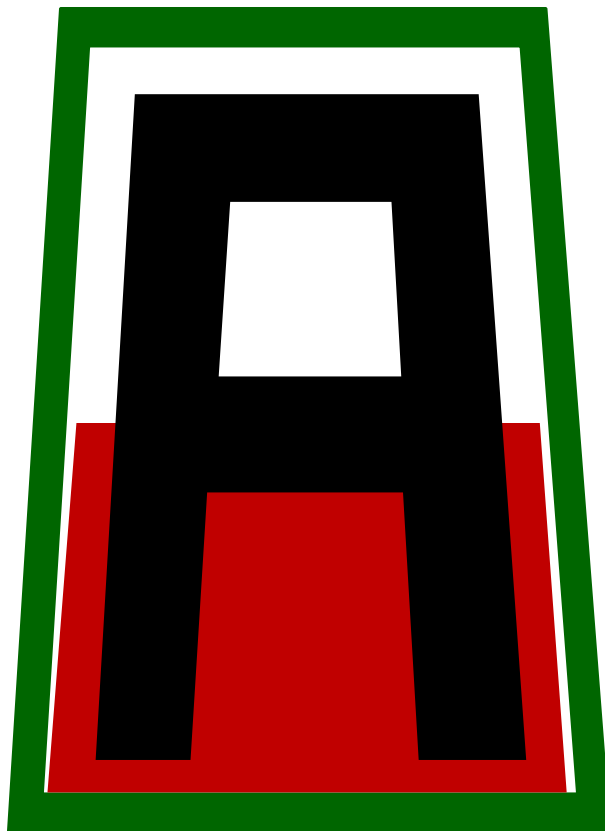


TASK FORCE DEED OBSERVER COACH/TRAINER STANDARDS



Headquarters, First Army
Rock Island Arsenal, IL
Revised: 1 July 2022

Training

Observer Coach/Trainer (OC/T) Standards

History. This publication represents the first printing of this document.

Summary. This document represents a collaborative effort to standardize OC/T operations across First Army.

Applicability. These OC/T standards apply to all First Army OC/Ts and personnel attached or OPCON to First Army and serving as an OC/T.

Proponent and Exception Authority. The overall proponent for First Army's OC/T Standards is HQs, First Army, DCS, G-3/5/7, with primary responsibility in G3 Training. The First Army Lead CATB/MFTB Commander has the authority to adjust OC/T Standards based on an installation's requirements, training exercise conditions, and division commander approval.

Suggested Improvements. Users are invited to submit comments and suggested improvements using DA Form 2028 via mail to the HQs, First Army, ATTN: G-3/Training SGM/OC/T Standards POC, 1 Rock Island Arsenal, Bldg. 68, Rock Island, IL 61299-8100.

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Preface

From First Army's Commanding General and Command Sergeant Major:

First Army remains the most highly trained, multi-component collective training integrator in the U.S. Army. First Army is uniquely organized with Active Duty, United States Army Reserve, and Army National Guard Observer, Coach, Trainers (OC/T). First Army's OC/Ts are certified and skilled trainers who are prepared to provide doctrinally sound training at the point of need in support of the Army's Total Force Policy. First Army's OC/Ts offers value-added training for any event through the readiness of its OC/Ts - the # 1 priority of First Army. Leaders will ensure OC/Ts are fully qualified to coach, teach, and train Reserve Component units IAW First Army Policy Memorandum # 13 and applicable training doctrines.

First Army is a modular organization comprised of Combined Arms Training Brigades (CATB) and Multi-Functional Training Brigades (MFTB). This SOP is intended to unify the standards and professionalism of OC/Ts across First Army regardless of the training venue. The competence and professional conduct espoused by OC/Ts to its training audience is the hallmark of First Army - a professional organization comprised of Military and Civilian professionals who endeavors to promote Army standard.

This SOP is a reminder that although OC/Ts provide rigorous, realistic, and relevant training, safety is integral to every Unit Training Plan design. Safety is the responsibility of all Soldiers and enforced by leaders. Leaders are responsible for ensuring a safe training environment by reviewing and observing the application of Risk Management to every operation. Finally, the cornerstone of our mission is to facilitate a constructive and professional After Action Review in which the training audience learns through self-discovery.

Chapter 1

OC/T Competencies and Guidelines

1-1. General

This chapter describes OC/T competencies and provides baseline guidelines for performing OC/T duties. OC/Ts will use the guidelines with relevant Army doctrinal training and operational publications related to the training exercise and observed task(s).

1-2. Competencies

a. Training Observation. Observing training requires an OC/T to be an integral part of the event. OC/Ts are in a position to observe critical events and training activities from a unique vantage point, allowing them to provide feedback to the unit(s) in their Take-Home Package (THP) and capture salient information in After Action Review (AAR). OC/Ts serve in a support role to the unit conducting training. OC/Ts should always function within the boundaries of their role as OC/T - never compromise a unit's training activity.

b. Teach and Coach. Teaching and coaching the training unit is the essential OC/T competency. OC/Ts will not dominate training events or AAR sessions - they serve as advisors. OC/Ts assist in guiding the training unit using doctrinally sound examples and leading questions. Tailor coaching to the level of a unit's training competencies. Ensure the unit understands and follows the Exercise Rules of Engagement (EXROE). A critical aspect of coaching is assessing casualties and reporting unit activities.

c. Provide Feedback and Conduct AARs. OC/Ts provide feedback through comments made during AARs and exercises. Daily one-on-one discussions with the training unit leadership are highly beneficial; OC/Ts provide keen insight during the AAR process - they are masters of AARs.

d. Monitor safety. Safety is a fundamental part of every training activity - everyone's responsibility. The training unit looks for the OC/T to set the example. See Addendum 3, Policy Memorandum # 18, Subject: Safety, 9 March 2022.

1-3. Guidelines

The following are minimum essential guidelines for performing OC/T duties:

- OC/Ts are not the training unit's chain of command.
- OC/Ts build a cohesive relationship with the unit chain of command - reinforce their training goals. Take charge when EXROE or safety violations threaten life, limb, or eyesight or when the chain of command needs assistance.
- Maintain high standards of personal appearance and conduct.

- When facilitating AARs or during one-on-one dialogue, authorized eye protection will not be worn as a matter of courtesy.
- Always deploy with serviceable equipment that is appropriately marked and worn to standards, e.g., ACH harness fastened, remain in prescribed uniform - do not wear or display unauthorized items.
- OC/Ts will not consume or be under the effects of alcohol. Alcohol consumption is prohibited from the initial encounter with the training unit(s) until after the out briefs and all reports are complete.
- Do not consume non-issued or individually purchased food or beverages or use tobacco in the presence of the training unit.
- Always exercise noise and light discipline and continuously police training areas.
- OC/Ts are experts in their field. An OC/T never project, exhibit, or engage in condescending behaviors. Training unit members view OC/Ts as integrators who leverage their knowledge of the EXROE and doctrine. When in doubt, consult with another OC/T before providing a questionable answer or response to a unit member being trained. DO NOT GUESS!
- React to contact between the training unit and OPFOR - be immersed in the action.
- OC/Ts do not overshadow a unit's training activities but are always present and available to observe and coach. OC/Ts will not position themselves or do anything that compromises either training unit, OPFOR units, or their locations.
- OC/Ts must clearly understand the unit leader's intent and the unit's plan to execute its mission. Do not guess or assume anything. Ask directed questions if necessary and understand the unit leader's reasoning to provide objective observations.
- Never question the proficiency or integrity of a unit's leadership in the presence of Soldiers; a lack of faith in a leader's decisions can corrode unit's cohesion and performance degradation.
- Do not assist the unit in making tactical decisions - ask leading questions that aid in stimulating doctrinally sound choices. OC/Ts never inform a unit what they "should" do.
- First Army OC/Ts must be experts in using Training Aids, Devices, Simulators, and Simulations (TADSS) and enforce TADSS procedures.
- Conduct professional AARs - good AARs are essential to building a unit's proficiency.
- Coordinate with the training unit to ensure the leadership is present for all hot washes and AARs.

- Never express personal feelings or opinions regarding a particular unit or individual through words, gestures, or demeanor.
- During mission execution, do not provide training units with battle damage assessment (BDA). Only use BDA during AARs.
- Always exercise sound judgment and good decision-making skills.
- To protect the integrity of the training objectives, adjudicate casualties as required.
- Know the Military installation, and learn the locations of all resources, training areas, ranges, road networks, landmarks, and LZs/PZs. Always have a map with an overlay indicating training unit boundaries and the approved exercise maneuver box to include authorized dig and off-limits areas.
- OC/Ts will “not” use GSA/NTVs to maneuver in, out, or around the training unit(s).
- OC/Ts must be licensed appropriately on all assigned mission vehicles and complete daily PMCS per the Technical Manual (TM).
- OC/Ts must always guard against being overheard on radio networks. Turn radio volume down when in close proximity to training units. At night, turn the radio volume down and whisper into the microphone. Use handsets with earpiece adapters to prevent training units from overhearing radio traffic or compromising unit locations if available.
- Continuously monitor the radio net. Use radio discipline, remain professional, only state facts, avoid sarcasm, and eliminate unnecessary communication - others may be monitoring the net.
- After a change in mission, OC/Ts will not expend pyrotechnics - NO MAD MINUTES. If necessary, intervene by contacting the training unit's leadership or OPFOR Chains of Command.

Chapter 2

Safety

2-1. General

This chapter provides safety standards that will be implemented and observed by all First Army OC/Ts. Army Techniques Publication (ATP) 5-19 Risk Management (RM) provides doctrinal guidance for managing risk when conducting operations.

Administrative risk management guidance and techniques are in DA Pam 385-30.

These two references are complementary and guide the implementation of RM throughout the Army.

2-2. Safety Standards

First Army Leaders, from Commanders to OC/Ts, will adhere to the following safety standards of conduct and assist units in integrating these standards during all training activities. OC/Ts provide a unique capability in assessing risk management plans, provide oversight to all aspects of training, and serve as a second set of eyes for unit leadership. However, OC/Ts are in an advisory role. Their training support does not relieve unit leaders of their responsibility of vigorously employing stringent safety practices (source: Policy Memorandum # 18, Subject: Safety, 9 March 2022). Reminder! The unit Commander has overall responsibility for RM integration and is the risk acceptance authority:

- a. Verify the completion of DD Form 2977s, Deliberate Risk Assessment Worksheet, and routinely re-assess/review.
- b. Observe mitigation strategies to reduce risk IAW DD Form 2977.
- c. Use Personal Protection Equipment (PPE).
- d. Ensure driver's training and licensing are conducted IAW Army Regulations to standards.
- e. Practice Troop Leading Procedures (TLP).
- f. Conduct PMCS on all equipment before, during, and after every mission/operation.
- g. Designate and properly mark all sleeping and training areas IAW unit SOP(s).
- h. Inspect and enforce weapons safety standards.
- i. Use AARs as a forum for safety discussions.

2-3. Vehicle Safety Standards

The leading cause of fatalities during training is vehicle accidents-operators driving at an unsafe speed over unfamiliar terrain and during periods of limited visibility.

a. **Licensing.** All Soldiers must have the required training and license/certification on assigned vehicle/equipment.

b. **Convoy operations.** OC/Ts will attend all convoy briefings and abide by the training unit's procedures. OC/Ts will not embed their vehicles within the training unit's movement order.

c. **Headgear.** ACH or CVC is the only approved headgear operating or riding in a tactical vehicle.

d. **Safety restraints.** Safety belts are mandatory for all vehicle occupants. Safety straps and tailgates must be secured on cargo vehicles when transporting troops. Only transport Soldiers in vehicles with approved troop seats and ensure gunner's use gunner restraint harness.

e. **Load plans.** Brigades will establish a vehicle's load plan and secure all equipment IAW the Brigade's load plan SOP.

f. **Maximum speeds.** DO NOT SPEED. OC/Ts will follow all posted speed limits and adjust as necessary for road and weather conditions and troop movement.

g. **Limited visibility.** Take extra precautions during periods of limited visibility. These include slower driving speeds; increased following distances, use of service drive lights, being alert for obstacles such as barbed wire, tank ditches, on-coming vehicles, etc., and dismounting personnel to reconnoiter before moving the vehicle. Night Vision Devices must be worn by the driver and TC when driving at night (when available).

h. **Wet weather conditions.** Wind and rain can rapidly change terrain conditions. Take extreme caution even when operating in areas you have not driven.

i. **Chock Blocks.** Ensure all vehicles are chock blocked when appropriate.

j. **Severe Weather.** Use caution during severe electrical storms.

k. **IR Flood Lights.** If a vehicle is equipped with IR flood lights, use them while operating the vehicle with NVDs. Turn off IR flood lights when passing oncoming vehicles.

l. **Single Operator Operation.** Commanders will comply with installation policies and have an approved Exception to Policy before single-operator vehicle operations. OC/Ts will conduct an installation terrain orientation and familiarization with another OC/T as the TC before any single-operator mission.

m. **Sleeping Prohibitions In/Around Vehicles.** OC/Ts will not sleep in a vehicle driver's seat, under a vehicle, or on the ground next to any vehicle. OC/Ts will mark all sleeping area with white engineer tape placed at least knee-high at the head and foot of their sleeping areas. When choosing a sleeping area, OC/Ts will select a location from natural drift lines protected by natural obstacles.

n. How to Survive Around Armored Vehicles.

Hazards:

1. Thermals do not see your headlights, flashlights, etc. They cannot see through glass and will not pick up your frantic waving.
2. The crew WILL NOT hear you screaming while they are moving.
3. There are no backup cameras. Crewmembers may not be wearing NVDs.
4. They move faster over terrain.
5. They will not give you notice before moving out quickly.
6. Turrets move and extend farther out to the side than you will expect.
7. Tanks can melt and set things on fire directly behind them, including towed vehicles.

Mitigations:

1. Never park behind an armored vehicle. Always plan your escape route.
2. Wear your ACH when dismounted around armored vehicles, and never place yourself between two closely placed vehicles.
3. Monitor training unit internal net; this is your quickest way to communicate with the crew.
4. Approach vehicles from the front, on the TC side.
5. Never board an armored vehicle without contacting the TC and getting permission to mount.
6. Understand simulators (MGS) and smoke launcher effects and location.
7. Do not attempt to open any ramp doors. Contact the crew, and they will open the door or ramp.
8. Never walk under a gun tube.
9. Wear appropriate hearing protection while vehicles are firing.

Chapter 3

OC/T Uniform Standards

3-1. General

This chapter provides First Army uniform standards for OC/Ts. These standards are consistent with DA Pam 670-1 (Wear and Appearance of Army Uniforms and Insignia).

3-2. Uniform Standards

- a. Patrol Cap - will be worn and marked IAW DA Pam 670-1.
- b. Advanced Combat Helmet (ACH) or Combat Vehicle Crewman (CVC) Helmet - will be worn while operating tactical vehicles or observing Live-Fire Exercises (LFX). The OC/T's name will be clearly embroidered on the helmet band. The NVG mount is **mandatory** on the ACH.
- c. Eye protection - Authorized Protective Eyewear List (APEL) (Addendum 4) will be worn - either dark or clear lenses. Updates to the current list are available at [PEO Soldier \(https://peosoldier.army.mil/equipment/eyewear/\)](https://peosoldier.army.mil/equipment/eyewear/).
- d. Tactical Assault Panel (TAP) / Fighting Load Carrier (FLC) - will be worn at all times when around a training unit and operating a tactical vehicle in support of a training event. The issued FLC and the TAP are authorized for wear. At a minimum, the IFAC will be worn on the left side and, an administrative pouch to hold other OC/T equipment, e.g., green book, orders, maps, etc. Additional pouches and equipment are authorized for wear on the FLC/TAP, including commercial products, provided they are made of the same camouflage pattern or color as the base vest.
- e. Water source - may be the issued hydration pack, canteen, or commercial container. The carrier for the water source must be the same camouflage pattern as the FLC or TAP. Commercial water bottles must be stored in fully closable MOLLE attachable pouch on the FLC or TAP and are not authorized to be hung from your uniform using carabineers or any other quick-release attachment devices.
- f. Gloves - will be worn at all times around training unit except when conducting AARs. Only OCIE-issued or flame-resistant gloves on the Authorized Product List are authorized for wear. Flame resistant gloves will be worn when in combat vehicles or around flammable situations. The current Authorized Product List for flame-resistant gloves (Addendum 5) is at [Flame Resistant Glove Authorized Product List \(https://www.peosoldier.army.mil/docs/FRCombatGlove.pdf\)](https://www.peosoldier.army.mil/docs/FRCombatGlove.pdf).
- g. Improved Outer Tactical Vest (IOTV) - Only IOTVs issued by the Central Issue Facility (CIF) will be worn. Commercial off-the-shelf tactical plate carrier systems are **not** authorized. IOTV with plates will be worn when observing a maneuver live-fire

exercise. Brigade Commanders may authorize the wear of plate carriers based on mission requirements.

h. Patches and insignia. No unauthorized patches, tabs, or insignia will be worn on the ACU; this includes full-color First Army Patches, 'UMA' or 'OC/T' Tabs, or brassards. Reference: DA Pam 670-1, paragraphs 19-16, 19-17, 19-18. 19-29, 20-16.

3-3. Example - Uniform Standards



Figure 3-1, Example - Uniform Standard with Patrol Cap



Figure 3-2, Example - Uniform Standard with ACH and IOTV

3-4. OC/T Uniform Downgrade

a. Commanders may authorize OC/T uniform downgrade when OC/T duties are primarily conducted inside a fixed structure or office environment (e.g., MTC, command post, aid station, maintenance facility, or during an instrumented AAR). The uniform may be downgraded to the duty uniform with or without patrol cap. Commanders will adjust the downgraded uniform to fit the safety requirements of the location or activity.

b. OC/Ts will move to and from the training location(s) in the complete OC/T uniform during Combat Support Training Exercise (CSTX), eXportable Combat Training Capability (xCTC), or other field training events that use tactical vehicles for transportation to and from the training site. Commanders may authorize the downgraded OC/T uniform (refer to para 3-4a) during travel to and from non-tactical training locations when non-tactical vehicles are approved for use to and from the training site.

c. When conducting an instrumented AAR, Commanders may authorize OC/T uniform downgrade to the duty uniform wearing the PC, 1st Army hat, Division hat, Brigade hat, Team hat, or no headgear while in the AAR facility.

d. OC/Ts assigned as guest OC/Ts supporting one of the Combat Training Centers (CTC) will comply with uniform standards established by the CTC's Operations Group.

Chapter 4

Vehicle Marking Standards

4-1. General

This chapter provides standard guidelines for First Army's OC/T High Mobility Multi Wheeled Vehicles (HMMWV) configuration and markings. Vehicle standards listed in paragraphs 4-2b (1-7) and 4-2d (1-4) are minimum requirements for all OC/T HMMWVs. Commanders may authorize load plans and vehicle configuration changes to meet mission requirements and conditions.

4-2. Vehicle Standards

a. OC/T HMMWV Configuration Standards. All First Army OC/T HMMWVs will be configured in the following manner using the approved standardization kit components listed in Table 4-1.

b. All OC/T HMMWVs will have the following modifications completed on each vehicle (See Figures 4-1 thru 4-5 for examples):

1. LED Headlights. Replace stock headlights with LED Headlights.
2. IR Floodlight. Replace Blackout drive light with IR Floodlight.
3. Solar Charge Kit. Mount solar panel to the right top side of the hood. See figure 4-3.
4. 400-watt Converter. Use VELCRO to mount the radio rack to the bottom shelf. See Figure 4-4.
5. Spare tire and mount. Install mechanical assist tire carrier and spare tire to the vehicle's rear. See Figure 4-1.
6. Brush Guard. Install Brush Guard to the front of the vehicle. See Figure 4-1.
7. Fuel Can Brackets. Install Fuel Can Brackets on the left and right side of the bed, flush with the inner fender well. See Figure 4-5.
8. Doors. The use of doors is mission dependent and directed by the Brigade Commander.

c. Load Plan. The following items will be mounted or stored in their designated locations in all First Army's OC/T HMMWVs.

1. Use mechanical assist to mount a spare tire on the vehicle's rear.
2. Five Gallon Water Containers. Mount water containers centered on the rear fender-one water container per side. See Figure 4-5.

3. Fuel Cans. Mount fuel cans to the side of the bed - one container attached to each rear inner fender wall. See Figure 4-5.

4. Rear Seat Storage. At a minimum, the Rear Seat Compartment will contain the items listed in the Rear Seat Compartment section. See Table 4-1.

5. Tuff Box. Secure the Tuff Box in the bed of the HMMWV with cargo straps or rubber bungee cords. At a minimum, the Tuff box will contain the items listed in the Tuff Box packing section. See Table 4-1.

6. Basic Issue Items (BII). All BII will be stored IAW the -10 Technical Manual for the vehicle.

4-3 Vehicle Marking Standards

a. All OC/T vehicles will be marked using a standard 12"x12"x12" triangle on all four sides of the vehicle. See Figures 4-1 and 4-2 for examples.

b. Front triangles will be attached to the brush guard or grill.

c. Rear triangles will be attached and centered on the tailgate.

d. Side markings will be on the panel in front of the driver and passenger front doors. Triangle placards may be attached using Velcro or double-sided foam tape or neatly stenciled on unit-owned vehicles.

e. Attach a unit designator flag at the top of the radio antenna. Attach a command designator flag to the Brigade and Battalion Command Teams' second radio antenna.

f. Vehicles will be marked with a chemical light (NOT red or green) attached to the top of the antenna during hours of limited visibility.

g. **The Triangle**: The triangle will be 12 inches on all sides and may be made out of ¼ to ½ inch plywood or corrugated plastic board, as shown in the example. It will be white with a black border and have "OC" in 2.5" black letters centered at the top of the triangle. See Figure 4-7.

h. **The Flag**: Flags will be 12" high by 18" in length - the standard size for Army Convoy Flags. The color of the flag will be associated with the Brigade's branch color, with the Brigade's symbol stenciled centered on the flag. The command designator flag will be black and white, divided diagonally. The command designator flag will be black and white divided diagonally-order Convoy Flags through your organization's supply channels. See Table 4-2 for a list of approved flags by NSNs.

4-4. Figures and Tables



Figure 4-1. Front and Rear Views of HMMWV.



Figure 4-2. Left and Right side views.

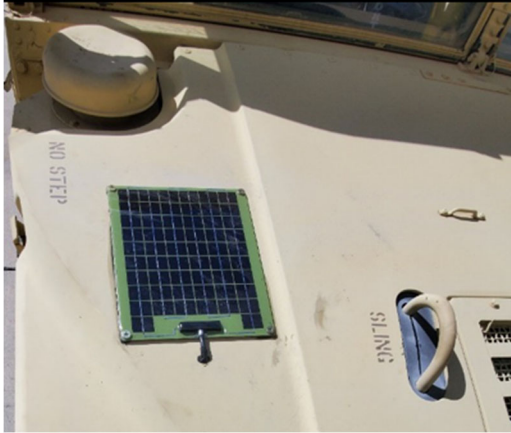


Figure 4-3. Solar Panel

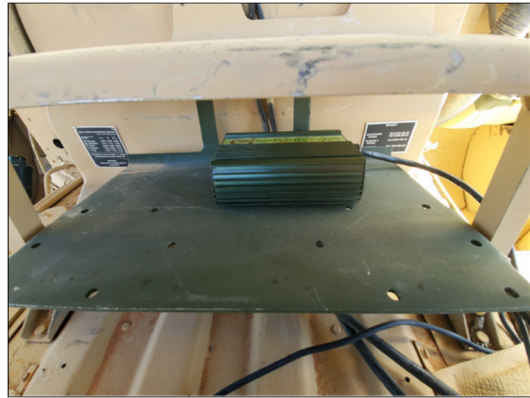


Figure 4-4. 400w Converter



Figure 4-5. HMMWV Bed Configuration



Figure 4-6. Example Flag Marking.



Figure 4-7. OC Marker

ITEM	NSN	QTY	CLASS
Conversion Parts List			
SPARE TIRE MOUNT	01-525-1995	1 EA	9
SPARE TIRE	01-492-5859	1 EA	9
FUEL CAN BRACKET	00-473-6331	2 EA	9
SOLAR CHARGE KT	01-487-0035	1 EA	9
LED HEADLIGHTS	01-616-1079	2 EA	9
400-WATT INVERTER / SLAVE	01-661-1230	1 EA	9
*IR FLOOD LIGHT	00-984-5180	1 SE	9
*LIGHT SWITCH	01-569-0257	1 EA	9
*LIGHT WIRE	01-006-2835	10 FT	9
BRUSH GUARD / OPTIONAL	01-328-2904	1 EA	9
Rear Seat Storage Compartment Items			
12' NATO CABLES	01-222-7943	1 SE	9
36QT COOLER	01-485-3658	1 EA	2
HMMWV Bed Items			
TUFF BOX	01-482-5062	1 EA	2
5 GAL WATER JUG	01-449-2319	2 EA	2
WATER COOLER RACK	GSA ADV	2 EA	2
FUEL CAN	01-337-5268	2 EA	2
Tuff Box Packing List			
RATCHET STRAP / BLACK	01-204-3009	1 EA	2
TOW STRAP	01-475-3650	2 EA	9
BUNGEE CORDS	01-231-6015	10 EA	9
FIRST AID KIT SURVIVAL	01-534-0894	1 KT	8
.50 CAL AMMO CAN	00-960-1699	2 EA	2
FUEL CAN SPOUT	00-177-6154	1 EA	2
VF-17 PANEL	00-174-6865	1 EA	2
FOLDABLE CHAIR	01-326-1816	1 EA	2
8" FLASHLIGHT	00-163-1856	1 EA	2
GLINT TAPE	00-481-3424	1 RL	2
DRY ERASE KIT	01-557-4971	1 PK	2
SOLAR BLANKET	01-463-5431	1 EA	2

Table 4-1. Standardization Component List

Convoy	
Black/White convoy flag	8345-00-542-6911
Blue flag	8345-00-542-6912
Green flag	8345-00-542-6912
Orange flag	8345-00-350-5584
Red flag	8345-00-263-7512
Yellow flag	8345-00-227-1405

Table 4-2. Convoy Flag NSNs

ADDENDUM 1

AFKA-CG

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #13, Training and Certification of Observer, Coach/Trainers

1. Purpose. First Army trains, certifies, and re-certifies Soldiers assigned as Observer, Coach/Trainers (OC/Ts) to establish a uniform methodology to enhance training proficiency.

2. General. ***OC/T Readiness is the # 1 Priority in First Army.*** Commanders will prioritize getting their Soldiers trained and certified before serving as OC/Ts. First Army's OC/Ts directly enable Reserve Component (RC) readiness posture. No other organization in the Army partners with and trains units ranging from Division HQs down to Company, Troop, Battery, and below. First Army's OC/Ts fulfill a unique and valuable role by observing training and providing RC leaders and commanders feedback during and after training events. OC/Ts must be masters in facilitating After Action Reviews (AAR), experts in Unit Training Management (UTM), and proficient in applying Army doctrine during collective training events. Commanders' OC/T training priorities are:

a. Soldiers assigned to First Army Training Support Brigades (TSB) and Senior Army Advisors, Army National Guard (SRAAG) will attend First Army's OC/T Course conducted at the First Army OC/T Academy.

b. Soldiers assigned to the 85th ARSC (DS to First Army with TRA) will attend the First Army OC/T Course (funded by the 85th ARSC) IAW the Memorandum of Understanding (MOU) between First Army and the United States Army Reserve Command (USARC).

c. Soldiers assigned to Operations Group Wolf (OPCON to First Army) will attend the First Army OC/T Course (TDY funded by First Army).

d. The First Army OC/T Course is available to all components funded by their commands, based on available seats.

e. Command Sergeants Major (CSM) are directly responsible for the training and certification of First Army OC/Ts.

3. The First Army OC/T training and certification program is a progressive process utilizing the institutional, operational, and self-development training domains (See Encl.

1). Training requirements and additional information are available on the First Army portal at

<https://intelshare.intelink.gov/sites/firstarmy/G3T/1ATrainingAcademy/Forms/AllItems.aspx?RootFolder=%2Fsites%2Ffirstarmy%2FG3T%2F1ATrainingAcademy%2FYork%20Academy&FolderCTID=0x01200058D574A7AD8ACC4A837098625934FD67&View=%7B260A8F0B-E78C-4D7C-9C89-3B96227F0988%7D> (CAC enabled). The OC/T training and certification program consists of the following four phases:

a. Phase I - Unit Training. Completing items one (1) through seven (7) are pre-requisites for Phase II and must be completed at the home unit. Upon completion of Phase II, and before starting Phase III, items eight (8) through fifteen (15) will be completed and recorded on the Training Checklist (See Encl. 2). Phase I requirements will be reviewed/updated every 180 days and approved by First Army CSM. Below are the Phase I requirements:

- (1) First Army's mission, orientation, and vision briefing.
- (2) Army Doctrine and First Army Terms.
- (3) OC/T duties and responsibilities (reference TF Deed OC/T Handbook).
- (4) Lane development.
- (5) Army Training Network (ATN) online courses: Unit Training Management (UTM) and Training and Evaluation Outlines (T&EO).
- (6) Basic Risk Management Course # 2G-F97_DL (Register in ATRRS and complete using ALMS).
- (7) Read and be familiar with ATP 3-21.8 (12 APR 16), Appendix A, and FM 7-0 (14 JUN 21).
- (8) First Army Branding and Partnership Program.
- (9) Foundational Readiness.
- (10) Army Total Force Policy (ATFP).
- (11) Pyrotechnics Certification.
- (12) Training Aids, Devices, Simulators and Simulations (TADSS) Certification.
- (13) Combat Lifesaver (CLS) Certification.

(14) High Mobility Multipurpose Wheeled Vehicle (HMMWV) Driver's Training and Licensing.

(15) Brigade (BDE) and Battalion (BN) Commander Requirements.

b. Phase II - First Army OC/T Course. The OC/T Course is primarily resident and the only training method First Army recognizes for OC/T certification. Active Component (AC), Active Guard Reserve (AGR), and ARNG Operations Group Wolf Soldiers assigned as OC/Ts will complete Phases I and II within 90 days of unit assignment. The Division CSM is the approving authority to exempt Soldiers from attending the First Army OC/T course within 90 days of unit assignment. USAR 85th ARSC Unit Commanders ensure the timely completion of all OC/T certification requirements, but no more than 365 days from assignment. The Mobile Training Team (MTT) is a resource available primarily for reserve units. Brigades requesting MTT support will submit a justification form through the chain of command to HQ, First Army, Attn: G-3 Training SGM. The MTT request will be submitted to HQ, First Army no later than 180 days from requested training dates for approval/disapproval. (See Encl. 6). All First Army OC/Ts, USAR 85th ARSC, and ARNG Operations Group Wolf personnel will complete Phases I, II, and III before performing OC/T duties. Units will comply with the following operational and administrative guidelines:

(1) Command Sergeants Major are responsible for ensuring the timely completion of all certification requirements and ensuring Soldiers who have not attended the First Army OC/T Course do not perform OC/T duties.

(2) Exceptions: An exemption from attending the First Army OC/T Course is authorized if the following criteria are met:

(a) Before being assigned to First Army, the Soldier completed an approved OC/T course and served as an OC/T at one of the CTCs - within 24 months of assignment. The Soldier must provide the OC/T course completion certificate to receive an exemption. Phases I and II training requirements must be completed before receiving an OC/T Certification.

(b) All other requests for exemption will be routed through the chain of command to HQ, First Army, Attn: G-3 Training SGM, for verification and First Army CSM approval.

c. Phase III - Right Seat Ride. Certification begins upon completion of Phase I and Phase II requirements. The BN CSM will identify Senior OC/Ts to assess an OC/T candidate's abilities to complete the requirements for certification and record the results on the Phase III Certification Checklist (See Encl. 3). The BN CSM will verify completion

of all training requirements before the BN Commander certifies an OC/T. Each OC/T candidate must complete the following tasks for certification:

- (1) Conduct right seat ride(s).
- (2) Conduct left seat ride(s).
- (3) Facilitate an AAR.
- (4) Build, develop, resource and brief a training lane.
- (5) Complete BDE and BN Commanders' Requirements.

d. Phase IV - Recertification. An OC/T's recertification is a yearly requirement facilitated by a Senior OC/T to evaluate an OC/T's technical and tactical abilities for continuing to perform duties as an OC/T. The recertification assessment is recorded on the Phase IV Recertification Checklist (See Encl. 4). Recertification will also be required if an OC/T is reassigned to another brigade or receives a below-standard evaluation. Recertification consists of the following tasks:

(1) Use the Combined Arms Training Strategy (CATS) tool to identify and select individual and supporting collective tasks with corresponding conditions.

(2) Use T&EOs to identify standards and performance measures and provide feedback on task proficiency (T, P, U).

- (3) First Army Terms and Doctrine update.
- (4) Complete a Deliberate Risk Assessment Worksheet.
- (5) Facilitate an AAR.
- (6) Build, develop, resource, and brief a training lane.
- (7) Pyrotechnics Certification.
- (8) TADSS Certification.
- (9) Combat Lifesaver (CLS) Recertification.
- (10) HMMWV Driver's Training and Licensing.
- (11) Brigade / Battalion Commander Requirements.

4. Responsibilities. First Army Divisions are responsible for the prudent management of their 35-seat quotas per class. The TSBN Senior OC/Ts will prepare the OC/T

Certification packet for each candidate (See Encl. 5). The CSM will verify each Phase's completion, and the Battalion Commander will certify the OC/Ts. OC/T Certification Packets are maintained at the Battalion level for a minimum of six (6) years IAW the Army Records Information Management Systems (ARIMS). An OC/T Certification Packet is an inspectable item, part of the Organization Inspection Program (OIP). Battalions are responsible for recording the certification and recertification information in the Digital Training Management System (DTMS) and reporting to the higher-level staff agency accountable for OC/T certification rosters through command channels. First Army Brigades, 85th ARSC, and Operations Group Wolf will identify a staff section to maintain an OC/T certification roster that lists the certification and recertification dates of each OC/T assigned to their organizations.

5. The point of contact for this policy memorandum is G-3 Training Division, Attn: G-3 Training SGM, commercial (309) 782-9702 or DSN 793-9702.

- 6 Encls
1. OC/T Course Overview
 2. Training Checklist
 3. Certification Checklist
 4. Recertification Checklist
 5. OC/T Certification Packet
 6. MTT Request

ANTONIO A. AGUTO, JR.
Lieutenant General, USA
Commanding

DISTRIBUTION:

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Commander, Division East
Commander, Division West
SRAAGs
First Army Brigade Commanders
Commander, 85th ARSC (DS w/TRA)
Commander, Operations Group Wolf (OPCON)
Directors, General and Special Staff Agencies
Commander, HHD, First Army
Commander, USAR Support Command First Army
Commandant, First Army OC/T Academy

CF:

Chief, National Guard Bureau
Chief, Army Reserve
The Adjutants General

OC/T Phase I - Unit Training Checklist

OC/T Rank: _____ Name: _____ Unit: _____

Sr OC/T Rank: _____ Name: _____

TASK	GO (DATE)	NO-GO (DATE)
1. OC/T viewed First Army mission, orientation and vision briefing. OC/T demonstrates understanding of First Army mission and multi-component organizational structure		
2. OC/T completed First Army Terms and Doctrine video class		
3. OC/T completed Duties and Responsibilities video class		
4. OC/T completed lane development video class		
5. OC/T completed and demonstrated understanding of UTM and T&EO online courses		
6. OC/T completed Risk Management Basic course		
7. OC/T completed required readings (ATP 3-21.8 & FM 7-0)		
8. OC/T understands First Army Branding & Partnership Program		
9. OC/T completed Foundational Readiness training and demonstrates understanding of RC training and readiness requirements		
10. OC/T reviewed ATP Implementation Guidance and demonstrates understanding of RC training and readiness requirements		
11. OC/T completed Pyrotechnics certification		
12. OC/T completed TADSS certification		
13. OC/T completed Combat Life-Saver (CLS) certification		
14. OC/T completed drivers training and licensing certification		
15. BDE / BN requirements:		
16. OC/T is MOS and functional Skills qualified		

TSBN Sr OC/T
Rank: _____ Name: _____

Signature: _____ Date: _____

Verifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

Certifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

OC/T Phase III - Certification Checklist

OC/T Rank: _____ Name: _____ Unit: _____

Sr OC/T Rank: _____ Name: _____

TASK	GO	NO-GO
1. OC/T completed Phase II: First Army OC/T course		
2. OC/T completed right-seat-ride(s) at an echelon level exercise appropriate for the TSBN and demonstrated ability to assist with facilitation of an AAR to standard		
3. OC/T completed two (2) left-seat-rides and correctly executed the following tasks: a. Used CATS to identify and select individual and supporting collective tasks		
b. Used T&EO to identify performance measures and corresponding conditions and standards		
c. Assessed unit and Soldier performance		
d. Prepared a deliberate risk assessment worksheet		
4. OC/T facilitated an AAR		
5. OC/T built, developed, resourced & briefed a training lane		
6. BDE / BN requirements:		
7. RECOMMEND OC/T CERTIFICATION		

TSBN Sr OC/T
Rank: _____ Name: _____

Signature: _____ Date: _____

Verifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

Certifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

OC/T Phase IV - Recertification Checklist

OC/T Rank: _____ Name: _____ Unit: _____

Sr OC/T Rank: _____ Name: _____

TASK	GO	NO-GO
1. OC/T used the Combined Arms Training Strategy (CATS) tool to identify and select individual and supporting collective tasks with corresponding conditions		
2. OC/T used T&EOPs to identify standards and performance measures and provide feedback on task proficiency (T,P,U)		
3. OC/T completed a Deliberate Risk Assessment Worksheet		
4. OC/T reviewed updated First Army Terms and Doctrine		
5. OC/T facilitated an AAR		
6. OC/T built developed, resourced & briefed a training lane		
7. OC/T completed Pyrotechnics certification		
8. OC/T completed TADSS certification		
9. OC/T completed Combat Life-Saver (CLS) certification		
10. OC/T completed drivers training and licensing certification		
11. BDE / BN requirements:		
RECOMMEND OC/T CERTIFICATION		

TSBN Sr OC/T
Rank: _____ Name: _____

Signature: _____ Date: _____

Verifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

Certifying Official
Rank: _____ Name: _____

Signature: _____ Date: _____

ADDENDUM 2

After Action Review (AAR) Checklist

The amount and level of detail needed during the planning and preparation process depends on the type of AAR to be conducted and available resources.

Use this checklist as a guideline when preparing for and executing AARs.

Step 1: Plan - Determine the following:

	Which trained tasks will be the focus of the AAR (Commander's Training Objectives) OC/Ts identify critical places and events they must observe to provide the unit a timely and valid assessment
	When will AARs be conducted throughout the training event (Frequency) At the end, after each phase, or in the middle and the end, etc.
	Who observes the training and who facilitates the AAR By name list of OC/Ts for each task or event
	Who is the training unit audience for AARs At squad and platoon levels, everyone attends and participates. At company or higher levels, it may not be practical to have everyone attend because of continuing operations or training
	When and where the AAR(s) occur(s) Location and Time
	What training aids are required for the AAR(s) Training aids should directly support discussion of the training and promote learning. (e.g. projector, speakers, laptops, terrain models, maps, easels, video/audio recordings, etc.)

Step 2: Prepare

	Review Commander's Training Objectives, T&EOs, Orders, and Doctrine Basis for observations and the focus of the AAR
	Identify Key Events to Observe MET Proficiency, Issuance of OPORDS, MDMP/TLPs, Passage of lines, etc.
	Observe the Training and Take Notes Accurate records of what OC/Ts see and hear (Record events, actions, and observations by time sequence)
	Select and Prepare AAR location(s) Location is at or near training site; pre-position training aids (maps, terrain models, audio/visual equipment, easel boards (dry-erase/butcher paper), etc.)
	Collect Observations Leaders and senior OC/Ts need a complete picture of what happened during the training to conduct an effective AAR
	Organize the AAR (3 techniques) Chronological Order of Events; Warfighting Functions (WfF); Key Events/Themes/Issues
	Rehearse

Step 3: Execute

	Introduction and Rules (The introduction should include the following thoughts) Everyone must participate; The AAR is not a critique; The AAR does not grade success or failure
	AAR Body (Agenda) Use the standard 4 point AAR format (Summarize event(s), Identify improve/sustains, Determine how to conduct task(s) differently, Closing comments)
	Closing Comments (Summary) Review and summarizes key points identified during the discussion End the AAR on a constructive note, link conclusions to future training
	Take Home Package Prepare and distribute Take Home Packages to training unit

Step 4: Assess (OC/Ts)

	Location Was the location conducive to AAR participation (hot, cold, layout)? Was it large enough? Did it support needed training aids (power, space, etc)? Distance from training site?
	Training Aids Were any training aids missing or inoperative? Did they support the AAR key points/observations?
	AAR Discussion Did the discussion cover Commander's Training Objectives thoroughly? Were open-ended questions used? Did audience participate?

Assess (Training Unit)

	Benefits of AARs True benefits of AARs come from applying results in developing future training
	Retraining Leaders should not delay retraining except when absolutely necessary Time or complexity of the mission may prevent retraining on some tasks during the same exercise
	Revised Standing Operating Procedures AARs may reveal problems with unit SOPs

ADDENDUM 3

AFKA-SA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Memorandum #18, Safety

1. References:

a. DoDI 6055.01, DOD Safety and Occupational Health Program, 14 October 2014, C1 dated 31 August 2018

b. Army Regulation (AR) 385-10, The Army Safety Program, 24 February 2017

c. AR 600-55, The Army Driver and Operator Standardization Program, 17 September 2019

d. Department of the Army Pamphlet 385-10, Army Safety Program, 23 May 2009/RAR 19 January 2010

e. FORSCOM Regulation 385-1, The FORSCOM Safety Program, 18 August 2018

f. ATP 5-19, Risk Management, 14 April 2014, C1 dated 8 September 2014

2. This policy memorandum implements the Commanding General's command safety philosophy and Safety and Occupational Health program and applies to all Service members, Family members, and Civilian personnel assigned or attached to First Army. My safety philosophy is overarching but simple. We must educate, manage, and maintain a constant vigil to eliminate conditions, practices, and habits in order to reduce risks of accidents threatening the safety of our teammates and causing damage to resources resulting in the degradation of operations.

3. Safety is a Commander's responsibility. The Senior Safety Director, my designated personal staff officer, manages the Command Safety Program and provides direction on accident prevention initiatives. I consider all Soldiers, Civilian employees, and Family Members as safety Stewards. Our challenge as the safety "team" is to make our environments as safe as possible. If you see something unsafe, say something then take appropriate action to get it corrected.

4. Appointment of Safety Personnel. Commanders will appoint safety personnel to manage their safety program. Safety personnel will meet the mandatory qualifications. Commanders will ensure that their safety personnel have direct access to the commander for the management of their safety program.

5. Accidents are preventable. Accidents are unnecessary impediments to operations, training, mission readiness, and morale. While calculated and mitigated risk management (RM) is necessary to accomplish training and operational requirements, the taking of unnecessary risks is irresponsible. Leaders must apply sound RM principles in all operations to ensure missions are accomplished to standard without injuring personnel, negatively impacting mission accomplishment, or destroying vital assets.

6. I am totally committed to fostering a positive safety culture in this command. We all must share in this leadership imperative. Establishing a safety culture encouraging and rewarding safe behavior and performance by all personnel serves as an enabler to mission readiness. Safety is an inherent leadership responsibility.

7. Commanders will enroll in the Army Readiness Assessment Program (ARAP) within 90 days of assuming command and complete a second survey at the one-year point. The results of ARAP surveys assist commanders in identifying negative safety perceptions and trends, dispel misconceptions, and aid in the development of strategies to reduce or eliminate hazards. Commanders will promote safety and enhance awareness of safety resources to eliminate and reduce the likelihood of accidents.

8. I will issue semi-annual safety campaigns and directives defining and targeting specific risks and reviewing program structure. Unit commanders will also establish directives implementing the intent and specific requirements of these campaigns.

9. Commanders will encourage employees to report workplace hazards and ensure no employee is subject to restraint, interference, coercion, discrimination, or reprisal for exercising his or her rights to report unsafe or unhealthy conditions. Commanders will post DD Form 2272 in unit work areas so all employees know how to report safety hazards to the chain of command.

10. On and off-duty RM must become a daily leader habit. Open and continuous communication between commanders and leaders will promote RM. Leaders at all levels must train subordinates on the RM process. It is imperative leaders penetrate through their echelons of command to empower, influence, and hold accountable subordinate leaders, especially first-line supervisors, for safety achievement. First-line supervisors are best positioned to impact our highest risk groups and reduce negative behaviors.

11. Initial notification of all accidents will be provided to the unit safety office as soon as practicable. Commanders will investigate all accidents and submit required accident investigation reports through the chain of command using the US Army Report It system (<https://reportit.safety.army.mil/>). Additionally, commanders will share lessons learned and best business practices to avoid repeated accidents. The First Army safety office is the repository for all lessons learned and First Army accident reports.

12. We must remain vigilant to ensure personnel avoid risky behavior. Only direct counsel between leader and subordinate will clarify expectations, eliminate confusion, and define acceptable behavior.

13. Promotion of proper standards and acceptable behavior is a command imperative. Commanders will implement and aggressively promote a comprehensive safety awards program. The First Army Public Affairs Office will provide assistance in promoting safety awareness.

14. Motor vehicle accident prevention applies for both on and off-duty driving. Motor vehicle accident prevention programs will include privately owned motor vehicles (PMV-4), privately owned motorcycles (PMV-2), Army motor vehicles (AMV) and Army combat vehicles (ACV).

15. Driver-only deviations for personnel performing duties as an Observer, Coach, Trainer (OC/T) during high mobility multi-purpose wheeled vehicle (HMMWV) operations. First Army organizations will conduct OC/T HMMWV operations in accordance with AR 385-10 when personnel manning and mission demands permit. When manning limitations result in the lack of capacity to comply, deviations from AR 385-10, para. 11-4.c may apply.

a. Driver-only operations of HMMWVs while performing OC/T duties may be authorized by Brigade Commanders (cannot be delegated lower) with the following mandatory control measures:

(1) Commanders will ensure that installation and local policies are complied with while conducting vehicle operations for the applicable installation. If manning limitations require deviations to installation policy, written approval will be established with the appropriate approval authority.

(2) Deliberate Risk Assessment Worksheets (DRAWs) will be completed prior to single-operator vehicle operations and will include risk reduction measures specific to deviations from AR 385-10 and/or installation policy. Commanders will ensure that DRAWs are briefed down to the operator level.

(3) Commanders will ensure only experienced drivers who have trained on driver-only operations are identified and authorized to operate without an assistant driver.

(4) Commanders at all levels will ensure Soldiers within their commands are familiar and comply with AR 385-10, AR 600-55 and this memorandum.

b. Only soft-skinned HMMWVs may operate with driver-only while performing OC/T duties.

c. HMMWVs operating without an assistant driver will follow local installation policy for individual pyrotechnic use. The only authorized hazardous material is in the vehicles Basic Individual Issue (BII) (fuel can) and will not tow any additional loads (i.e. trailers of any configuration).


16. The point of contact for this policy or the First Army Safety Program is the First Army Safety Director at DSN: (309) 782-9411 or at joel.j.baylor.civ@army.mil.

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Lieutenant General, USA
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ADDENDUM 4




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30

TF Deed OC/T Standards

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1 July 2022

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Notes

Notes