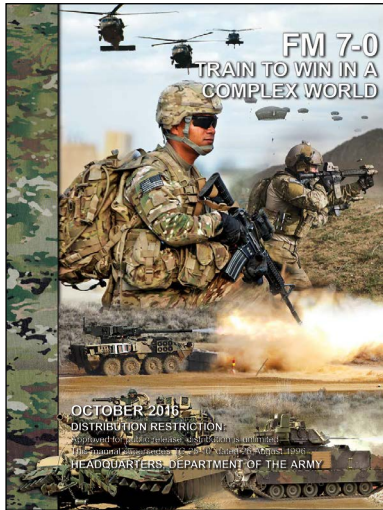# FM 7-0:
THE COMPANY COMMANDER'S TRAINING PRIMER

WILLIAM BROSNAN
LTC CHARLES BERGMAN

"Training is the key task to improve our readiness. Realistic, hard, rigorous, repetitive training increases combat performance and reduces friendly casualties. Read, understand, and use FM 7-0."
— Chief of Staff of the Army GEN Mark A. Milley

This past October, the Army published a new Field Manual (FM) 7-0, *Train to Win in a Complex World*. FM 7-0 uses the operations process of plan-prepare-execute-assess in a step-by-step approach to help commanders and other unit leaders train their Soldiers. With a focus on readiness and high levels of training proficiency, the FM provides the how-to processes of unit training along with practical applications. The FM includes discussions on how doctrine is supported by web-based enablers of the Army Training Management System (ATMS). ATMS consists of the Army Training Network (ATN), the Combined Arms Training Strategies (CATS), and the Digital Training Management System (DTMS). With fundamental training doctrine and the resources of ATMS, leaders have the necessary tools to make unit training more efficient and more effective.

What does a company commander need to understand about training? First and foremost, the commander and unit leaders need to read FM 7-0, which is available on ATN's website (https://atn.army.mil/) and the Army Publishing Directorate (APD) homepage (https://apd.army.mil). FM 7-0's doctrine and processes are transportable and can be applied to any Army unit.

So, where does the training process begin for a company commander? As with the operations process, it begins with the receipt of the unit training plan (UTP) from the battalion commander. The battalion commander specifies the battle focus for the command — the who, what, when, where, why of training, and the most important collective tasks. Within a brigade, the UTP is provided in an operation order (OPORD). This, along with the associated UTP calendar (long-range planning horizon), provides the company commander the basic information necessary to begin the mission analysis necessary to determine the mission-essential tasks (METs) to battle focus unit training. As a reference, the company commander refers to the standardized mission-essential task list (METL) available on ATN.

The standardized METL depicts the capabilities and collective tasks the unit must accomplish. The specifics of the higher commander's guidance and a lack of time and training resources prompt company commanders to narrow the METs to the ones needed to meet mission requirements.

Figure 1 — METL Viewer

For example, an infantry company commander, as a result of his mission analysis, determines that the company should focus on these METs:

07-CO-1090   Conduct a Movement to Contact
07-CO-9003   Conduct an Area Defense

Although the other standardized METL tasks may be a lesser priority, they are still reportable for training readiness purposes. The selected METs, along with other results of the mission analysis, are discussed and agreed to during the mission analysis backbrief between the company and battalion commanders.

Following the mission analysis backbrief, the company commander can now begin to develop a UTP. The UTP describes how the company will build training proficiency in the selected METs in a crawl-walk-run methodology. By using troop leading procedures (TLPs), the company commander begins to formulate how to train the unit. For assistance, the company commander refers to CATS, which are accessible on DTMS. The unit CATS will provide a good starting point to suggest a sound and progressive (crawl-walk-run) methodology to train the unit. The unit CATS will recommend the training events that will specifically train the selected METs from the mission analysis. In many units, the company and battalion commanders agree to combine the battalion and company UTPs into a single battalion UTP that addresses both echelons.

Through a review of the CATS planning tool options, the commander selects many of the recommended CATS training events. After determining the training events, the company commander determines broad training objectives for each event. From FM 7-0, the commander knows that each training event is placed on the UTP calendar for a reason. To ensure the UTP correctly builds unit training proficiency, it's critical to identify training objectives for each event. At a minimum, training objectives consist of task, condition, standard, and the training proficiency the commander expects to attain at the training's conclusion.

Figure 2 — Training Events from the Company UTP Calendar

The commander may look at the development of multiple courses of action (COAs) to train the unit. Again, following the steps of TLP, the commander determines the best COA that trains the unit and then backbriefs the battalion commander for approval. Once approved, the company publishes the UTP in DTMS to the platoons.

Several weeks following approval of the company UTP and within the brigade, battalion commanders brief their UTPs to the division commander during the training briefing (TB). Appendix G of FM 7-0 provides example slides that show the content of what each commander briefs at the TB. Company commanders do not formally brief the division commander, but the slides can be downloaded from the Unit Training Management (UTM) page on ATN and used for reference.

The TB provides the division commander an understanding of how the brigade will execute training and serves as a contract between commanders. The battalion commanders agree to train as briefed, and the division commander commits to provide the necessary resources for training. Following the start of training, periodic quarterly training briefings (QTB) are provided to the division commander to ensure the UTP remains sound and effective, and modified if necessary. Reserve Component (RC) units do their version of the QTB during the yearly training briefing (YTB).

All of this meticulous planning must occur months (and sometimes years) prior to the start of training. For subordinate units to develop their own training plans, each headquarters publishes their UTP well in advance. This is done not just for subordinates to plan training, but to allow time for the necessary training resources to be obtained. For training to be effective, the necessary resources must be available at the right point in the training cycle.

Prior to the start of training, detailed planning for each training event must occur. The company commander refers back to each event's training objectives and uses weekly training meetings to assess the training that has occurred
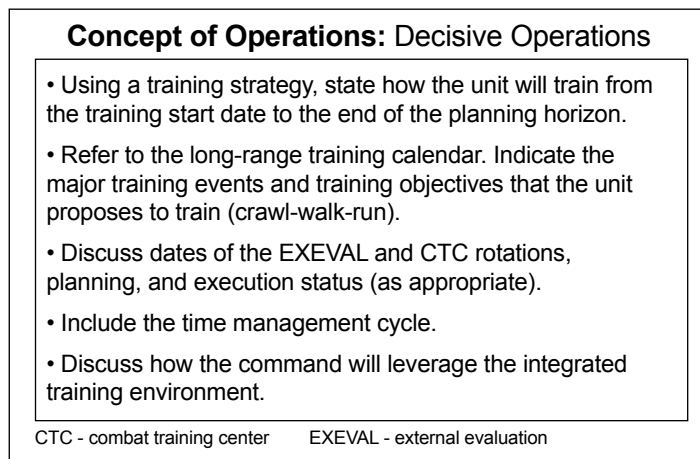

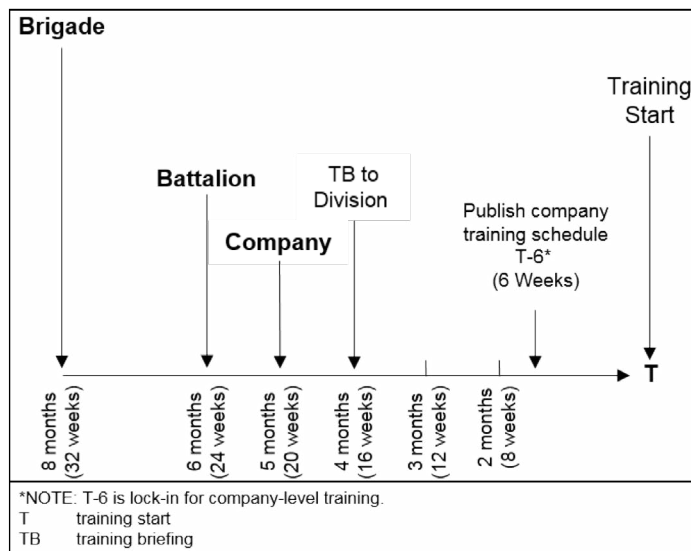**Figure 3 — Sample Slide from Training Brief Template**

Figure 4 — UTP Publication Timeline for AC Company

and to coordinate activities for future events. Appendix C of FM 7-0 discusses company training events, and Appendix H provides a rundown of the T-week concept. The T-week concept provides a useful backward planning framework for each training event to ensure major activities are completed and accounted for prior to training.

As each training event is conducted, the tasks trained are evaluated. As a major part of planning an event, an assessment plan is developed, and the training and evaluation outline (T&EO) of each task trained is identified and printed for the evaluators. T&EOs are readily available from ATN, CATS, and DTMS.

T&EOs are absolutely crucial to the company achieving training proficiency. The commander needs to use the T&EOs, or the unit will not train to the Army standard.

During and after each training event, after action reviews (AARs) are conducted in accordance with Appendix D of FM 7-0. The notes from each AAR, the completed task T&EOs, and observations help the company commander assess the results of the training. Those assessments (T, T-, P, P-, U) are recorded in DTMS.

Reading FM 7-0 is an important first step in under-standing how to train Soldiers and units. Effective training comes from detailed and meticulous planning and execution. Understanding training doctrine helps commanders and unit leaders at every level. They learn how to better maximize limited training time and how to make the best use of an installation's extensive, but limited training resources. Training, like conducting operations, is hard work and requires leaders to be committed to training excellence. And it starts with understanding the Army's training doctrine — FM 7-0.

William Brosnan is the author of ADP/ADRP/FM 7-0 and works at the Training Management Directorate, Fort Leavenworth, KS.

LTC Charles Bergman is currently serving as chief of the Training Management Doctrine Division of the Training Management Directorate, Fort Leavenworth.

T-Week	Actions
UTP publication to T-13	Identify major training facilities
Week T-12	Conduct training event mission analysis
Week T-11	Refine training event requirements
Week T-10	Publish WARNORD and begin preexecution checks
Week T-9	Confirm resource requests
Week T-8	Execute reconnaissance and lock in resources
Week T-7	Publish the training event OPORD
Week T-6	Lock in training; publish training schedules
Week T-5	Complete plan and supporting products
Week T-4	Conduct certifications and complete prerequisite training
Week T-3	Conduct rehearsals
Week T-2	Finalize support and conduct OPFOR rehearsal
Week T-1	Draw equipment and supplies and execute subordinate rehearsals and checks
T-Week	Execute training
Week T+1	Recover, conduct final AARs, and assess training
AAR after action review	OPORD operation order
OPFOR opposing force	WARNORD warning order

Figure 5 — T-Week Concept from FM 7-0

Digital Training Management System (Live1)   B CO CATS TS222

Home   Training   METL   Task Manager   Tasks   Soldier Manager   CATS   Calendar   Course Manager   Reporting   Help   Quick Links   Administration   User

Search for a Task

Use this page to search for a task. Enter your search criteria below. When you are ready, click the 'Search' button.

Task Number: 07-CO-9003
Key Word:
Task Name:
Task Type:
Department:
Last Trained:
Next Scheduled Training:

Search

	Task Number	Task Name	Task Type	Unit	Assessment	Last Scheduled	Next Scheduled	Details	Edit	Assign Soldier
☐	07-CO-9003	Conduct an Area Defense - Company	Collective	(Headquarters, US	N/A	No Record	Not Scheduled	✏		✔

Figure 6 — Searching for a T&EO from DTMS

Figure 7 — Sample T&EO from DTMS

Figure 8 — Task Assessments Made in DTMS