



The Directorate of Training analyzes, designs, and develops intelligence training materials, unit mission essential tasks, and training programs that contribute directly to the combat readiness of military intelligence Soldiers, leaders, and their units.

by Ms. Beth Leeder

### Training Is a Journey, Not a Destination

The U.S. Army Training and Doctrine Command (TRADOC) Commanding General, GEN Paul E. Funk II, has a list of 40 “Funk’s Fundamentals,” and number 38 on that list is “Training is a journey, not a destination.” Nowhere in the Army is this more evident than with the Army Reserve and the National Guard. This Training Readiness column will explore the journey involved in training our Army reservists.

### One Army School System

TRADOC Regulation 350-18, *The Army School System (TASS)*, and AR 350-1, *Army Training and Leader Development*, direct that in-service reclassification (military occupational specialty [MOS]-transition) must use Reserve Component schools when a Total Army Training System course is available. By using existing training infrastructure and resources, the One Army School System (OASS) provides for efficient institutional training across all Army training institutions. It eliminates the need for mobile training teams and requires that certain courses be phased and scheduled back-to-back at select training institutions.

The OASS enables Soldiers to receive standardized training across all three components using the same program of instruction, including the Noncommissioned Officers Academy. It optimizes the institutional training capacity and allows active duty enlisted Soldiers to attend National Guard and Army Reserve schools to obtain their MOS-transition qualifications and professional military education training. The training encourages attendees to gain a better understanding of the mission sets across all three components. An added benefit is the reduction in temporary duty costs and all components are represented.

The Commanding General of the U.S. Army Intelligence Center of Excellence (USAICoE), as the military intelligence

(MI) proponent, has responsibility for the oversight of intelligence institutional training in various locations. These consist of Army National Guard training at the 4<sup>th</sup> MI Battalion, 640<sup>th</sup> Regional Training Institute at Camp Williams, Utah; and the 1<sup>st</sup> MI Battalion, 122<sup>nd</sup> Regional Training Institute, at Camp Clay, Georgia. The USAICoE oversight also includes the Army Reserve training at the 4<sup>th</sup> MI Brigade, 102<sup>nd</sup> Training Division, co-located at Fort Huachuca, Arizona, under the OASS. The Army’s goal is course standardization and equivalency regardless of which component teaches the course. The USAICoE Deputy Commanding General for the Army Reserve oversees Reserve Component training by chairing the Reserve Component quarterly training reviews. The Reserve Component Branch within the Training Development and Integration Division, Directorate of Training, is responsible for ensuring standardization of the training curriculum at the three Reserve Component training locations. Currently, LTC Angel Parish is the branch chief, and she is supported by three Soldiers. Additionally, the branch supports the Reserve Component MI Captains Career Course (MICCC) at USAICoE.

### The Courses

USAICoE courses that the National Guard and Army Reserve currently teach include—

- ◆ Intelligence Analyst 35F10 and 35F Advanced Leader Course (ALC).
- ◆ Geospatial Intelligence Imagery Analyst 35G10 and ALC.
- ◆ Counterintelligence Agent 35L10 and ALC.
- ◆ Human Intelligence Collector 35M10 and ALC.
- ◆ Signals Intelligence (SIGINT) Analyst 35N ALC.
- ◆ SIGINT Voice Interceptor 35P ALC.
- ◆ Noncommissioned Officer Senior Leader Course (SLC).

The 4<sup>th</sup> MI Brigade, 102<sup>nd</sup> Training Division, supports 35F, 35N, 35G, 35M, 35L, and SLC. The Camp Williams Regional Training Institute supports 35M, 35F, 35L, 35P, and SLC. The Camp Clay Regional Training Institute supports 35F and 35M courses. The 304<sup>th</sup> MI Battalion at Fort Huachuca conducts the Reserve Component MICCC instruction.



All USAICoE courseware is within one version of active Army material, with updates occurring once a year. The Reserve Component branch works with the active courses throughout the training development process to determine how to condense the active duty course length to fit the reserve model. USAICoE's Quality Assurance Office inspects each Reserve Component training site every 3 years using the same Army accreditation standards that apply to USAICoE. The quarterly training reviews allow the three training sites to update the proponent on the unit's instructor certification status summary, list upcoming key events, highlight recent successes, and identify issues that need the proponent's assistance.

### Time Issues and the Validation Process

There are unique challenges to training our reservists, one of which is time—time to train and time to get the curriculum to the reserve schoolhouses. The basic model you are probably most familiar with for reservist training is 2 days per month and 2 weeks per year. This is known as the battle assembly weekend or drill, and 2 weeks of annual training that is spent working on the operational mission set of the unit. The Army Reserve will usually fill up the weekend with required Army training, such as the AR 350-1 and mission essential task list training. If the unit is mobilizing or deploying, the training will focus more on the unit mission, but the Army training must still be completed. The OASS MOS-transition and Noncommissioned Officer Professional Development System courses are developed in phases that allow Army Reserve and National Guard Soldiers to complete the training in chunks. The only guideline is that they have to complete all the phases within 19 months of the initial start date. This is not always an easy thing to do. For example, the 35M10 active course is 93 days/770 hours, whereas the Reserve Component MOS-transition course is 66 days/660 hours and is taught in two phases. In order to fit the Reserve Component training timeline, the Intelligence Soldier Field Craft (think, Field Training Exercise) was removed from the reserve course and the repetitions of practical exercises were reduced. The essential training, including assessments

and terminal and enabling learning objectives, remains the same. Additionally, a training week in the Reserve Component is 6 days at 10 hours per day, and the Active Component trains 5 days at 8 hours per day.

The other time issue pertains to the validation process. After the Reserve Component Branch completes training development work on the Reserve Component curriculum, the National Guard Bureau and the U.S. Army Reserve Command must review/concur with the resulting program of instruction. They have 60 days to complete their review and provide memorandums of concurrence or nonconcurrence. These memorandums are included in the documents submitted to TRADOC Headquarters for validation.

The program of instruction identifies the Reserve Component course resources (for example, equipment and instructor-to-student ratios). Concurrences from the National Guard Bureau and U.S. Army Reserve Command are an acknowledgment of the funding that needs to be in the Program Objective Memorandum. If a resource is increased, it will not be available for use until the execution of the Program Objective Memorandum, i.e., 3 years from validation of the program of instruction.

Finally, students face some unique training readiness challenges. It is important for Reserve Component and National Guard units to proactively prepare students to attend training. Units can do this by ensuring that the paperwork has been submitted for the security clearance level students will need. Units can also identify those students who require extra help with writing and send them to <https://libicoe.army.mil> to take advantage of the writing self-development courses. Additionally, they can stay current on training prerequisites and requirements. For example, beginning next year, MOS 35M (Human Intelligence Collector) students must attend the Defense Language Institute before starting their 35M training.

### Conclusion

The OASS is the essence of one team, one fight. The mission of the Reserve Component branch at Fort Huachuca is to ensure that the Army Reserve, National Guard, and regular Army MI Soldiers have the same training across the board to maintain the highest standards in training and education and produce MI Corps professionals capable of maintaining information superiority to win the Nation's wars.

