



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
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ATCG (672)

2 Apr 04

MEMORANDUM FOR Chief of Staff, Headquarters, Department of the Army, ATTN: DACS-ZA, 200 Army, Pentagon, Washington D.C. 20310-0200

SUBJECT: Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF) Veterans Feedback - Interim Report

1. As requested, TRADOC collected focused feedback from Soldiers with OIF and OEF experience in Captains Career Courses (CCC) and Basic and Advanced NCO courses (BNCOC and ANCOG) on currency and relevancy of training. As of 1 Mar 04, with almost 2,300 Soldiers in these courses, 42 percent of these Soldiers have OIF or OEF experience (CCC 57 percent, BNCOC 36 percent, ANCOG 37 percent).
2. Officers and NCOs we surveyed:
 - a. Indicate current training is sound, but requires constant review to remain current.
 - b. Want more practical exercises using scenarios reflecting full spectrum operations in the current operational environment.
 - c. Want additional training stressing leadership and decision-making skills.
 - d. Expect training on equipment they will use in the field.
3. These NCOs said TRADOC's current BNCOC and ANCOG common leader training has excessive redundancy. They suggested changing conditions in practical exercises and scenarios to reflect full spectrum operations. LTG Wallace has already convened representatives from the Sergeants Major Academy (USASMA), Center for Army Leadership (CAL), and TRADOC to recommend appropriate revisions. His work group used this focused assessment and feedback, and TF Soldier's work to determine mission-essential leader training. USASMA is making the adjustments now in lesson plans.
4. In ANCOG and BNCOC branch-specific training, NCOs confirmed the majority of tasks taught are relevant. Several improvements have been recommended to better reflect tactics, techniques, procedures, and equipment being used in the field. They also identified some tasks as irrelevant and recommended deletion.

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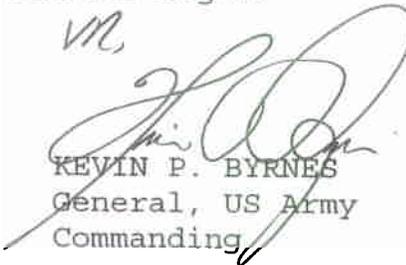
Similarly, many NCO veterans reported some courses are not synchronized with duty assignments. We will examine this closely.

5. TRADOC is accelerating adjustment of BNCOC and ANCOC to ensure relevancy to an Army at war and to account for NCOs' increased combat experience relative to Army assignment policies and practices. TRADOC schools will execute required adjustments and implement NLT 1 October 2004.

6. No common trends emerge in CCC. CSS captains want improved instruction on the brigade fight - incorporating full spectrum operations and the increased complexity of logistically supporting the fight. Field Artillery captains want greater training on CAS and mortar integration and employment. Aviation captains want less focus on staff operations and more on company command. Armor captains want less instruction in defensive operations in view of the range of missions an expeditionary Army is likely to conduct. Each proponent will be weighing this feedback carefully as we develop a new model for Captain's OES this spring.

7. TRADOC's training systems continuously collect focused assessment and feedback from officers, NCOs and other Soldiers in our courses and make necessary adjustments. This feedback from OIF/OEF veterans provides extraordinary insight. TRADOC will provide you a detailed assessment of this feedback and our actions taken, and consideration regarding constructive credit at the end of June.

8. TRADOC-Where Tomorrow's Victories Begin!

VP

KEVIN P. BYRNES
General, US Army
Commanding