

Enclosure 3 (IET Transformation) to TRADOC FY 04 Initial Military Training and Professional Military Education Command Training Guidance.

1. **Purpose.** This enclosure provides guidance for the preparation and conduct of Initial Entry Training (IET) as part of the transformation of Initial Military Training. Other aspects of IMT are addressed in enclosure 4.

2. **General.** IET will continue to produce the best soldiers in the world.

a. IET must ground our soldiers with the Army's values and culture while developing their ability to be mentally and physically tough and unwilling to accept defeat. They must be constantly challenged through a rigorous standards-based program that emphasizes hands-on, performance-oriented training under stressful conditions.

b. The contemporary operational environment requires the training base to produce soldiers capable of contributing as team members on the first day of arrival at their first assignment. Smaller, more agile combined arms teams conducting simultaneous, noncontiguous operations widely distributed over the battlefield will conduct warfare in the future. To be successful, soldiers and leaders must bring certain skills and characteristics to this battlespace. These skills must enable them to leverage emerging technology; adapt to rapidly changing situations; and to see, understand, and act faster than their opponents, all within an environment in which tactical operations can have operational and strategic impacts.

c. The contemporary operational environment is the catalyst for how we access and develop our soldiers. In addition to maintaining his traditional hands-on expertise with his equipment, we must create in our soldiers the ability to solve problems. In this way, he becomes confident in his ability to understand the commander's intent, overcome ambiguity, and leverage combat multipliers throughout the networked battlefield to dominate any situation he encounters. His identity as a values-based warrior is independent of traditional, branch-focused cultures. As amply demonstrated in Iraq, all soldiers must understand that they must be ready and confident in their ability to overcome enemy resistance anytime, anywhere in the future nonlinear, distributed battlespace, regardless of where they serve or their military occupational specialty (MOS) or rank.

### 3. **Specific Guidance**

- The regulation for IET is TRADOC Regulation (TR) 350-6. Follow it and do not supplement it, although local standing operating procedures are authorized.

- The recruiting and qualifying force have invested heavily in obtaining volunteers who can succeed and contribute. Each of these volunteers deserves a chance to succeed. Treat them with respect and dignity and welcome them as a member of the Army team. Develop and counsel them so they will complete training to standard and report to their first unit prepared to deploy immediately upon arrival.

- We are a standards-based Army. Change conditions but not the standards. Our new soldiers must graduate with a full appreciation of the importance of standards. Leaders at all levels must ensure that the standard demanded and the conditions to be performed under are appropriate for the level and experience of the soldiers.

- Make the right first impression on new soldiers. We cannot afford to replace all of our aging facilities, but we can ensure we maintain them as well as we can.

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- Continue the transition to assignment-oriented training. Develop POIs that produce soldiers with the critical skills required for their next unit of assignment.
- Mentor and coach subordinates. Mentorship is not an “as available” program. This includes company grade officers assigned to IET units. Help them understand the importance of their mission.
- Implement the new IET physical training (PT) program in FY 04. This program is designed to control injuries and reduce the number of soldiers who must wait for a subsequent training cycle.
- Promote the heritage and history of the Army.
- Because all soldiers have the potential to become leaders, explore ways to enhance that potential to prepare them to become leaders—well before they pin on their stripes.
- Lifelong learning for an Army career begins at accession. Assess how we can leverage the time spent in the enlistment process, especially in the Delayed Entry Program, for training and preconditioning activities.
- Ensure that our IET program builds the foundation for full integration of the soldier’s family into the Army.

4. **The Objective Force Soldier (OFS) Model and Training Strategy** was approved by the CSA in August 2002. This model describes what we expect the OFS and leader to be, know, and do to succeed in the unit of action operating in the contemporary operating environment. The OFS training strategy provides a roadmap for the assessment, preconditioning, and training necessary to develop the OFS. We will transform IET (BCT, DSS, and OSUT) during FYs 04-06.

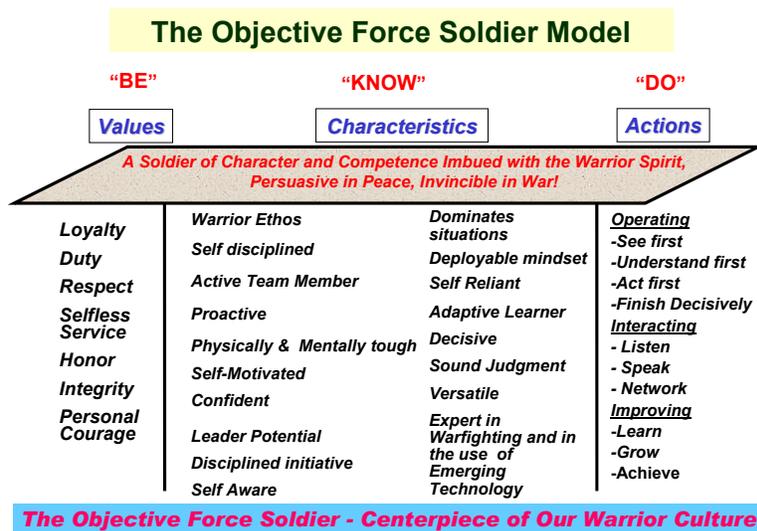


Figure 1.

a. Objective Force Soldier Model. The model (Figure 1) provides soldier development expectations to training developers so that POIs can be created to produce soldiers who are imbued with the right values and characteristics to be able to make the right choices and take the right actions. Our training programs, at all levels, must transform to programs specifically

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focused on developing these qualities/attributes in all soldiers and leaders, in addition to their traditional focus on military skill and warfighting training. The model describes—

- The soldier’s moral foundation (“what he must BE”); e.g., loyalty, duty, respect, selfless service, etc.
- The strengths of character and skills with which we empower him (“what he must KNOW”); e.g., warrior ethos; self-discipline; be an active team member; be proactive, physically and mentally, etc.
- That he uses his values and characteristics to turn orders and the commander’s intent into the right action, at the right time and place (“what he must DO”) to succeed within a unit in a widely distributed, nonlinear, rapidly changing, and ambiguous battlespace. He must listen, learn, grow, achieve, see, understand, and act first to win decisively.

b. Objective Force Training Strategy (Figure 2).

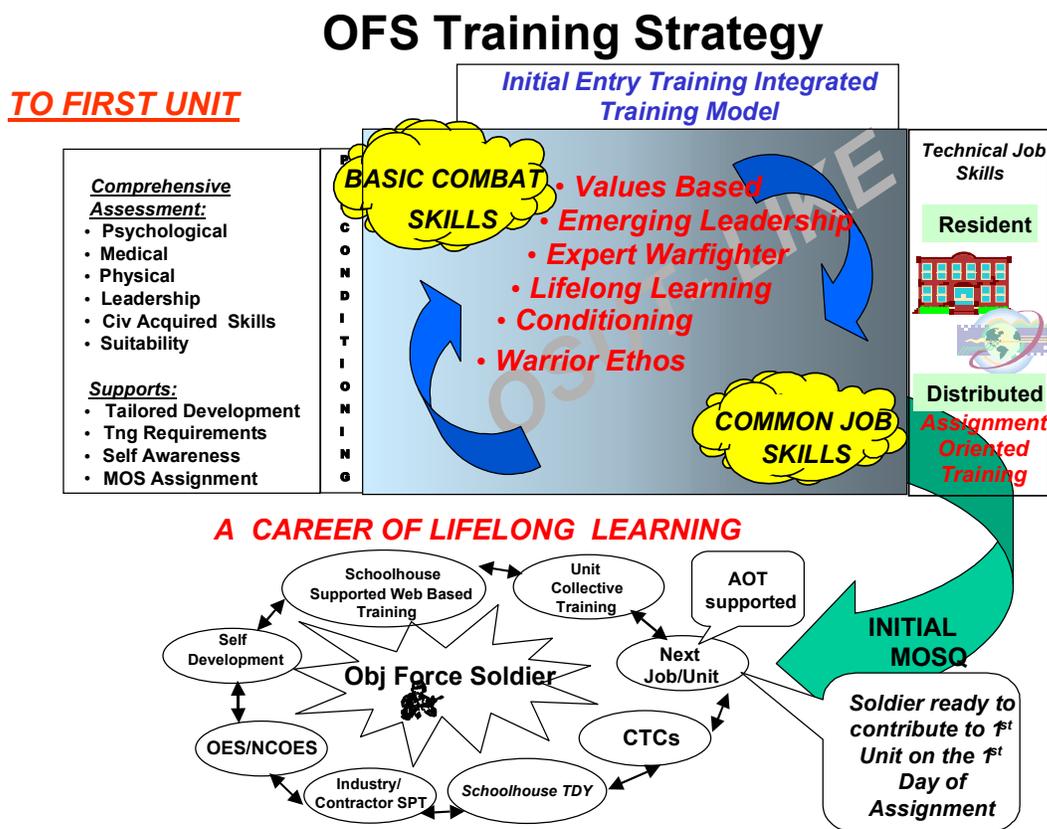


Figure 2.

(1) The Objective Force Training Strategy continues the comprehensive assessment begun by the recruiter to prepare the soldier for entry into training. This will enable—

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- Self-awareness in the new soldier to help him determine his strengths and weaknesses.
- Judgment on the suitability of the soldier for service—most attrition occurs early during the recruitment phase.
- Training tailored to the soldier to determine if preconditioning is needed.

(2) Preconditioning provides the startup training identified during assessment that is necessary for the soldier to succeed during subsequent training. Language or physical readiness training are examples of this preconditioning training.

(3) Following any required preconditioning training, the soldier enters an OSUT-like experience characterized by the integration of combat and job skills under battlefield conditions. MOS skill level task modernization and MOS consolidation that occurs in the Objective Force design will reduce the number of MOSs and make it possible to gradually move away from the BCT to AIT progression to OSUT.

(4) Technical skill training is provided to selected MOSs that will require more focused training following the combat and job skills phase. This can be conducted in a resident or distributed mode or in some combination.

(5) The soldier is delivered to his first unit armed with a much higher percentage of critical job competencies and is capable of contributing on his first day of assignment.

(6) The soldier is supported throughout his career by the training base as he transitions from assignment to assignment, from lower to higher rank, from enlisted to WO/officer. Learning is a continuous, never-ending process enabled by a distributed training base that closely shares the training responsibility with the operational army.

## **5. IET Transformation Concept**

a. AAC (CG, ATC, Fort Jackson), in coordination with the BCT proponent (CG, Infantry Center and School), continues the development of a revised POI for BCT and the DSS to develop soldiers IAW the OFS model (effort begun in FY 03). This is a major revision to both POIs so that drill sergeants, trained in the appropriate developmental skills, develop a volunteer into an OFS (IAW the OFS model).

b. Transforming BCT/DSS/OSUT involves an evolution from our present approach to training development. Currently, the way we develop training POIs focuses on identifying the “critical performance tasks.” These are the measurable tasks, conditions, and standards whose successful, collective performance we view as constituting a successful graduate. This approach addresses superbly the OFS characteristic of the OFS model in the lower right of the “KNOW” section, specifically “Expert in Warfighting and in the Use of Emerging Technology.”

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However, the structured approach to measurable performance of separate tasks does not address the development of problem-solving skills the future operating environment (FOE) will require of the OFS. The development of problem-solving skills within an ambiguous, rapidly changing situation in full-spectrum operations will lead to the development of all the other characteristics in the “KNOW” section of the model (proactive, self-reliant, dominates situations, disciplined initiative, etc). The repetitive performance of hands-on skills, within well-designed, problem-solving vignettes focused on the FOE, is how we evolve the soldier of today to the OFS. In essence, we evolve an individual training strategy from a “what to think” format to a “how to think” format.

c. This new approach requires a new teaming approach to how we write POIs. These teams are currently made up of retired or active officers and NCOs who are masters of military task training. To this team we must add new players such as educational psychologists, experts in adult cognitive learning, sports medical experts and trainers, leadership psychologists, stress experts, etc. These individuals will bring the state of the art in human development from outside the Army into the Army training strategy. They provide the advice Army trainers need to develop soldier/leaders in all those characteristics required for success in the future. This will create an effective blend of task training with a collection of demanding problem-solving vignettes focused on the FOE to develop those “KNOW” characteristics at the next higher level. Additionally, investment in the physical development of our soldiers as “world-class athletes” will accompany this evolutionary approach to POI development.

d. The OFS transitions to future training fully confident in his ability to operate successfully as a Basic Combat Soldier, possessing an identity as an intelligent, ethically based (Army Values) Warrior. This overarching self-identity will be reinforced throughout his/her career. Soldiers will view themselves first as Warriors and then as infantrymen, supply specialists, etc. They will appreciate the “collective genius” of the team as opposed to the individual, they will seek responsibility, and they will be confident in their leaders and their equipment. They will thrive on opportunities to solve problems and overcome adversity because they can develop solutions by themselves, as part of a team, and with the aid of superior technologies.

## **6. Timeline for Implementation of IET**

- a. BCT and DSS pilots are conducted in FY04.
- b. Lessons learned from the BCT/DSS pilots are incorporated into a final BCT/DSS POI.
- c. New BCT/DSS begins in fourth quarter, FY 05.
- d. Commandants with OSUT incorporate revised BCT POI into OSUT POIs in FY 05.
- e. Revised OSUT (OSUT with new BCT POI) begins in FY 06.