



DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
FORT MONROE, VIRGINIA 23351  
Deputy Chief of Staff for Training

ATTNG

2 November 1976

SUBJECT: Teaching Training Management in Resident Courses

Commandants, TRADOC Service Schools

1. We are approaching training management in a significantly different fashion from that to which the Army has become accustomed over the years. It is important--even vital--that we describe this new approach to the officers and noncommissioned officers who attend our resident programs. They should leave the TRADOC with an understanding of the process of training development and instructional system design, from the job and task analysis accomplished by the TRADOC in the force, through the development of the individual training plan, and the Soldier's Manual. They should understand the use of the Commander's Manual. They should know how to employ the Soldier's Manual, and the Job Book. They should be able to relate individual training to collective training via the Army Training Evaluation Program.
2. At inclosure 1 is a memorandum from the Assistant Commandant at the Field Artillery School to his Directors. If you have not already done so, you may wish to give consideration to comparable action in your school.
3. At inclosure 2 is a memorandum from General DePuy to the Command Sergeant Major of the Army and the Command Sergeant Major of TRADOC. It contains further guidance, the central thrust of which should be communicated to your students.
4. If you have any doubts or questions concerning these matters, the forthcoming TRADOC Commander's Conference in mid-December will provide an opportunity to air same. I look forward to seeing you then.

2 Incl  
as

  
PAUL F. GORMAN  
Major General, GS  
Deputy Chief of Staff  
for Training



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY FIELD ARTILLERY SCHOOL  
FORT SILL, OKLAHOMA 73503

ATSF-AC

15 October 1976

MEMORANDUM FOR: ALL DIRECTORS

SUBJECT: Improvement of Training in the US Army

1. On 13 October 1976, I had a rather lengthy telephone conversation with BG Pearson, Commander, US Army Training Support Center, on the above subject. Both he and General Gorman, and others within TRADOC, are deeply concerned with the problems of communicating to the field what effective use is to be made of the field manuals, training circulars, SQT's, soldiers manuals, ARTEP's, etc., that we are producing in quality and quantity. The purpose of these collective packages is aptly described by General DePuy in his summary comments to the OE Conference on 23 September at Fort Sill (which each of you have in your possession and should carefully review). This is really the central issue if the Army is to be changed--changed to an Army that is trained to fight and win. Now, how do we go about it?

2. It is essential that these materials mentioned in para 1 above be emphasized during the resident course instruction here at the Field Artillery School. Remember, we added a fourth objective relating to the mission of "how to train" to both the OBC and OAC courses. Such a change in objective has resulted in the addition of both training "tips"/techniques and training management. There is a third dimension that is crucial if we are to solve the problem posed in para 1 above. That is, we must teach both OBC and OAC how to use the SQT's, ARTEP's, soldiers manuals, etc., so they can spread the word. I realize that some of this is being done, but I want all department directors to take a hard look to make certain that we're doing our best to inculcate the resident students with the use of the documents being produced within TRADOC to make our Army a better trained Army. Such focus must also include resident noncommissioned officer courses. The Director, TCAD, as the "training management overseer" for the resident school, in close coordination with the Director of Course Development, must insure that the current OAC class be brought on board in this area. As a matter of information, Colonel Crosby led his OAC reading group through SQT's, soldiers manuals, ARTEP's, etc.,



ATSF-AC

15 October 1976

SUBJECT: Improvement of Training in the US Army

by selecting one key critical task and showing his group how the soldier learns. This was well received by the reading group who did not appreciate the scope of the TRADOC decentralized training developments program. We must insure that all members of OAC understand.

3. Directorate of Training Developments. One of the critical tasks for ATC must be to teach all its soldiers how to use the soldiers manual, what its purpose is, why we have it and how it relates to the SQT and the ARTEP. There will be some reluctance to take this on, but we must not have material, produced with blood, sweat and tears within TRADOC, residing in dust-filled supply rooms in unopened boxes with commanders unaware of the contents and soldiers who do not know how to use them.

4. This point must also be clearly emphasized at the Commander's Conference next week, at the Instructor's Conference in early November, and with all commander designees, 05 and 06, who visit Fort Sill. You who are scheduled to make presentations should bring up this point in a low-key, salable fashion.

5. Please give this matter your personal attention. Work closely with Colonel Crosby because as the Director of Course Development, he has the overall responsibility for designing courses within the resident school, but individual academic department directors have the responsibility of making it happen and getting the point across in an enthusiastic, telling way so that the message is carried up, down and across the Army.



ALBERT B. AKERS  
Brigadier General, USA  
Assistant Commandant