. Prior unit coordination with FGA DMS is paramount to ensure facilities are available and prepared. Support assets that may be available with prior coordination:

(1) AAFES/ Post Office, BLDG 601. Commissary, Post Exchange and Post Office service is available on a limited basis.

(2) AAAF Hangar, BLDG 100. AAAF has only one hanger with limited space and aviation fuel available.

(3) Latrine/ shower facility, BLDG 140.

(4) Medical Support. It is recommended that visiting units provide their own medical support including MEDEVAC assets. Emergency care requires ambulatory transportation to the civilian medical clinic in Delta Junction. No aircraft is stationed on FGA for MEDEVAC support.

(5) Bivouac area.

(6) Morale, Welfare, and Recreation facilities. The use of gymnasium, BLDG 503, for billeting Soldiers is prohibited.

(7) Billeting Office, BLDG 702. Austere squad size requirements will be considered on an "as available" basis.

(8) Rations. The FGA Dining Facility, BLDG 661, is available for limited meals.

(9) Refueling vehicle assets, BLDG 618. Currently only unleaded and diesel are available on FGA.

(10) Transportation Motor Pool, BLDG 103. GSA vehicle are available on a cost reimbursable basis to the Garrison.

(11) Ammunition Supply Point. FGA may have limited bunker space available to store ammunition.

(12) Military Heavy Equipment, loading docks and forklift available on a limited basis.

(13) Secured/warm and cold storage may be available on a limited basis.

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(14) Trash. All trash will be hauled back to home station; however, depending on the location required dumpster support may be available. Dumping trash in the FGA landfill is prohibited.

(15) Human waste. Units will use the permanent latrines located in the Donnelly Training Area.

(16) Water point, BLDG 329. Bulk water supply vehicles/trailers will have access to the post water distribution point.

**5-7. Off-Post Training:** USARAK units may be provided opportunities to conduct Off-Post Training either in or outside the state of Alaska. All units desiring to train off post must gain approval of the USARAK Command Group. This includes training on state and federal lands not part of USARAK. Submit requests through USARAK G-37 TRO Training for staffing. Submit requests through USARAK G-37 TRO Training for staffing no less than 120 days in advance of training to ensure successful coordination with supporting Army as well as external agencies.

*Arctic Tag!*  
  
MICHAEL X. GARRETT  
Major General, USA  
Commanding

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### Appendix A References

#### Section I

##### Required Publications and hyperlinks

Army Training Network.....	<a href="https://atn.army.mil/">https://atn.army.mil/</a>
CenterforArmyLessonsLearned.....	<a href="https://call2.army.mil/">https://call2.army.mil/</a>
Army Publishing Directoate.....	<a href="http://www.apd.army.mil/">http://www.apd.army.mil/</a>
USARAKPortal.....	<a href="https://portal.usarpac.army.mil/usarak">https://portal.usarpac.army.mil/usarak</a>
AR 25-400-2.....	The Army Records Information Management System (ARIMS)
AR 350-1.....	Army Training and Leader Development
AR 381-10.....	United States Army Intelligence Activities
AR 381-12.....	Threat Awareness and Reporting Program
AR 525-13.....	Anti-terrorism
AR 530-1.....	Operations Security
AR 600-20.....	Army Command Policy
Army Training Network.....	Electronic document that replaces FM 7.1
DA Pamphlet 350-38.....	Standards in Training Commission
DA Pamphlet 350-58.....	Leader Development for America's Army
DA Pamphlet 600-25.....	U.S. Army Noncommissioned Officer Professional Development Guide
DA Pamphlet 600-3.....	Commissioned Officer Professional Development and Career Management
FM 3-22.3.....	Stryker Gunnery
FM 3-22.9.....	Rifle Marksmanship M16-/M4-Series Weapons
FM 7-0.....	Training Units and Developing Leaders for Full Spectrum Operations
Northern Warfare Training Center - Cold Weather Operations Manual	
USARAK Circular 351-1.....	Schools, Class Schedules, and Course Descriptions
USARAK Regulation 350-2.....	United States Army Alaska Range Regulation
USARAK Pamphlet 37-1.....	Resource Management
USARAK Airborne SOP.....	Airborne Operations Procedures

#### Section II

##### Prescribed Forms

None

#### Section III

##### Referenced Forms

DA Form 705.....	Army Physical Fitness Test Scorecard
DA Form 1307.....	Individual Jump Record
USARAK Form 137.....	Airborne Operations Flash Report Instructions

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### APPENDIX B Training Requirements

**B-1. Training Requirements:** Table B-1 lists training requirements for all units and Soldiers within USARAK. Training is grouped into tasks for units and requirements for all Soldiers assigned to Alaska. An “X” identifies a task as required; an “\*” identifies a task as not required, but should be conducted at the recommended frequency.

Table B-1 Training Requirements						
Echelon	Subject	USARAK	Freq	Reference	Applicability	Proponent
Individual	Physical Fitness	X	S	AR 350-1	Record APFT	G3
Individual	Combat Zone Conditioning	*	O		Combat-zone conditioning will be integrated into training events	
Individual	Foot Marches	X	S	FM 21-20	All units will complete a 12 mile foot march in four hours or less semi-annually.	G3
Individual	Environmental Training	*	O	FM 21-20	Units will integrate specific environment conditions into training according to the environment in which they will operate	
Individual	Modern Army Combatives Program	X	O	AR 350-1	Units will develop a combatives program and integrate it on a regular basis	G3
Individual	Combat Stress	*	O	FM 6-22.5	Units will give instruction on the indicators and mitigation of combat stress; integrate scenarios into tactical training	
Individual	Weapon Skills	X	S	FM 3-22.9	All personnel will qualify with their individual weapons semi-annually	G3
Individual	Additional Individual Weapons	*	O		Units should train on all weapons such as hand grenades, claymores, AT weapons, etc.	
Individual	Secondary Weapons	*	O		All Soldiers will be familiarized on crew served weapons in their unit.	
Individual	Non- U.S. Weapons	*	O		Units should conduct familiarized training	

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Echelon	Subject	USARAK	Freq	Reference	Applicability	Proponent
Individual	CLS	X	A	AR 350-1	Units will have 75% of assigned personnel CLS qualified, or ratio 3:4; recommend all Soldiers obtain CLS qualification.	G3
Individual	Cold Weather Orientation Course /ALIT	X	A		All new arrivals will complete CWOC before participating in any field exercise; ALIT will be conducted as an annual requirement	NWTC
Individual	Communications	X	O		All Soldiers will be able to place an ASIP radio into operation in both single channel and frequency hop modes.	G3
Individual	Combating Trafficking in Persons	X	O		<a href="http://www.combat-trafficking.army.mil">http://www.combat-trafficking.army.mil</a>	
Individual	Navigation	X	O		All Soldiers will be able to navigate mounted and dismounted with and without a GPS.	G3
Individual	IED Training	*	O		Units will institutionalize IED training. CALL provides updated information	G3
Individual	Drivers Training	X	O		Units will ensure vehicle operators are licensed. PMCS, rollover drills, and fire/water evacuation will be integrated in training.	G3
Individual	Code of Conduct	X	O	AR 350-1 AR 350-30	All Soldiers will receive training on the code of conduct	G3
Individual	Army Warrior Training	X	A	AR 350-1	Units will complete annual common task requirements.	DA
Individual	Ethics Training	X	A	AR 350-1	Initial ethics training will be provided to all Army personnel, Contracting Officers and Financial Disclosure filers Annually	SJA

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Echelon	Subject	USARAK	Freq	Reference	Applicability	Proponent
Individual	Composite Risk Management	X	O	AR 385-10	Units will conduct risk management before all exercises, training events, and missions.	G3
Individual	Cultural Awareness	*	O		Units will conduct training prior to deployment.	G2
Individual	Personnel Recovery	X	A	AR 350-1	Units will conduct training annually and prior to deployment	G3
Individual	Force Protection /Antiterrorism	X	O		Conducted Annually and prior to deployment/travel	G3
Individual	Operation Security	X	A/O		Conducted Annually and prior to deployment/travel	G3
Individual	TARP	X	A	AR 381-12	Units will conduct TARP training annually.	G2
Individual	Law of War/Detainee Ops	X	A	AR 350-1	Units will conduct training annually and prior to deployment	SJA
Individual	Fraternization	X	A	AR 600-20		G1
Individual	Equal Opportunity	X	Q	AR 600-20	Units will conduct quarterly training as prescribed in Chap 6-15 of Army Regulation 600-20	G1
Individual	DADT	X	O	USARAPAC FRAGO		G3
Individual	Sexual Harrassment Assault Response and Prevention	X	O/A	AR 600-20	Training will be conducted semiannually	G1
Individual	Suicide Prevention and Awareness Training	X	A	AR 600-63	Training will be conducted Annual	G-1
Individual	Army Core Values	X	O	CSA		UNIT
Small Unit	LFX	X	S		Units will conduct a tactical LFX at least twice a year.	G3
Small Unit	Convoy Life Fire	X	A		Units will conduct a convoy LFX annually	G3
Company	FTX, LFX	X	A		Units will conduct a LFX at least annually	G3
Company	CBRN Defense Training	X	O		CBRN training will be integrated into training exercises	G3
Company	Deployment Readiness	*	O		Units will review Soldier readiness packets ad update eMILPO	G1
Company	Resilience Training	X	O			G3

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Echelon	Subject	USARAK	Freq	Reference	Applicability	Proponent
Battalion	CTC	X	O		Units will conduct a CTC prior to deployment.	G3
Battalion	CPX	*	S/ O		Units should conduct a CPX twice a year.	G3
Battalion	Army Safety Program	X	O			USARAK Safety
Battalion	Suicide Prevention Program	X	O	AR 600-63		UNIT
Leaders	Leadership Training	X			Training includes attendance at selected schools, OPD, and NCOPTD	G3
Leaders	CWLC/CWOC	X		USAG Fort Richardson (PROV)/ USAG Fort Wainwright Circular 351-1	All leaders in the rank of E-5 (E-4 in leadership position) to O-2 will attend CWLC; all leaders E-8 and above & O-3 and above will attend CWOC	NWTC
Leaders	Commanders Safety Course	X	O	<a href="http://csc.army.mil">http://csc.army.mil</a>	PLs, Company Commanders, BN Commanders, and Unit Safety Officers must complete	G3
Unit	Intelligence Oversight	X		AR 381-10	Training required for all Soldiers, regardless of MOS, assigned to an intelligence organization or S2, G2	G2

a. Legend:

(1) Frequency:

(a) A – Annual

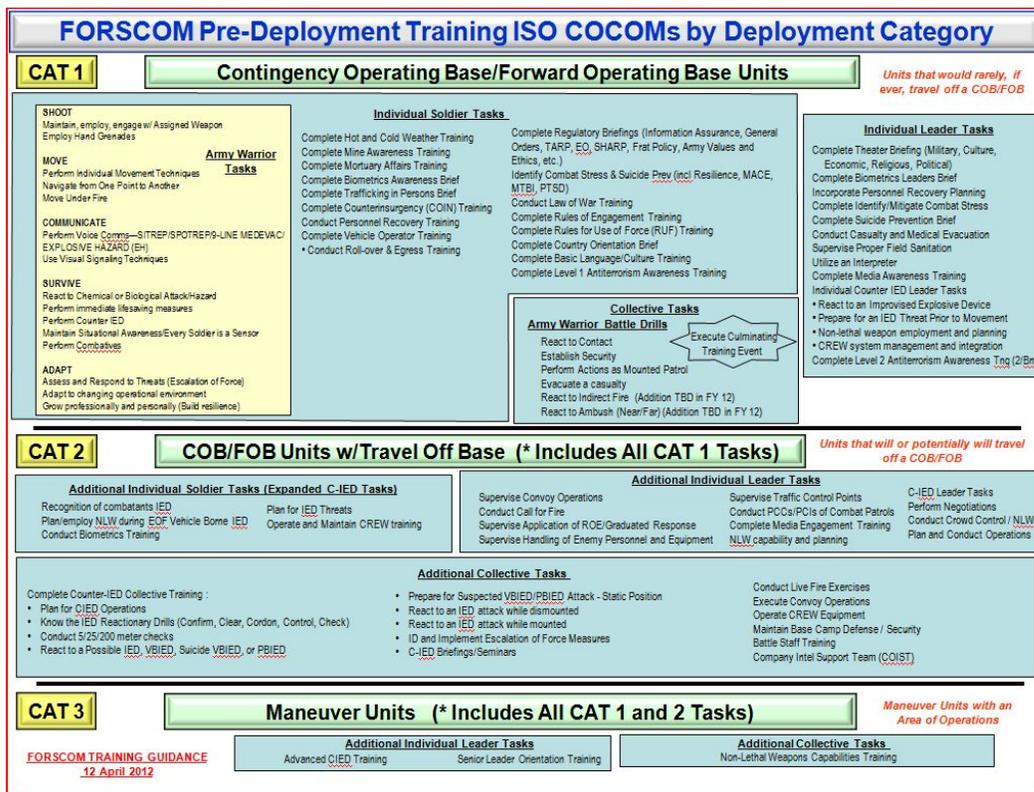
(b) S – Semiannual

(c) Q – Quarterly

(d) O – Other: Conducted before, during, or after a specified event or as determined by the commander's assessment.

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B-2. FORSCOM Predeployment Training Requirement



a. As the Army evolves its training program to prepare its Soldiers for combat, it is important for leaders to refer to the Center for Army Lessons Learned at [www.call.army.mil](http://www.call.army.mil). Commanders must develop training events that focuses on their unit’s mission requirements and METL. The training needs to be balanced, structured and well planned to ensure that the Soldiers receive the maximum benefit.

b. All units must be prepared to participate in an Overseas contingency Operation at any time. This requires our Soldiers to be trained in a variety of subjects and to have an understanding of many moving parts necessary to build a cohesive team. FORSCOM Pre Deployment Training in support of Combatant Commanders by deployment category are labeled in Table B-2 are specific training subjects which will help commanders prepare their Soldiers for deployment. Commanders are required to refer to the CALL website in order to ensure that the unit completes all training required of the Combatant commander prior to a unit’s deployment.

B-3. Unit Movement Manning Requirements:

Table B-3 lists the minimum required unit training courses recommended in support of unit movement training. Units preparing to deploy should have, as a minimum, the following positions filled with qualified personnel:

POSITIONS	COMPANY Requirements	BATTALION Requirements
UMO	1 Primary / 1 Alternate	1 Primary / 1 Alternate
TCAIMS	1 Primary / 1 Alternate	1 Primary / 1 Alternate
LP/ALP	1 Primary / 1 Alternate	1 Primary / 1 Alternate
AALP	1 Primary / 1 Alternate	1 Primary / 1 Alternate

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HAZ MAT CERTIFIER (TRANS)	1 Primary / 1 Alternate	1 Primary / 1 Alternate
ACAMIS	N/A	1 Primary / 1 Alternate
CSC Inspectors	N/A	1 Primary / 1 Alternate

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### Appendix C Composite Risk Management

#### C-1. Chapter Information Sources:

- a. FM 3-100.12
- b. FM 5-19
- c. FM 101-5

**C-2. Composite Risk Management Process:** Composite risk management (CRM) is the Army's primary decision making process for identifying hazards and controlling risks across the full spectrum of Army missions, functions, operations and activities. CRM provides clear standards and guidance on how the risk management process is applied and incorporates the application of CRM to the military decision making process (MDMP) and the Army training management system. The CRM process takes a more holistic approach to include encompassing all operations and activities, accident and tactical hazards, and associated risks. CRM is used to mitigate risks associated with all hazards that have the potential to injure or kill personnel, damage or destroy equipment, or otherwise negatively impact mission effectiveness. Leaders at all levels will utilize the CRM process to integrate safety into the planning, preparing and execution phases of all operations to effectively accomplish the mission and protect against accidental loss of personnel and equipment. The following guidance will be utilized throughout the command.

a. The guiding principles of CRM are:

(1) Accept no unnecessary risk. Commanders compare and balance risks against mission expectations and accept risks only if the benefits outweigh the potential costs or losses. The leader who has the authority to accept a risk has the responsibility to protect his/her soldiers from unnecessary risk. An unnecessary risk is a risk that could be reduced or eliminated and still accomplishes the mission.

(2) Make risk decisions at the appropriate level in the chain of command. The commander should address risk guidance in his or her commander's guidance. The decision to accept or reject a risk must be made at the level of command consistent with the implications of the risk. The leader who will be held directly accountable for the decision should make the decision. Small unit commanders and first-line leaders are going to make risk decisions in combat, and as much as possible, they should make them in training. Risk decisions should be made at the appropriate level. Decision levels for residual risks are as follows:

- (a) Extremely high - major subordinate command/major command commander.
- (b) High - brigade/major subordinate command commander.
- (c) Moderate - battalion commander.
- (d) Low - company commander.

(3) Integrate risk management into all phases of missions and operations including planning, preparations, execution and recovery. Leaders and staffs continually identify hazards and assess both accident and tactical risks. They develop and implement control measures, determine the residual risk in order to evaluate course of action. They integrate control measures into staff estimates, operation plans, operation orders and the planning, preparation, and execution of missions.

(4) Apply the CRM process cyclically and continuously. CRM is a continuous process applied across the full spectrum of Army training and operations, individual and collective day-to-day activities

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and events, and base operations functions. It is a cyclic process that is used to continuously identify and assess hazards, develop and implement controls, and evaluate outcomes.

(5) Do not be risk averse. Identify and control the hazards and complete the mission.

b. Five-step composite risk management process.

(1) Identify hazards. Identify the hazards associated with the operation. Hazard identification involves a close look at each phase of the training or operation.

(2) Assess hazards to determine risks. Determine risk implications. Two questions must be answered.

(a) What is the probability or likelihood of a mishap?

(b) What is the severity (effect) or degree of injury, illness, death of personnel, equipment damage or loss? The factors of Mission, Enemy, Terrain and Weather, Troops, Time Available and Civilians provide a sound framework for identifying hazards when planning, preparing and executing operations.

(3) Develop controls and make risk decisions. If risk elimination is not possible, then risk must be controlled without sacrificing essential mission requirements. The commander must compare and balance the risk against mission expectations. Some examples of controls are:

(a) Selecting a course of action that avoids identified hazards.

(b) Providing protective clothing, equipment, safety and security devices.

(c) Planning training, including rehearsals, rock drills, battle drills and so forth.

(d) Providing warning signs and signals.

(e) Developing terrorist attack warning systems and response plans.

(4) Implement controls. The procedures for controlling risk must be integrated into plans, orders, standing operating procedures, written and verbal orders, preliminary training and through other channels that ensure the procedures will be effectively used during the actual operation. Implementation involves the entire chain of leadership as a team, assuring that the full range of approved operational risk controls are in place and ready to go.

(5) Supervise and evaluate. The leader uses the same supervision techniques (on-the-scene, spot checks, performance indicators) to monitor risk controls that are used to monitor overall operations. Continually assess operational risks and evaluate results including effectiveness of risk management controls.

**C-3. Composite Risk Management Worksheet and Risk Assessment Matrix:** All missions require a written risk assessment. Risk assessments will be performed categorized and approved utilizing the following guidance:

a. Written risk assessments will be maintained for the duration of the mission plus one year for inspection.

b. The composite risk management worksheet in FM 5-19, Composite Risk Management, DA Form 7566 will be used to document application of the 5-step risk management process for mission or individual tasks during the planning, preparation, and execution of training and combat missions.

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c. The standard Army risk assessment matrix in FM 5-19 will be used to rate the degree of risk. This will serve to standardize the degree of risk terminology. Risk decisions should be elevated to the next higher level of command if appropriate assets, resources or expertise are not available at that level to reduce the degree of risk to an acceptable level.

**C-4. Fratricide risk assessment:** *Fratricide is the employment of weapons and ammunition with intent to kill the enemy or destroy his/her equipment or facilities that results in unforeseen and unintentional death or injury to friendly personnel. In training, when a Soldier is killed during an LFX, it is called an accident. In combat, the same occurrence is called fratricide. The cause and effect are the same.*

a. Fratricide incidents are caused by many contributing factors or preconditions. As an example, incomplete planning or poor maneuver control can cause forces to converge or intermingle on the battlefield. This density increases the likelihood of a friend-on-friend engagement as the battle tempo increases. Mistakes in this environment can result in tragic losses that may have been prevented by well-trained leaders and Soldiers.

b. Fratricide's effects can be devastating. Fratricide increases the risk of unacceptable losses and mission failure. While it will be difficult to completely eliminate fratricide, well-trained leaders, supervisors, and soldiers can contribute greatly to reducing fratricide risk. The Center for Army Lessons Learned at the United States Army Combined Arms Command in Fort Leavenworth, Kansas, has published in the Center for Army Lessons Learned Handbook (Edition 92-3, March 1992, Fratricide Risk Assessment for Company Leadership and Newsletter 92-4, April 1992, Fratricide, Reducing Self-Inflicted Losses). This is excellent guidance for conducting fratricide risk assessment and management controls for war-fighting leaders. Use of the handbooks assists commanders and leaders in planning the use of weapons and ammunition in training and combat. The handbook is available online at: <http://call.army.mil/>. NOTE: you must log in using your AKO login. At the bottom of the page click on "Go to the Old CALL Website" and click the "CALL Products" and select handbooks or newsletters.

c. Training restrictions, such as surface danger zones and limits of fire are frequently considered training detractors and can be used in fratricide prevention and range safety. In real world situations, units will have friendly forces on their flanks that will impose fire and maneuver restrictions. By using friendly positions as the reason for surface danger zones and limits of fire in training, fratricide prevention will become a part of routine training.

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### Appendix D Reporting

Reports, References and Information on the reporting process within USARAK can be found in Annex R (Reports) to OPERATION PLAN 5001-06 (US ARMY ALASKA CAMPAIGN PLAN)

<b>Table D1</b>			
<b>REPORT TYPE</b>	<b>DUE</b>	<b>METHOD</b>	<b>FREQUENCY</b>
Commander's SITREP (Fig D-1)	Daily when directed by order	DSN 317.384.6666 907.384.6666 Fax 907.384.1141 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a>	DAILY when directed by order
Commander's Critical Information Requirements Report (CCIR) Fig D-2	Within 1 hour after a reported incident	DSN 317.384.6666 907.384.6666 Fax 907.384.1141 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a>	As per CG's CCIR dated 3 Jan 2012
Unit Outload Status/ Closure Report Figure D-3	Two hours before outload and two hours after closure	DSN 317.384.6666 907.384.6666 Fax 907.384.1141 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a>	Any unit off-post movement
Airborne Operation Flash Report (USARAK Form 137-E, March 2006) Fig D-4	Telephonic within 30 minutes after last aircraft pass. Hard copy 1 hour after last time on target	ALMRS DSN 317.384.6666 907.384.6666 Fax 907.384.1141 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a>	As Required
<b>Individual Antiterrorism Travel Plan (IATP) Figure D-5</b>	NLT one week prior to departure date.	Report remains in IATP data base and monitored by USARAK IATP coordinator <a href="https://public.seat.nmci.navy.mil/iatp/default.aspx">https://public.seat.nmci.navy.mil/iatp/default.aspx</a> Contact unit ATO/IATP coordinator, or USARAK G33 Protection Sections at 384-2449/2142 for additional information	As Required
<b>FPCON Change Report Figure D-6</b>	Highest Priority VOCO +30 min Formal Report NLT 2 hours following change	G33 Protection Section 384-2449/2142 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a>	As Required
<b>Annual Antiterrorism/OPSEC Report Figure D-7</b>	Annually NLT 15 September to USARAK Protection Section	IAW AR 525-13 and AR 530-1 AT/OPSEC Annual Report Templates <a href="https://portal.usarpac.army.mil/usarak/staff/g3/cuops/PROT/default.aspx">https://portal.usarpac.army.mil/usarak/staff/g3/cuops/PROT/default.aspx</a>	Annually
<b>BLUE DART</b>	Highest Priority	G33 Protection Section 384-2449/2142 <a href="mailto:usarmy.jber.netcom.mbx.usarak-command-center@mail.mil">usarmy.jber.netcom.mbx.usarak-command-center@mail.mil</a> IAW procedures outlined in USPACOM OPOD 5050-08/USARPAC 525-2	As Required
Unit Status Report (USR)	Monthly or when resource area status level changes	Hand carry or e-mail via SIPRNET to G-3 Readiness Officer; G37 TRO	Monthly or if a resource area changes levels

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**Figure D-1. USARAK Commander's SITREP report**

---

Line 1: Unit:

Line 2: Mission:

Line 3: Time Period Covered:

Line 4: Training/ Missions/ Operations/ Events completed last 24 Hours:

Line 5: Training/ Missions/ Operations/ Events projected over next 24 Hours:

Line 6: Significant Events:

Line 7: Total Personnel Strength:

<u>Location/ Unit</u>	<u>Officer/ Enlisted/ WO/ Civilians</u>	<u>Remarks</u>
-----------------------	---	----------------

Line 8: Logistics Issues:

Line 9: Operational Issues:

Line 10: Communications Issues:

Line 11: Medical Issues:

Line 12: Current Risk Analysis:

Line 13: Commander's Threat Assessment and security status:

(List Force Protection measures Unit will take in country and any additional issues)

Line 14: Information Officer's Comments:

Point of Contact:

Figure D-2. Commander's Critical Information Requirements Report

---

**\*\*THIS UNITED STATES ARMY ALASKA INCIDENT REPORT CONTAINS PERSONAL INFORMATION WHICH IS SUBJECT TO THE PRIVACY ACT (AR 340-21). INFORMATION CONTAINED HEREIN MAY ONLY BE USED FOR OFFICIAL PURPOSES. DO NOT RELEASE TO THIRD PARTIES. \*\***

FOR OFFICIAL USE ONLY (FOUO)

Incident Number:

Reporting IOC: USARAK

1. Category:

2. Type of Incident:

3. Date and time:

a) DTG of Incident:

b) DTG of Receipt:

4. Location of Incident:

5. Personnel involved:

a. Subject:

(1) Name:

(2) Rank or Grade:

(3) SSN:

(4) Race:

(5) Sex:

(6) Age:

(7) Position:

(8) Security Clearance:

(9) Unit and station of assignment:

(10) Duty Status: Active

(11) Drugs/Alcohol: UNK

(12) Did Service Member Return from support of OND/OEF within the last 365 days?

6. Summary of Incident:

7. Remarks:

8. Publicity: No/Yes

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**9. Generates a Higher level of Military Action: No/Yes**

**10. Causes a National Reaction: No/Yes**

**11. Affects International Relations: No/Yes**

**12. Is Clearly Against National Interests: No/Yes**

**13. Affects Current National Policy: No/Yes**

**14. Command Reporting:**

**15. Originating Point of Contact:**

**16. Downgrading instruction:**

**17. Was USARAK CG informed: No/Yes**

THIS REPORT CONTAINS PERSONAL INFORMATION, WHICH IS SUBJECT TO THE PRIVACY ACT (AR 340-21). INFORMATION CONTAINED HEREIN MAY ONLY BE USED FOR OFFICIAL PURPOSES. DO NOT RELEASE TO THIRD PARTIES.

**FOR OFFICIAL USE ONLY (FOUO)**

**Prepared By:**

**Reviewed By:**

**Figure D3. Unit Out load Status/Closure Report Instructions**

**UNIT OUTLOAD STATUS/CLOSURE REPORT INSTRUCTIONS**

**1. DTG:**

**2. UNITS:**

**3. STATUS OF PASSENGERS:**

**A. DAILY MOVEMENT SUMMARY:**

**B. ISSUES:**

**4. STATUS OF ROLLING STOCK:**

**A. DAILY MOVEMENT SUMMARY:**

**B. ISSUES:**

**5. STATUS OF CONTAINERS:**

**A. DAILY MOVEMENT SUMMARY:**

**B. ISSUES:**

**6. STATUS OF PALLETS:**

**A. DAILY MOVEMENT SUMMARY:**

**B. ISSUES:**

**7. STATUS OF AIRCRAFT/SHIP:**

**A. DAILY MOVEMENT SUMMARY:**

**B. ISSUES:**

**8. REMARKS:**

**9. NOTIFICATION:**

**Figure D-4. Airborne Operation Flash Report**

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AIRBORNE OPERATION FLASH REPORT INSTRUCTIONS											
For use of this form, see USARAK Regulation 350-2; the proponent agency is USARAK G3.											
<b>Instructions:</b> 1. If other than home station operations, use LOCAL DTG and six (6) digit grids to center mass of all locations. 2. Complete all items on the form. Use "NONE" or "N/A" when applicable. All information must be obtained. 3. <u>Final</u> reports are faxed to the UCC and the USARAK G-3 Air within two hours of Drop Zone closure. 4. <u>Immediately</u> contact the UCC at 384-6666 in the event of injury evacuation, off DZ strike, or death.											
<b>I. GENERAL INSTRUCTIONS</b>											
1. UNIT DESIGNATION:				2. TYPE AND NUMBER OF AIRCRAFT:				3. DTG OF AIRBORNE OPERATION:			
4. TOTAL NUMBER JUMPERS/ CHUTE TYPE:				5. DZ CONTROL:				6. DROP ZONE (SEE INSTRUCTION 1):			
				STS      DZSTL      TALO							
7. SURFACE WIND SPEED RANGE DURING MISSION (i.e., 3-5 Knots):						8. DROP ALTITUDE (AGL):					
9. TOTAL NUMBER OF CONTAINERS AND/OR PLATFORMS DROPPED:											
8 ft PF	12 ft	18 ft	20 ft PF	24 ft PF	28 ft PF	32 ft PF	CDS	Door Bundle			
10. AF DROP SCORES (DZSTL Control Only):						11. NAME, RANK, AND UNIT OF DZST MEMBERS:					
	Pass 1	Pass 2	Pass 3	POSITION	Name	Rank	Unit				
Direction (Use clock):				DZSO							
Distance (Yards):				DZSTL							
				Medical							
				Malfunction							
12. REMARKS (Aborts, jump refusals, number of jumpers returned to airfield, unusual or serious incidents):											
Lift	Pass	Number of Jumpers	DIR(Clock)	DIST (YDS)	TOT						
13. NAME, RANK AND POSITION OF INDIVIDUAL SUBMITTING REPORT:						14. DTG REPORT SUBMITTED:					
15. NAME, RANK AND POSITION OF INDIVIDUAL RECEIVING REPORT:						16. METHOD OF REPORT DELIVERY:					
						PHONE		FAX		COURIER	

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II. MALFUNCTIONS AND/OR ENTANGLEMENTS:											
Instructions: BE SPECIFIC. Block d will contain the following information at a minimum:											
<b>MALFUNCTIONS</b> Type of Malfunction Was the reserve parachute activated? Did the reserve parachute deploy? Status of individual						<b>ENTANGLEMENTS</b> Altitude of Entanglement (High or Mid) Was the reserve parachute activated? Did the reserve parachute deploy? Status of individuals involved					
NOTE: If a malfunction or entanglement results in MEDEVAC or death, IMMEDIATELY notify the UCC at 384-6666.											
1. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INCIDENT:											
e. ACTIONS TAKEN:											
2. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INCIDENT:											
e. ACTIONS TAKEN:											
3. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INCIDENT:											
e. ACTIONS TAKEN:											
III. MEDICAL EVACUATION OF PERSONNEL											
1. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INJURY:											
e. CAUSE OF INJURY:						f. TYPE OF MEDEVAC:					
Malfunction		Entangleme		PLF	Missed	DZ Obstacle			FLA		Air Medevac
Other: (Brief description):						Other:					
2. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INJURY:											
e. CAUSE OF INJURY:						f. TYPE OF MEDEVAC:					
Malfunction		Entangleme		PLF	Missed	DZ Obstacle			FLA		Air Medevac
Other: (Brief description):						Other:					
3. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INJURY:											
e. CAUSE OF INJURY:						f. TYPE OF MEDEVAC:					
Malfunction		Entangleme		PLF	Missed	DZ Obstacle			FLA		Air Medevac
Other: (Brief description):						Other:					
4. NAME (Last, First, MI):				a. RANK:		b. LAST 4 SSN:		c. UNIT:			
d. DESCRIPTION OF INJURY:											
e. CAUSE OF INJURY:						f. TYPE OF MEDEVAC:					
Malfunction		Entangleme		PLF	Missed	DZ Obstacle			FLA		Air Medevac
Other: (Brief description):						Other:					

**Figure D5. IATP Travel Plan/Report.** The actual IATP Report consists of numerous pages of information – the first portion of the report below, represents the initial information page; with the lower section of this page depicting the page of the report the traveler will print and carry with them during travel. The appropriate approving authority is based on country FPCON with the automated IATP site found at <https://public.seat.nmci.navy.mil/iatp/default.aspx>

INDIVIDUAL ANTI-TERRORISM PLAN (IATP)	
<b>1. TRAVELER'S INFORMATION AND CHAIN OF COMMAND</b>	
a. COMMAND / INSTALLATION	16TH CAB
b. UIC	WGDPAA
c. COMMAND / ORGANIZATION OFFICE CODE	16TH CAB
d. TRAVELER'S COMMAND 24-HOUR CONTACT NUMBER	312-353-4949
e. FIRST FLAG OR SES IN CHAIN OF COMMAND	BG PALUMBO, RAYMOND P
f. APPROVER/ENDORSE (RANK & NAME), TELEPHONE NUMBER, E-MAIL ADDRESS	ROBERT WERTHMAN, 353-0399, ROBERT.WERTHMAN@US.ARMY.MIL
g. TRAVELER'S SUPERVISOR (RANK & NAME), TELEPHONE NUMBER, E-MAIL ADDRESS	ANTHONY MEADOR, 312-353-0414, ANTHONY.A.MEADOR@US.ARMY.MIL
h. TRAVELER(S) (RANK & NAME), SERVICE	PFC SMALL, BRITNEY STASHUNDIA, USA
i. TRAVELER'S PHONE NUMBER	706-399-2971
j. TRAVELER'S OFFICIAL E-MAIL ADDRESS	BRITNEY.SMALL@US.ARMY.MIL
k. ALTERNATE DUTY PERSONNEL (RANK & NAME), TELEPHONE NUMBER, E-MAIL ADDRESS	
<b>2. DESTINATION / PREPARATION</b>	
a. BASIS FOR TRAVEL	LEAVE
b. WILL WEAPONS BE CARRIED DURING THIS TRAVEL	NO
c. LEAVE CONTROL NUMBER	
d. DATE SUBMITTED	2011-06-28
e. LEVEL 1 AT/FP AWARENESS TRAINING DATE	2011-06-23
f. DATE OF LOCATION / AREA SPECIFIC TRAINING	2011-06-28
g. ISOPREP VERIFICATION DATE	2011-06-27
h. SERE/COC LEVEL B TRAINING DATE	2011-06-23
i. COUNTRY SPECIFIC INFORMATION	<a href="http://travel.state.gov/travel/cis_pa_tw/cis_1765.html">http://travel.state.gov/travel/cis_pa_tw/cis_1765.html</a>
j. DESTINATIONS	
	<b>JAMAICA</b>
1) DESTINATION STATE/PROVINCE	-
2) DESTINATION CITY	<b>MONTEGO BAY</b>
3) DESTINATION ZIP/POSTAL CODE	-
4) DATES OF TRAVEL	2011-07-01 : 2011-07-15
5) TERRORIST THREAT LEVEL (TTL)	LOW
6) CRIMINAL THREAT LEVEL (CTL)	CRITICAL
7) FORCE PROTECTION CONDITION (FPCON)	BRAVO
8) BUDDY RULE REQUIRED	UNK
9) USPACOM TRAVEL RESTRICTIONS	N/A
10) FP RESPONSIBILITY	USSOUTHCOM
11) DIA POLITICAL VIOLENCE THREAT	MEDIUM

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Figure D6. Unit Annual Antiterrorism and OPSEC Report memorandum) to be submitted NLT 15 SEP



→ **DEPARTMENT OF THE ARMY**  
→ HEADQUARTERS, U.S. ARMY ALASKA  
→ 724 POSTAL SERVICE LOOP #63  
→ FORT RICHARDSON, ALASKA 9950

REPLY TO ATTENTION OF: ¶  
XXXXXXXXX →

¶  
MEMORANDUM FOR: United States Army, Alaska,  
G3 Protection Section, Joint Base Elmendorf-  
Richardson, Alaska 99505-6300 ¶

¶  
SUBJECT: Unit XXXXX Operations Security  
(OPSEC) Fiscal Year \*\*\*\*\* Annual Report. ¶

¶  
1. Provide the number of primary and alternate  
OPSEC officers you have appointed and if they  
have attended the level II OPSEC course, or if not,  
when will they be attending the level II training,  
IAW AR and USARAK 530-1. Discuss the current  
status of your unit's OPSEC level I training (i.e.,  
48/50 (97%) personnel (Soldiers, civilians,  
contractor) have completed the annual training  
IAW AR and USARAK 530-1). Discuss your unit's  
plans/needs for FY10 and FY11 training and  
continuing education for the OPSEC Officer and  
unit personnel. ¶

¶  
2. During FY10, the UNIT XXXX OPSEC  
Plan/SOP and EEFI/CIL were reviewed and  
updated with pertinent changes. (Include brief  
synopsis of updates you made, if any, and any

Form on USARAK Portal

<https://portal.usarpac.army.mil/usarak/staff/g3/cuops/PROT/Shared%20Documents/Forms/Categor%20View.aspx?RootFolder=%2fusarak%2fstaff%2fg3%2fcuops%2fPROT%2fShared%20Documents%2fAnnual%20AT%20and%20OPSEC%20Reporting%20Template&FolderCTID=0x012000672AB984D9911B4588CB3C9875672A7D&View=%7b81714248%2d9D85%2d47CA%2dB490%2d1D994D0676D8%7d>

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Figure D7 FPCON Change Report (Ensure office symbol is on the top of the memorandum)

Office Symbol: XXXX ..... Date: XXXX

MEMORANDUM TO: CDR USARAK FPCON CHANGE REPORT

FROM:

→

1. DATE/TIME GROUP:

2. CURRENT FPCON: BRAVO →

3. FPCON CHANGE DATE/TIME MESSAGE DIRECTING CHANGE:

4. FPCON WILL CHANGE TO: ALPHA →

5. FPCON MEASURES APPLIED: As Directed

6. FPCON MEASURES CANNOT/WILL NOT BE APPLIED: N/A

7. MISSION IMPACT: None

8. COMMANDERS COMMENTS: None

9. POC FOR THIS ACTION: NAME, 384-XXXX, or e-mail at XXXXXX.

Commanders Signature block  
CPT, USA  
Commanding

Form on USARAK Portal

<https://portal.usarpac.army.mil/usarak/staff/g3/cuops/PROT/Shared%20Documents/Forms/Categor%20View.aspx?RootFolder=%2fusarak%2fstaff%2fg3%2fcuops%2fPROT%2fShared%20Documents%2fAnnual%20AT%20and%20OPSEC%20Reporting%20Template&FolderCTID=0x012000672AB984D9911B4588CB3C9875672A7D&View=%7b81714248%2d9D85%2d47CA%2dB490%2d1D994D0676D8%7d>

Figure D-8 (Blue Dart)

**BLUE DART Reporting Format**

<b>Manadatory Lines</b>	
1	"This is a real world BLUE DART terrorist threat warning"
2	"This is (caller's identity) from (Organization) and my unit telephone number is (xxx-xxx-xxxx)"
3	"We have information there may be a terrorist attack on (Location/Person)"
4	"We believe the attack will take place on (Time/Date)"
<b>Additional Information (if known)</b>	
1	"(Identity of Attacker) will conduct the attack"
2	"The attacker will use (type of weapon) and the (method of attack)"
3	"The local FPCON prior to reciept of the threat was (Alpha, Bravo, Charlie, Delta)"
4	US and Host Nation actions taken, if any, since receiving the threat
5	"The attack is being conducted because (reason for attack)"
<b>Optional Information to Pass</b>	
1	Source of the information (general description of source's position, aces and reliability)
<b>(Note: Only identify source if secure communications are available and classification and dissemination restrictions are satisfied)</b>	

### BLUE DART Follow-Up GENSER Reporting Format

<b>From (Sending Unit)</b>	
<b>To: (Targeted Unit)</b>	
<b>INFO AIG 988</b>	
<b>Other Commands Deemed Appropriate</b>	
<b>Classification:</b> _____	
<b>SUBJ/BLUE DART</b>	
1	<b>Threat:</b> Specific information concerning terrorist attack. Include the following:
	a Specific unit location or person to be attacked (mandatory)
	b Specific time and date of attack. (mandatory)
	c Identity of attackers. (if known)
	d Identify type of weapon (bomb, rifle, etc) to be used and the method of attack (if known)
	e Provide the reason fo the attack. (if known)
2	<b>Source:</b> Original information source, provide source description, access and assessment of sources's reliability
3	<b>Chronology:</b> Events since reception of information, to include notification of affected unit
4	<b>Originator:</b> Identity of individual who initially acquired the information, time information obtained and contact telephone number(s) to the message sender's command center.

#### 11.10. Terrorist Incident Report (TIR)

a. *Triggering Event.* A TIR will be transmitted when a terrorist incident or suspected terrorist incident occurs, involving Army personnel (soldiers, civilian employees, or their family members), facilities, civil works and like projects, or other assets. A “suspected terrorist incident” is one in which involvement by terrorists has not been verified by lead agencies conducting the investigation.

b. *Reporting Units.* USARAK, USAG-FWA, tenants residing on FWA or traveling throughout the Alaska AOR that have a suspected terrorist incident.

c. *Initial Report and Telephonic Updates.*

(1) Initial Reports. Units that are involved in a suspected Terrorist Incident will immediately provide to the USARAK UCC an initial report of the incident. Initial report will be in accordance with Figure 5. Updated telephonic reports will be provided to the UCC every odd hour for the duration of the incident.

### Terrorist Incident Report, Initial Report Format

<b>Manadatory Lines</b>	
1	Date and Time of Attack
2	Number of personnel participating in the attack
3	Specifics of demands (if any)
4	Casualties to US Army personnel
5	General Description of damage to US Army facilities
6	Actions taken in response to the incident

d. *Telephonic Updates.* Within five hours of an actual or suspected terrorist incident involving USARAK and USAG-FWA personnel or facilities, an updated TIR will be submitted by IMMEDIATE precedence electronic message to USARAK UCC/CUOP (CDRUSARAK, Joint Base Elmendorf –Richardson, Alaska). The format for this message will be in an OPREP 3 or similar format. Message will include the information in Figure 6.

### Terrorist Incident Report, Update Report Information

1	Complete description of the terrorist incident, including the following:
a	Type of incident and location
b	Date and Time of incident
c	Detailed description of incident
d	Weapons/explosives used
e	Likely perpetrators
f	Claims of responsibility
g	Number of personnel killed and number of persons injured and their conditions
2	Threats received prior to the incident that could be related
3	Local FPCON prior to the incident
4	Other AT measures in effect prior to the incident
5	US and host nation actions taken since the incident
6	Any amplifying information available

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### Appendix E Training Resource Management and Tasking Support

**E-1. General:** This appendix outlines the procedures for requesting support from USARAK.

**E-2. Tasking of Component Assets:** Minimizing disruptions' to scheduled training and the efficient use of personnel and equipment is vitally important. Active unit (company) training programs must be solidified five weeks before their execution. This requires that all coordination for ranges, training areas, ammunition, and external support be completed five weeks ahead (four months in the reserve component). This allows company commanders time to plan, prepare and execute quality training. Late requests for support disrupts training and other planned unit activities.

#### **E-3. Special Resource Tasking Terms:**

a. Six -week lock-in. The date a supporting unit is formally tasked for resources. This will not be less than 5-weeks before the execution date unless approved by the G-3 or Chief of Staff.

b. Seven-week lock-in. The date that a unit and agency requiring support, must submit their written requirements to the G-3. This will not be less than seven weeks.

c. Internal requests. Requests submitted by USARAK units or staff agencies, the Alaska Army National Guard or reserve component round-out units for assets available within each command.

d. External request. Requests submitted by any civilian organization, federal agency or headquarters not assigned or attached to USARAK. Examples would be support for local communities, USARPAC, the United States Army Recruiting Command, the Alaska Army National Guard, the Alaska Air National Guard, the State of Alaska, etc. Federal agency or HQ not assigned/attached to USARAK will submit support requests to US Army Pacific (USARPAC).

e. Habitual training support requests. Units that share a doctrinal support relationship submit requests through established support channels (direct from unit headquarters to unit headquarters). This includes USARAK units and the support they doctrinally provide. The G-3 will arbitrate resource shortfalls as Units present them.

f. Post support. The period during which USARAK units will receive tasks from USARAK G-3 based on the post support schedule shown in USARAK Training Guidance.

g. Overflow unit. Units designated to receive tasking overflow once the post support unit has documented its inability to fulfill additional tasks. This will normally be the unit scheduled for post support immediately following the unit requesting relief from additional support cycle tasks.

h. Weekly FRAGO. This is the main document used by USARAK G-3 to task units within USARAK. Tasking information will be published and posted to the USARAK portal each week. Units requesting support should refer to para E-5 below for information pertaining to tasking using the weekly FRAGO.

**E-4. Policies:** The following policies will be adhered to when requesting support from within USARAK:

a. Units must submit internal requests to the G-3 no less than seven weeks before the execution date. Units may request exceptions by submitting written justification to the G-3 in the form of a letter of lateness with justification for the late submittal and will be signed by the first O-5 in the chain of command.

b. If there are less than ten working days between submission of a late request and mission execution, the Chief of Staff must receive and approve the support as an exception to policy request.

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c. Units must submit requests to the G-3 for external support no less than 110 days before the execution date. Requests for external support made by higher headquarter are not subject to the 110-day request requirement. All external support requests received from higher headquarters will be handled as expeditiously as possible.

d. USARAK reserves the right to demand reimbursement of expenses before providing support for external requests. External agencies will submit requests to their normal USARAK liaison agency (such as, the State Fair Association to the Public Affairs Office). After staffing, the responsible liaison agency will forward the request to the G-3.

e. All tasking will be requested, assigned, modified, or eliminated in writing only. Telephonic coordination or electronic, including cancellation, is acceptable, but all modifications must be followed up in writing.

f. The G-3 will determine the validity of each request before tasking a supporting unit. Some items the G-3 will look for are timeliness (seven weeks), regulatory requirements, justification and availability from established support agencies such as habitual training support, etc.

g. All requests must be approved by commanders or designated representative (S3/XO) within normal command channels.

h. The G-3 will task units for support based on the post support schedule, unique equipment/mission capability and/or personnel availability.

i. The tasked unit must accept a tasking if they do not request relief of responsibility within seven days of receiving a tasking. Requests for relief from tasks must be written and include referenced tasks:

(1) Equipment and personnel positions that cannot be filled.

(2) If the tasking involves Soldiers, a complete troop to task list will be submitted to the USARAK G-3 reflecting the status of all Soldiers (MOS Specific) or Soldier that could fill the tasking and their whereabouts at the time of the tasking (NTC, JRTC, deployed, dwell time, etc).

(3) A complete justification. A request for relief does not void a currently assigned tasking; units will plan on executing the tasking unless informed differently as a result of the request.

### **E-5. Request Procedures:**

a. All requests for support will be submitted seven weeks in advance to USARAK G-3 Taskings. The request will be submitted in 5 paragraph OPORD format. See FM 5.0 for more information on preparation of OPORD's.

b. The following information must be included in the support request OPORD:

(1). The mission to be accomplished by supporting unit.

(2) The equipment, personnel or unit required. If the task requires subject matter expertise, such as engineer work or medical support, the supporting unit will decide what personnel and equipment are required to accomplish the mission.

(3). The date, time, uniform, estimated length of time, and location support is required. If only equipment is requested, the requestor will pick up and return equipment from the supporting unit.

(4). A point of contact with Rank, Name, Duty Title, telephone, e-mail address, and building number.

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(5). A justification for the request must be provided. Requests will include why the support cannot be accomplished with the requester's own resources and the impact if the mission is not supported.

(6). Medical requests will also include the number of personnel to be supported and any special information such as, availability of vehicles for medical evacuation.

(7). Late requests require special procedures. See paragraph F-7.

(8). Requests for equipment require that the requesting unit perform a technical inspection, inventory, and sign for all equipment. Equipment will be re-inspected meeting 10/20 standards before borrowed equipment is returned to the issuing unit.

### **E-6. Responsibilities:**

a. The USARAK G-1 will:

(1) Staff and maintain the awards board roster.

(2) Request casualty assistance officers. The casualty assistance officer is not subject to the seven week lock-in.

(3) Staff and maintain a list of nominees to the Chief of Staff for Boards of Officers (Eliminations).

(4) Staff and maintain a list of nominees to serve on evaluation boards (Warrant Officers/Officer Candidate School).

(5) Serve as proponent for all requests for funeral details.

b. Garrison Military Personnel Divisions will coordinate membership of the Military Medical Review Board (MMRB) and submit board recommendations to the USARAK Commander for approval.

c. The USARAK G-3 will:

(1) Serve as the central tasking office for USARAK.

(2) Publish the post support schedule each fiscal year for USARAK as a supplement to the ATG.

d. USARAK units are responsible for complying with support procedures outlined in this regulation.

### **E-7. Red Cycle support**

a. Units will assume support responsibility for Red Cycle at 0700 of the Monday designated in the annual support requirements memorandum or at a time mutually agreed upon by the incoming and outgoing unit commander.

b. Recurring support requirements will be detailed by a memorandum and updated annually or as necessary.

### **E-8. Reserve Component Assets:**

a. Units will request external support for reserve component assets by submitting written requests for equipment support seven weeks before the date of execution to the G-3 tasking and 11 weeks before for personnel support. Requests will go through USARAK G-3 taskings to the reserve component.

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b. Reserve component units will submit requests for active component assets through USARAK G-3 taskings. Requests must arrive at the G-3 tasking seven weeks before the execution date.

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### GLOSSARY

AAR	After-Action Review
AALP	Automated Air Load Planner
ABCT	Airborne Brigade Combat Team
ACS	Army Community Service
ALIT	Arctic Light Individual Training
AOR	Area of Operation
AR	Army Regulation
ARTEP	Army Training and Evaluation Program
ASU	Army Service Uniform
ATF	Airborne Task Force
ATRRS	Army Training Requirements and Resources System
ATWESS	Antitank Weapon and Pyrotechnic Munitions
AUTL	Army Universal Task List
MCTC	Battle Command Training Center
BRM	Basic Rifle Marksmanship
C2	Command and Control
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CALL	Center for Army Lessons Learned
CBRND	Chemical, Biological, Radiological, and Nuclear Defense
Chap	Chapter
CEF	Contingency Expeditionary Force
CLS	Combat Lifesaver
CO	Company
CPX	Command Post Exercise
CS	Combat Support
CSA	Chief of Staff of the Army
CSC	Convention for Safe Containers
CSS	Combat Service Support
CSDP	Command Supply Discipline
CTC	Combat Training Center
CTT	Common Task Test
CWLC	Cold Weather Leaders Course
DA	Department of the Army
DEF	Deployment Expeditionary Force
DTMS	Digital Training Management System
EAB	Echelons Above Brigade
EBB	Echelons Below Brigade
EXEVAL	External Evaluation
FLIPL	Financial Liability Investigation of Property Loss
FORSCOM	U.S. Army Forces Command
FTX	Field Training Exercise
HAZMAT	Hazardous Materials
IED	Improvised Explosive Device
JA/ATT	Joint Airborne/Air Transportability Training
JTF	Joint Task Force
LBV	Load Bearing Vest
LFX	Live Fire Exercise
LIS	Logistics Information Systems
LP/ALP	Load Planner / Air Load Planner
MACS	Multiple Arcade Combat Simulator
METL	Mission Essential Task List
MGS	Mobile Gun System
MMRB	Military Medical Review Board

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MILES.....	Multiple Integrated Laser Engagement System
MOBEX .....	Mobilization Exercise
MOPP.....	Mission-Orientated Protective Posture
MOS .....	Military Occupational Specialty
MOUT.....	Military Operations in Urban Terrain
MSC .....	Major Subordinate Command
MTOE.....	Modification Table of Organization and Equipment
MTP.....	Mission Training Plan
MTSA .....	Military Training Specific Allotment
MTT .....	Mobile Training Team
NBC.....	Nuclear, Biological, and Chemical
NCO .....	Noncommissioned Officer
NCODP .....	Noncommissioned Officer Development Program
NLT.....	No Later Than
O5.....	Lieutenant Colonel
O/C.....	Observer/Controller
OCIE .....	Organizational Clothing and Individual Equipment
OPD.....	Officer Professional Development
OPLAN .....	Operation Plan
OPORD .....	Operation Order
OPSEC.....	Operations Security
OPTEMPO .....	Operating Tempo
OCO .....	Overseas Contingency Operation
PBUSE .....	Property Book Unit Supply Enhanced
PCS .....	Permanent Change of Station
PERSTEMPO.....	Personnel Tempo
PLT.....	Platoon
PMCS.....	Preventive Maintenance Checks and Services
POC.....	Point of Contact
POI .....	Program of Instruction
QTB.....	Quarterly Training Brief
RC .....	Reserve Component
RIP .....	Relief in Place
ROE.....	Rules of Engagement
S2 .....	Intelligence Officer
TARP.....	Subversion and Espionage Directed Against the U.S. Army
SAMS-1E .....	Standard Army Maintenance System
SBCT .....	Stryker Brigade Combat Team
SDM .....	Squad Designated Marksman
SERE.....	Survival, Evasion, Resistance, and Escape
SMCT .....	Soldier's Manual of Common Tasks
SOP.....	Standard Operating Procedure
STP .....	Soldier Training Publication
STX .....	Situational Training Exercise
TC-AIMS.....	Transportation Coordinators' Automated Information for Movement System
TA-50.....	Common Reference for Clothing/Equipment Issued per Common Table of Allowances 50-900
TAMMS .....	The Army Maintenance Management System
TAMIS .....	Training Ammunition Management Information System
TC.....	Training Circular
TEWT .....	Tactical Exercise Without Troops
TM .....	Technical Manual
TOA.....	Transfer of Authority
TOW.....	Tube-launched, Officially Tracked, Wire Guided
TSC .....	Training Support Center

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TTP.....	Tactics, Techniques, and Procedures
ULLS-A (E)	Unit Level Logistics System - Aviation Enhanced
UMO	Unit Movement Officer
USAG-FRA.....	U.S. Army Garrison, Fort Richardson, Alaska
USAG-FWA.....	U.S. Army Garrison, Fort Wainwright, Alaska
USARAK.....	U.S. Army, Alaska
USARPAC.....	United States Army Pacific Command
WLC.....	Warrior Leaders Course