

BASIC STANDARDS FOR ARMED FORCES OF BiH
COLLECTIVE TRAINING

1.- INTRODUCTION

2.- TERM, TYPES AND OBJECTIVES OF COLLECTIVE TRAINING

2.1.- Term

2.2.- Types

- a) **Special to Arm Training**
- b) **Combined Arms Training**
- c) **Harmonized Elements of the Joint Training**
- d) **Multinational Collective Training**

2.3.- Objectives.

3.- COLLECTIVE TRAINING PLANNING

3.1- Training roles and responsibilities

- a) Strategic Commander key training roles and responsibilities
- b) Operational Commander

3.2.- Basis of Training Plan and Program

- a) Long-range training planning
- b) Short-range training planning
- c) Direct planning of imminent training
- d) Major Training Event Calendar

3.3.- Unit's critical missions and tasks

- a) Mission Essential Task List (METL)
- b) METL requirements
- c) METL identification

3.4.- Armed Forces Military Essential Tasks and Missions (strategic level)

3.5.- Operational Level Critical Missions and subsequently Mission Essential Tasks

- a) **Operational Level METL in PSOs.**
- b) **Operational Level METL in Protection of the sovereignty and territorial integrity of BiH**

3.6.- Tactical Level METL and subsequently Collective Training Tasks

- a) **Tactical Level METL in PSOs.**
- b) **Tactical Level METL in Protection of the sovereignty and territorial integrity of BiH.**

3.7.- Lower Tactical Level MELT and subsequently Collective Training Tasks.

- a) **Lower Tactical Level METL in PSO**
- b) **Lower Tactical Level METL in Protection of the Sovereignty and Territorial Integrity of BiH**

4.- ORGANIZATION AND PERFORMANCE

4.1.- Phased and Progressive Training

4.2.- Unit training support

4.3.- The battlefield operating systems

4.4. - Training for Reserve Units

- a) **Premobilization training plans**
- b) **Postmobilization training plans.**

4.5.- Armed Forces METL related to a Unit's battlefield operating systems.

4.6.- METL related to the battlefield operating system and the type of Arm and Service

4.7.- Organizational Forms of Training

5.- COLLECTIVE TRAINING STANDARDS AND EVALUATION

5.1.- Standardization

5.2. Evaluation

- a) **Evaluated Unit**
- b) **Task.**
- c) **Commander/Evaluator judgement**
- d) **Condition**

5.3. Task standards

Abbreviations

1.- INTRODUCTION

Training system is a process during which a unit is trained and made capable of performing specific tasks, accustomed to conditions in which the tasks will be performed and during which it is evaluated in accordance with standards the unit must achieve.

To achieve mission accomplishment, it is necessary to link mission readiness to a single strategy of training including all categories of training that follow a common training doctrine that applies to all military personnel and units of the Armed Forces of BiH.

Special significance in this document is given to development of Mission Essential Tasks List (METL) and Battle Operation System (BOS), which represent basic milestones for successful collective training process.

Armed Forces of BiH Training Doctrine defines Collective Training as one of the five categories of training. Collective (specialized) training involves the training of crews, commands (staffs), elements of units and units of all levels in the conduct of operations.

Purpose of Basic Standards for Collective Training document is to establish basic unit standards for training and set up an evaluation system to assess the level of unit training in AF BiH against common agreed to standards. It is the basis for development and harmonization of AF BiH training syllabi that are within the authority of commanders in accordance with the mission.

2.- TERM, TYPES AND OBJECTIVES OF COLLECTIVE TRAINING

2.1.- Term.

Collective training is that training conducted in institutions or in units to prepare cohesive teams and or units to accomplish their critical missions. These missions are:

- Protection of sovereignty and territorial integrity of BH, in accordance with international law and BH Constitution.
- Contribution to international Peace Support Operations.
- Military aid to civil authorities in emergencies such as natural catastrophes and disasters and in social needs such as demining and infrastructure development. For accomplishing these missions, it is necessary to integrate all categories of training into single strategy to make them acceptable and adequate to direction of joint training for all military personnel and units of Armed Forces BH.

2.2. Types

There are 4 types of collective training:

- a) **Special to Arm Training.** Special to Arm training is collective training on a single Arm or functional basis. It provides the immediate context for team or crew training (Figure 3-2. and TABLES 8 to 13.1.).
- b) **Combined Arms Training.** Combined Arms training is the collective training of several arms together such as infantry, armor, artillery and aviation. Such training will normally be at sub-unit level and above and involve more than one Arm. It provides the immediate context for Special to Arm collective training. (TABLES 8 to 13.1.).

- c) **Harmonized elements of the joint training**, which involves training of two or more Services and agencies. (TABLES 8 to 13.1.).

- d) **Multinational Collective Training** involves participation of two or more countries in the training process.

2.3.- Objectives

Army Collective Training Objective (ACTO) is preparation, training and drill for performance of a specific military task. Each objective comprises a number of related Collective Training Tasks. (Figure 3-5).

Collective training system will focus on achieving the following objectives:

- Develop capable and efficient AF BH able to perform essential military tasks, set by the appropriate laws and BH Defense Policy, given to them by the BH Presidency through appropriate chain of command (Figure 3-4 and Table 1).
- Identify and define training content and define program elements as a starting line for the development of the AF BiH, in accordance with the competencies of authorities in charge of conducting training of AF BiH.
- Establish basic training standards and measurements to test and evaluate levels of training
- Identify and apply NATO operational procedures
- Enhance mutual understanding, interoperability and cooperation among Allied and Partner nation forces.
- Assess the level of training at Unit and Military Command levels to determine readiness for integration into multinational military forces.

3.- COLLECTIVE TRAINING PLANNING

3.1- Training roles and responsibilities

a) Strategic Commander key training roles and responsibilities are to:

- Allocate funds for training programs and resources.
- Establish Command Training policy.
- Publish Training Guidance for Joint Training and major training event calendars.
- Develop and publish mission essential task lists (METLs).
- Support the Chief of Joint Staff exercise program.
- Coordinate, manage, and resource new equipment training
- Train and evaluate Armed Forces.

b) Operational Commander

- Manage training resources.
- Establish Command Training policy.
- Publish Training Guidance for Combined Arm Training and major training event calendars.
- Develop and publish METL.
- Designate battle tasks from subordinate METL.
- Focus on preparation and execution of training on METL staff, subordinate Brigades troops METL tasks.
- Evaluate troops organizations.

3.2.- Basis of Training Plan and Program

Commanders publish training guidance to communicate to subordinates their training concept and training strategy. Additionally, training guidance provides training calendars, which establish training objectives, and allocates resources.

Commanders publish their training concept as part of Command Training Guidance (CTG) during long-range planning, which in turn guides the development of subordinate programs.

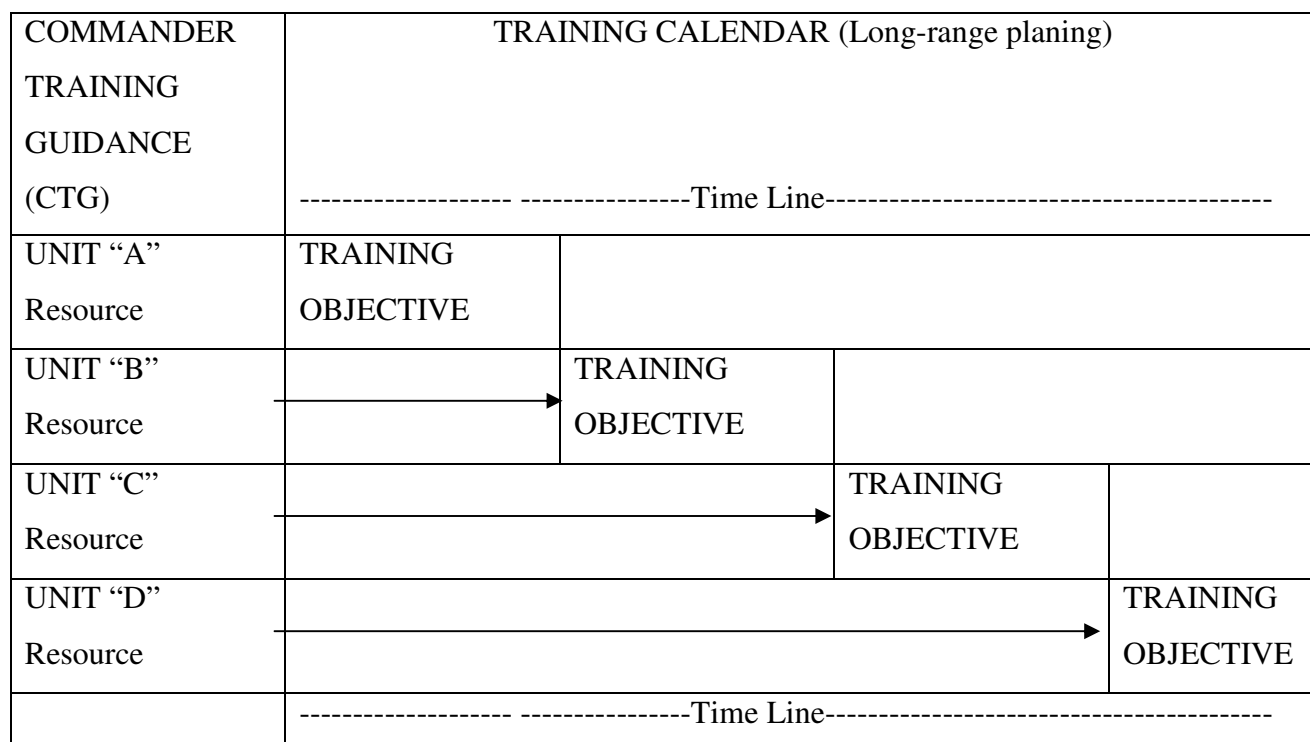


Figure 3-1. Scheme of Commander Training Guidance (CTG)

The foundation of the training process is the Armed Forces Training Program. Leaders develop synchronized long-range, short-range, and imminent training plans to effectively utilize available resources to train for proficiency on METL tasks (Figure 3-1.). After training plans are developed, units execute training by preparing, conducting, and recovering from training. The process continues with training evaluations that provide bottom-up input to organizational assessments. Organizational

assessments provide necessary feedback to the senior commander and help the commander prepare the training assessment.

To provide mission focus, the commander identifies those tasks critical for mission accomplishment. These tasks constitute the organization's METL. The next higher commander approves the METL. . A change of operational mission requires the commander to analyze the mission again and adjust the unit's METL accordingly.

Training aimed at sustainment of the reached level of training is the key to maintain unit readiness. Commander planned the yearly sustainment Training. The plan schedules critical training at the minimum frequency necessary for sustainment.

a) Long-range training planning

The long-range training planning typically identifies a series of training exercises and events that enable the unit to achieve and/or sustain METL proficiency within a band of excellence. The sequence of training exercises and events also enables the unit to prepare for and take best advantage of major training opportunities such as a formal external evaluation, use of a major training area, or deployment to the combat training center (Figure 3-2.)

b) Short-range training planning

Short-range training planning focuses on training requirements and priorities identified through an assessment of unit proficiency stated in its METL. Commanders determine the best type, sequence, and frequency of training activities, events, and exercises that will build and sustain unit proficiency in each mission essential task. Specific training objectives are designated for each training activity, event, and exercise (Figure 3-2.)

c) Direct planning of imminent training

Imminent training establishes the best sequence of training activities within events or exercises to achieve training objectives (Figure 3-2.)

TRAINING PROGRAMME	CRITICAL TASKS IDENTIFICATION Critical Tasks related to:					TRAINING STANDARD T P U
Type of Unit: "BATTALION"	TYPE OF CRITICAL MISSIONS ASSIGNED TO THE UNIT (METL of Table 1 to 7)	TYPE OF UNIT COMBAT LEVEL (METL of Table 1 to 7)	TYPE OF UNIT BATTLEFIELD OPERATING SYSTEM (METL of Table 8 to 13.1)	TYPE OF UNIT ARM (METL of Table 8 to 13.1)	TYPE OF UNIT SUSTAINMENT	LONG-RANGE TRAINING PLAN: JAN - MAR - MAY - JUL - SE P - NOV - DEC Exercices: MAPEX 02 CPX11 FTX04 LIVEX01 Evaluations: EVAL0 EVAL02 EVAL03
SHORT-RANGE TRAINING PLAN: JAN - MAR - MAY - JUL- SE P- NOV- DEC MET MET MET MET MET 001 003 003 024 043						
IMMINENT TRAINING PLAN: JAN - MAR - MAY - JUL - SEP - NOV- DEC Sequence of training activities						
MET n.:	001, 003, 024, 009 043 METL					

Figure 3-2. Example of a Special to Arm Training Programme.

d) Major Training Event Calendar

COMMAND TRAINING GUIDANCE	LONG-RANGE PLANNING (from MONTH/YEAR to MONTH/YEAR):					
	----- Time line -----					
Armed Forces Missions:	PROTECTION OF BiH:		PSO:		MACA:	
	Selected MET (Table 1)		Selected MET (Table 1)		Selected MET (Table 1)	
OPERATIONAL UNITS:	Short-range training planning	Short-range training planning	Short-range training planning	Short-range training planning	Short-range training planning	Short-range training planning
	Selected MET (TABLE 2)		Selected MET (TABLE 2)		Selected MET (TABLE 2)	
TACTICAL UNITS:	Direct planning of imminent training	Direct planning of imminent training	Direct planning of imminent training	Direct planning of imminent training	Direct planning of imminent training	Direct planning of imminent training
	Selected MET (TABLE 3&4)		Selected MET (TABLE 3&4)		Selected MET (TABLE 3&4)	
RESERVE UNITS:	Premobilization Plan	Post mobilization Plan				
MAIN EXERCICES / EVALUATIONS	CPX	TESEX	FTX	LFX	CPX	TESEX
	----- Time line -----					

Figure 3-3. Major Training Event Calendar

3.3.- Unit's critical missions and tasks

To be able to develop the Military Essential Tasks that have been placed on AF of BiH, Units must be prepared to accomplish the Unit's Critical Missions by training programs, depending on the type of assigned critical missions, type of unit combat level, unit battlefield operating system, Arm, Service and type of unit sustainment (Figure 3-2.)

a) Mission Essential Task List (METL)

The Mission Essential Task List (METL) serves as the focal point on which commanders plan, execute, and assess training. Commanders must selectively identify and train on those tasks that accomplish the unit's critical mission (Table 1 to 7)

The Mission Essential Task List (METL) for a command level develops the main tasks for that level in order to accomplish its missions. METL is the subsequently list of the Unit's Critical Missions of the immediately lower level of command (Tables 1 to 7) This level of command performs their Critical Missions in Training Objectives.

Through Collective Training Objectives commanders train their Units fixing Tasks for each Objective (Figure 3-5.) Commanders fix the time needed to achieve the Training Objective for each Unit in their plans.

Collective Training Task could be shared by different Collective Training Objectives. That means that commander should avoid in his plans double dealing and will draw a compatible, affordable and progressive line of sequence Training tasks.

Through a concrete plan, which select Task from different Training Objectives a Unit in a concrete level of command will be able to carry out different critical Missions.

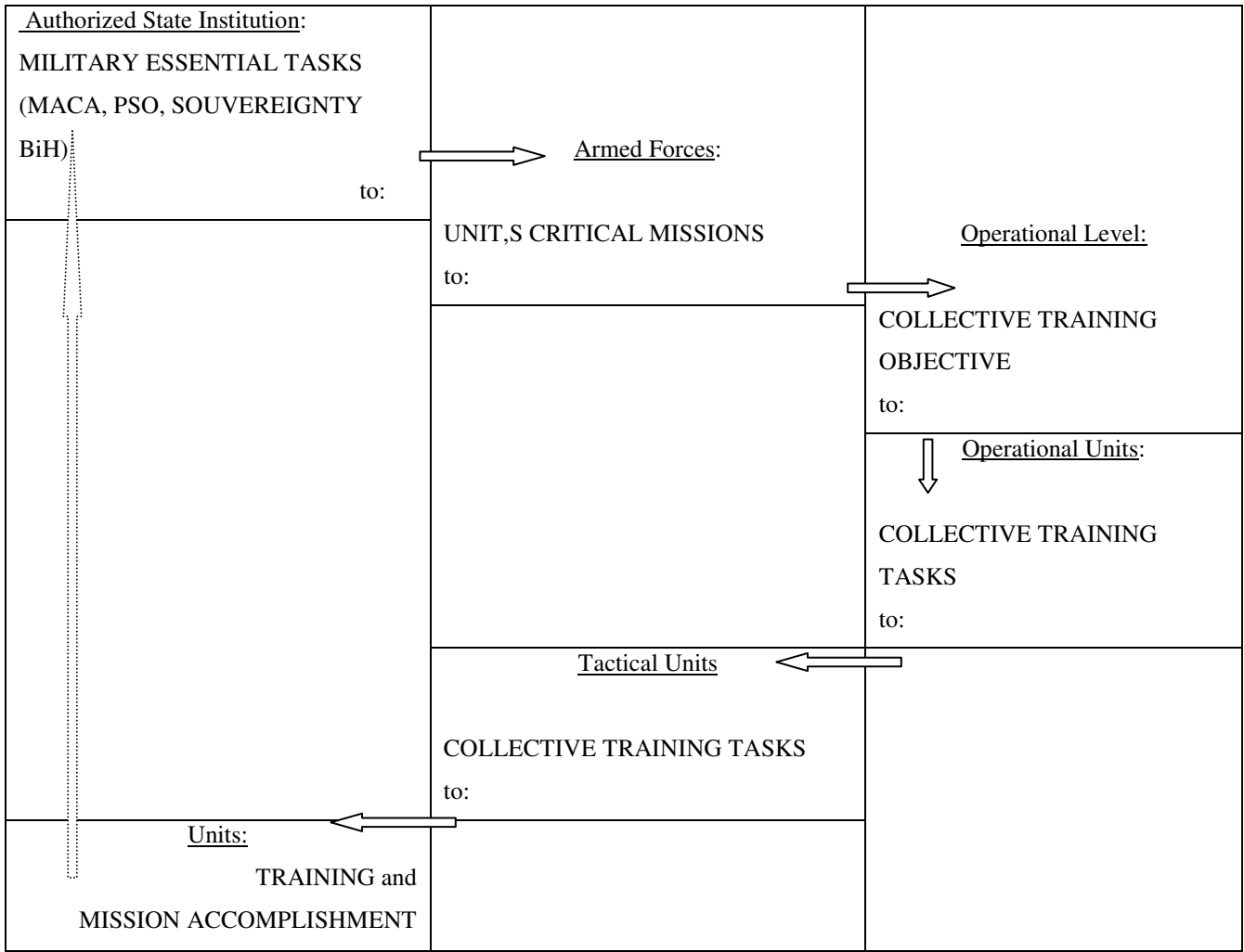


Figure 3-4. Relationships between Military tasks and Collective Training Objectives and Tasks.

OPERATIONAL LEVEL	METL:				
	PEACE KEEPING (PK)	PEACE BUILDING (PB)	PEACE ENFORCEMENT (PE)	DEMINING	MACA
TACTICAL LEVEL	UNIT'S COLLECTIVE MISSIONS:				
	PK MACA	PB	PE	DEMINING	
	Unit's Collective Training Objective	Unit's Collective Training Objective	Unit's Collective Training Objective		Unit's Collective Training Objective
	TASK	TASK		TASK	TASK
	TASK	TASK	TASK	TASK	

Figure 3-5. Schema of an example how METL of a commander level is been converted in Missions, Objectives and Tasks.

b) METL requirements.

- Unit or command METL must support and complement the METL of the next higher headquarters.
- Each Mission Essential Task can be related subsequently to other tasks and sub-tasks.
- Must be understood by NCOs so that they can integrate soldier tasks.
- Must apply to the entire unit.
- May vary for like units because of different missions or locations.
- Must be briefed to and approved by the next higher commander.
- Company is the lowest level unit that prepares a METL.
- Staff of Battalion headquarters develop METLs which are approved by the

battalion commander.

- Battalion commanders must ensure that METLs of Battalion headquarters, of companies and associated units are properly coordinated and mutually supporting.
- Commanders create a team approach to METL development by involving all subordinate leaders.

c) METL identification.

To identify mission essential tasks, the commander conducts an analysis of the unit's operational mission. In the absence of a directed operational mission, analysis is based on the unit's assigned mission in operational plans. In the absence of clear alignment with operational plans, mission analysis is based on analysis of missions for which the unit was designed to accomplish, as established in the unit's Material/Formational Structure and how-to-fight doctrine (Figure 3-6).

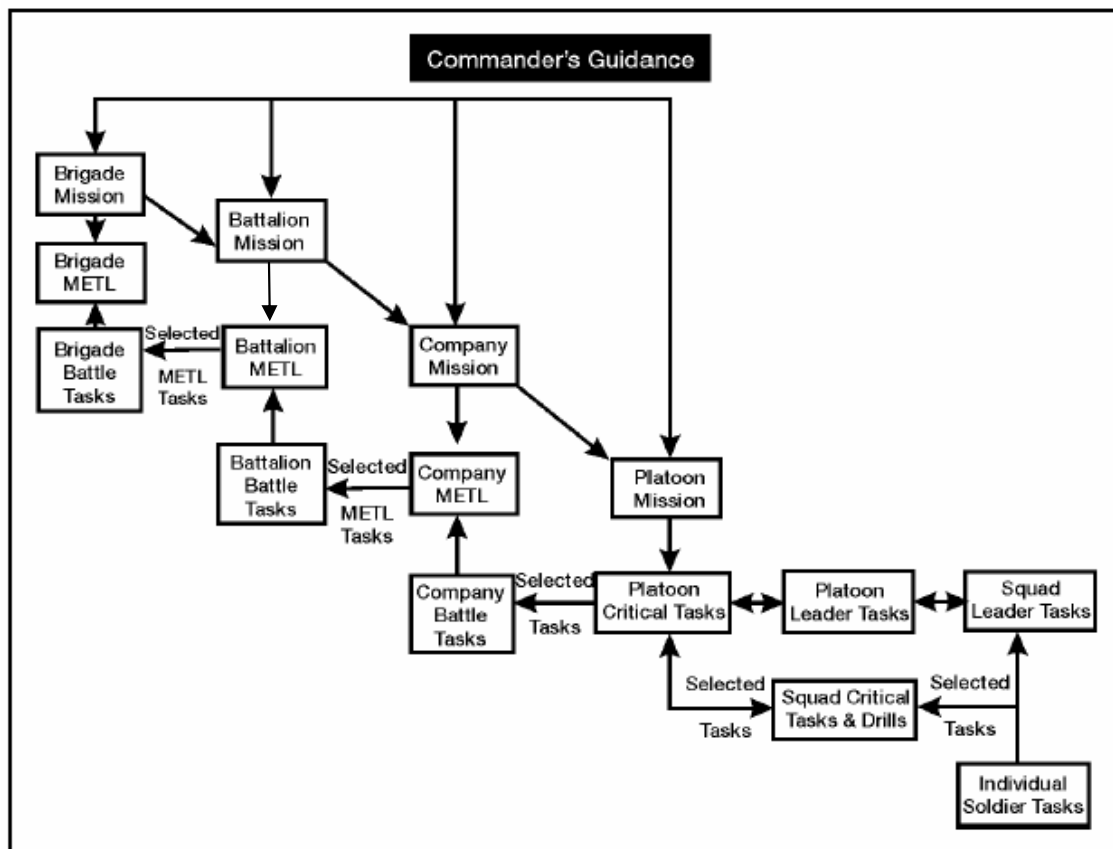


Figure 3-6. Relationships between Mission, METL, Critical Tasks, and Battle Task

3.4.- Armed Forces Military Essential Tasks and Missions (strategic level)

The Armed Forces develop quality units and commands by developing and executing training tailored to Armed Forces tasks, as in the table:

BiH	Armed Forces Military Essential Tasks					
	Protection of Peace:		Assistance to civil authorities (MACA):			
	Contribute to International Peace Support Operations (PSO).	Protect the sovereignty and territorial integrity of BiH	Natural catastrophe and disaster	Social need	De-mining	Infrastructure development
AF BiH Mission Essential Task List (METL)	Military Support to Diplomacy/Conflict Prevention	Sovereignty protection	MEDEVAC			Infrastructure Refurbishment and Building
	Peace Establishing	Territorial integrity.	Assisting neighboring and other countries			
	Peacekeeping and Peace building	Internal stability	Preventive Measures Implementation			
	Peace Enforcement	NEO				
	Humanitarian and Disaster Relief					

TABLE 1. AF BH Mission Essential Task List (METL)

In text below examples of Mission Essential Tasks Lists for operational and tactical level in missions of protection of sovereignty and territorial integrity and PSO are given. Mission Essential Tasks List for MACA missions can be developed in the similar way.

3.5.- Operational level Critical Missions and subsequently Mission Essential Tasks

a) Operational level METL in PSOs.

Peace Keeping and Peace Building Tasks:

- **Observation and Monitoring.** In PSO, strategic and operational level observation and monitoring may be conducted by maritime and air assets, including satellites, but ultimately will rely heavily on the human factor, i.e. the observations of troops on the ground and in proximity to the parties and indigenous population.
- **Supervision of Truces and Cease-Fires.** This may include operational level joint force deployments.

Peace establishing tasks:

- **The Establishment and Supervision of Protected or Safe Areas.**
- **Guarantee and Denial of Movement Operations.**
- **Mine and Explosive Ordnance Clearance.**

The Conduct of Humanitarian Relief Operations to provide:

- Emergency relief,
- The delivery of aid supplies,
- The prevention of human rights violations, or
- Longer-term reconstruction assistance to aid organisations and the civil sector, including local communities.

PSO	OPERATIONAL LEVEL CRITICAL MISSIONS	MILITARY SUPPORT TO DIPLOMACY/CONFLICT PREVENTION	PEACE ESTABLISHING	PEACEKEEPING AND PEACE BUILDING	PEACE ENFORCEMENT	HUMANITARIAN AND DISASTER RELIEF
Operational level Collective Training Objectives	Co-ordination among units and NGOs	█	█	█	█	█
	Preventive Deployment		█			
	Observation, Monitoring and Supervision of Protected or Safe Areas		█	█		
	Emergency relief		█	█	█	█
	Interposition			█	█	
	Transition Assistance			█		
	Guarantee and Denial of Movement Operations		█			
	Mine and Explosive Ordnance Clearance		█			
	Use of Force		█			

TABLE 2. OPERATIONAL LEVEL METL IN PSO

Unit's Critical Mission where mainly are developed subsequently MET

b) **Operational level METL in protection of the sovereignty and territorial integrity of BiH**

Protection of sovereignty and territorial integrity

- Armed combat
- Activities within the scope of security and protection

Internal stability

- Activities within the scope of security and protection

NEO

PROTECT OF BiH	OPERATIONAL LEVEL CRITICAL MISSIONS:	Sovereignty protection	Territorial integrity	Internal stability	NEO
Operational level Collective Training Objectives	Armed combat				
	Activities within the scope of security and protection				

TABLE 3. OPERATIONAL LEVEL METL IN PROTECTION OF BH SOVEREIGNTY AND TERRITORIAL INTEGRITY

3.6.- Tactical level METL and subsequent Collective Training Tasks

a) Tactical level METL in PSOs.

Co-ordination among units and NGOs:

- **Reconstruction Activities.** Such operations could involve the digging of wells, the reconnection of water and electricity grid systems (where they exist) and the rebuilding of schools, hospitals and a communication network.

Preventive Deployment:

- **Early Warning.** buy time for a range of preventative diplomatic, humanitarian and military actions to be put into place.
- **Surveillance.** The presence of widespread surveillance in an area of operations will help to deter breaches of the peace by any party.
- **Stabilizing Measures,** supported by CIMIC peace building programmes.
- **Training Assistance Programmes.**
- **The Restoration of Law and Order.** In such an operation, tasks may range from counter-insurgency and counter-terrorist tasks to the specific protection of human rights, crowd control, the detailed recording and collection of evidence of violations, and the arrest of indicted war criminals.

Observation and Monitoring in PSO ultimately will rely heavily on the human factor, i.e. the observations of troops on the ground and in proximity to the parties and indigenous population.

The Guarantee and Denial of Movement Operations.

The Establishment and Supervision of Protected or Safe Areas. The first stage in any PSO designed to protect or make an area safe is to **demilitarise that area** and this in itself may require

enforcement actions. Having accomplished that, and taken all necessary measures to defend the area, other specific military tasks may include:

- Establishing, monitoring and enforcing weapon exclusion zones.
- Establishing and maintaining cantonment areas and weapon holding areas and sites.
- Holding ground.
- Dominating approaches.
- Conducting patrols and searches.
- Manning checkpoints and other control measures.
- The development of reinforcement and extraction plans.
- Control of the air.

Supervision of Truces and Cease-Fires. Tasks will generally be agreed and specified in the detail of the agreement or treaty. These might include the following:

- The execution of the details of the agreement, such as the exchange of prisoners and bodies, and arms control agreements.
- Liaison between the parties and all elements of the force, both military and civilian.
- Negotiation and mediation on behalf of all parties to the dispute.
- The investigation of complaints and violations to the details of the agreement or treaty.
- The movement of refugees and displaced persons.
- Assistance to UN and other CIVPOL in those areas with mixed populations that may be located outside buffer zones and in areas of potential hostile territory.

Interposition operations will generally take the form of:

- The **establishment of a buffer zone**,
- The **establishment of areas of separation** wherever the communities are physically mixed.
- **Cease-fire Line**. It marks the forward limit of the area or areas occupied by opposing factions.

Transition Assistance refers to all forms of military assistance to a civil authority or community rendered as part of a wider diplomatic, humanitarian and economic strategy to support a return or transition to peace and stability.

Transition assistance operations are generally a post conflict activity. Military tasks in a transition assistance operation can be grouped under the following headings:

- **Supervision**. Important supervisory tasks might refer to; a transition of authority; reforming local security forces, the relocation and rehabilitation of refugees and displaced persons.
- **Administration**. Tasks might range from liaison to support for the establishment of an interim government. In between tasks could include the supply of power, water, public transport, communications and hygiene services, i.e. all those public services that form an essential part of the daily life of a community.
- **Disarmament, Demobilisation and Integration**. The final military phase of a demobilisation and disarmament operation may be the hand-over of security tasks to legally and trained constituted local forces.

- **Protection.** The protection of basic human rights and the safeguarding of individuals, communities and installations.
- **Response** to retain control and keep the initiative. Commanders should have reserves and contingency plans prepared for such situations. In PK, responses may consist of other techniques, other than the use of force.
- **Withdrawal and Assembly of Former Warring Factions.**
- **Mine and Explosive Ordnance Clearance.** The PSF can be employed to:
 - Mark, isolate and clear mines and unexploded ordnance where they present a direct threat to life.
 - Train local forces to do the same.
 - Identify areas of hazard.

Use of Force:

- Peace enforcement
- Self-Defense
- Demilitarization of an area

PSO	Tactical level METL in PSO	Co-ordination among units and NGOs	Preventive Deployment	Observation and Monitoring	Supervision of Truces and Cease-Fires	Interposition	Transition Assistance	The Guarantee and Denial of Movement Operations	Emergency relief	Mine and Explosive Ordnance Clearance	Use of Force	The Establishment and Supervision of Protected or Safe Areas	
Tactical level Collective Training Tasks	Early Warning												
	Execution of the details of the agreement												
	Surveillance												
	Liaison between the parties and all elements of the force												
	Stabilizing Measures												
	Negotiation and mediation on behalf of all parties to the dispute												
	Investigation of complaints and violations to the details of the agreement or treaty												
	Movement of refugees and displaced persons												
	Assistance to UN and other CIVPOL												
	establishment of a buffer zone												
	establishment of areas of separation												
	Supervision												
	Administration												
	Protection												
	Response												
	demilitarise an area												
	Training Assistance												
	Restoration Law and Order												
	Disarmament, Demobilization and Integration												
	Withdrawal and Assembly of Former Warring Factions												
Countermine/EOD													
Establishment of Cease-fire Line													

TABLE 4 TACTICAL LEVEL METL IN PSO

b) Tactical level METL in Protection of the sovereignty and territorial integrity of BiH.

Armed combat:

- Management and command
- Full training and preparation of all the forces for the protection of the sovereignty and territorial integrity of Bosnia and Herzegovina
- Optimal choice of forms of resistance to all attempts at jeopardizing the country's security and successful waging of crisis, until the aggressor is either forced to give up his aims or is defeated.

Activities within the scope of security and protection:

- **Deterrence of a potential aggressor** from carrying out an aggression.
- **Fight against terrorism.**
- **Mobilization and reservist training.**

PROTECT OF BiH	Tactical level METL	Armed combat	Activities within the scope of security and protection
Tactical level Collective Training Tasks	Deterrence of a potential aggressor		
	Fight against terrorism		
	Mobilisation and reservist training		
	Defensive Combat Activities		
	Offensive Combat Activities		
	NBC protection		

TABLE 5 TACTICAL LEVEL METL IN PROTECTION OF BH SOVEREIGNTY AND TERRITORIAL INTEGRITY

3.7.- Lower tactical level METL and subsequently Collective Training Tasks.

a) Lower tactical level METL in PSO

Stabilizing Measures may take several forms:

- The establishment of an effective **liaison and communication** network between all parties.
- Mutual and balanced **reductions in personnel and equipment**.
- The **separation, containment, disarmament and demobilization** of forces.
Zonal restrictions on the deployment of weapons and military personnel
Enforcement of no-fly zones.
- **Advance reporting** of military activities or exercises.

- **Joint inspections** of disputed areas.

The Restoration of Law and Order. tasks may range from:

- **Counter-Insurgency.**
- **Counter-Terrorist Tasks.**
- **Protection of Human Rights.** Other protection tasks may include Non-combatant Evacuation Operations (NEOs), but will more normally apply to the protection of convoys, depots, equipment and those workers responsible for their operation.
- **Crowd Control.**
- **Recording and Collection of evidence of violations.**
- **Arrest of indicted war criminals.**

Support to the Electoral Process. Military support for the electoral process may take many forms but will generally consist of the establishment and protection of voting centers and the secure transportation of ballot boxes and electoral staff.

PSO	Lower tactical level METL in PSO	Stabilising Measures	Investigation of complaints and violations to the details of the agreement or treaty	The Restoration of Law and Order	Movement of refugees and displaced persons	Assistance to UN and other CIVPOL	Early Warning	Negotiation and mediation on behalf of all parties to the agreement	Execution of the details of the agreement	Surveillance	Liaison between the parties and all elements of the force	Establishment of a buffer zone
Lower tactical level Collective Training Tasks	Establishment of a liaison and communication network											
	Counter-Insurgency											
	Separation, containment, disarmament and demobilization of forces											
	Counter-Terrorist Tasks											
	Joint inspections of disputed areas											
	Protection of Human Rights											
	Crowd Control.											
	Recording and Collection of evidence of violations											
	Arrest of indicted war criminals											
	Support to the Electoral Process											

TABLE 6. TACTICAL LEVEL METL IN PSO

PSO	Lower tactical level METLin PSO	Establishment of areas of separation	Surveillance	Administration	Training Assistance	Disarmament, Demobilization and Integration	Response	Countermeasures/EOD	Establishment of Cease-fire Line	Withdrawal and Assembly of Former Warring Factions
Lower tactical level Collective Training Tasks	Securing Agreement									
	Establishing and Managing a Cease-fire									
	Management of Cease-fires									
	Responses.									
	Anti-Sniper and Over-Watch Screen									
	Hand-over of security tasks									

TABLE 6.1. CONTINUATION OF TABLE 6

Disarmament and Demobilisation sequence:

- **Securing Agreement** through sheer exhaustion, truce, or as the result of a successful PE operation. Details in the agreement should include arrangements for the separation of forces, procedures for the handing in, storage and destruction of weapons, and the cantonment, training and demobilisation of forces.
- **Establishing and Managing a Cease-fire.**

- **Delineated Cease-fires.** In geographical terms a cease-fire may be delineated by:
 - (a) Cease-fire Line.
 - (b) Zone of Separation.
 - (c) Control Zone.
 - (d) Area Cease-fire.

- **Management of Cease-fires.** The cease-fire document should contain procedures and responsibilities for:
 - (a) Investigation.
 - (b) Arbitration.
 - (c) Attribution.
 - (d) Penalties and rewards.

- **Responses.**

- **Hand-over of security tasks.**

Withdrawal and Assembly of Former Warring Factions. Following a cease-fire or peace agreement, demobilisation operations may require the co-ordinated disengagement and withdrawal of forces into prescribed assembly areas or cantonment sites. Suitable reception arrangements and efficient administrative and logistic support plans are essential for success. Should the local authorities be incapable of performing these tasks, they may fall to the PSF.

Countermine/EOD.

b) Lower tactical level METL in Protection of the Sovereignty and Territorial Integrity of BiH.

Deterrence of a potential aggressor from carrying out an aggression. Are those actions that are undertaken with the aim of achieving the required level of preparedness for the protection of sovereignty and territorial integrity.

- **Observation** and assessment of indicators of aggression,
- Taking appropriate actions for the **security and protection of the required forces.**
- Taking measures and procedures to effectively **meet an attack** strategically and **retaliate duly.**

Fight against terrorism:

- **Training and co-operation** of the armed forces and other forces of Bosnia and Herzegovina with the purpose of:
 - Detecting, tracking, preventing, and taking counter-terrorist measures.
- Co-operate with the forces of other countries, thereby contributing to the global fight against terrorism as an international threat.

Defensive and Offensive Combat Actions. The basic elements of combat activities are:

- Special Actions,
- Artillery-Rocket Actions,
- Air Force Actions,
- Infantry Actions,
- Armored Unit Actions,

- Landing Actions,
- Electronic Actions,
- Engineering Actions.

PROTECT OF BiH	Lower tactical level METL in Protection of the Sovereignty and Territorial Integrity of BiH	Deterrence of a potential aggressor	Mobilisation and reservist training	Defensive Combat Activities	Offensive Combat Activities	NBC Protection	Fight against terrorism
Lower tactical level Collective Training Tasks	Observation	■					
	Security and protection of the forces	■					
	Meet an attack and retaliate duly	■					
	Training and co-operation						■
	Special actions			■	■		
	Artillery-rocket actions			■	■		
	Air force actions			■	■		
	Infantry actions			■	■		
	Armoured unit actions			■	■		
	Landing actions			■	■		
	Electronic actions			■	■		
	Engineering actions			■	■		

TABLE 7. TACTICAL LEVEL METL IN PROTECTION OF BH SOVEREIGNTY AND TERRITORIAL INTEGRITY

4.- ORGANIZATION AND PERFORMANCE

A system of training for Units is a process involving the selection of MET (METL) by the Commander at each level, taking into consideration each Unit's Critical Mission to be carry out (see Table 1 to 4)

The Unit's Critical Mission result from:

- a) The type of assigned critical missions (Table 1 to 7).
- b) The type of unit combat level (Table 1 to 7)
- c) The type of battlefield operating systems, used to accomplish the missions (Table 5 to10.)
- d) Type of unit Arm and Service (see Table 8 to 13.1.).
- e) Type of higher Unit (joint training)
- f) Type of necessities of equipment support of the Unit.

4.1.- Phased and Progressive Training

Training should be conducted in phases, from the basic to unit training and from simple to complex. Team and collective training exploit knowledge from the individual training incorporating collective element, thus creating new quality.

Commanders integrate realistic conditions such as unclear situation at the battlefield; reduced communications; smoke; noise; rules of engagement (ROE); simulated nuclear, biological, and chemical (NBC) environments; battlefield debris; loss of key leaders; civilians on the battlefield; joint, interagency, intergovernmental, and multiagency (JIIM) requirements; and varying extremes in weather.

Commanders incorporate risk management throughout their mission planning and execution to identify risk or other factors that will hinder mission accomplishment, and take action to reduce or mitigate the risk.

The scope of risk management extends well beyond the “enemy” in mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC).

The highest training level is the unit training characterized by command training, live firing, various exercises and combined battalion rotations at combat training centers.

The conduct of an evaluation at all training levels provides a proper assessment of a unit’s proficiency, which is an important prerequisite and indicator for future unit training plan.

4.2.- Unit training support

The readiness standards for the Armed Forces are achieved by maintaining training standards published standards in the technical manuals. The main functions of the training support are: ammunition management system, training tools, devices and a training literature development system.

Commander adjusts the emphasis on the unit’s maintenance training program to correct identified shortcomings.

4.3.- The battlefield operating systems

Seven basic battle operating systems are functions through which commander can organize his combat tasks.

- a) Intelligence. Is a continuous process, whose system plans, directs, collects, processes, produces, and disseminates intelligence on the threat and the environment. It performs intelligence preparation of the battlefield (IPB).

- b) Maneuver. Commanders move forces to achieve positions of advantage with respect to enemy forces. Doing this, they create the conditions for tactical and operational success.
- c) Fire support. This system use collective and coordinated target acquisition data, direct and indirect fire weapons, electronic warfare, and other means to attack targets, in order to support forces in engaging enemy, and facilities in pursuit of tactical and operational objectives.
- d) Air defense. It protects the force from aerial attack and surveillance.
- e) Mobility/countermobility/survivability. Mobility operations preserve the freedom of maneuver for friendly forces. Countermobility denies mobility to enemy forces. Survivability operations protect friendly forces from the effects of enemy weapon systems and from natural occurrences.
- f) Combat service support. Combat service support (CSS) provides the means with which forces operate in combat.
- g) Command and control. This system provides Commanders the ability to make informed decisions, delegate authority, and synchronize the BOS. Moreover, it supports the commander's ability to adjust plans for future operations, even while focusing on current operations.

4.4. - Training for Reserve Units.

Training concept for Reserve units should focus on pre-mobilization and post-mobilization tasks, which have been established by the commander. Emphasis should be placed on attaining and maintaining proficiency on critical pre-mobilization skills which support training on other mission essential tasks during post-mobilization.

The task of the reserve component training is to achieve the highest possible standards in the execution of collective and individual tasks that can be achieved in a pre-mobilization environment. Top priority is given to execution of tasks that enable readiness of the units and individuals to support the movement of the units in accordance with the BiH Ministry of Defence established standards for training.

The reserve component units shall take part in exercises of the professional force in order to improve the efficiency of their mission.

a) Premobilization training plans.

Premobilization training focuses on company-level individual and collective tasks. Staffs train on individual and collective tasks at the level organized. Premobilization training plans identify training requirements, training events, equipment, and training support packages to train to sustain task proficiency. Proficiency in these tasks enables training to full METL proficiency when the unit is mobilized. The annual training (AT) plan generally focuses on preparation for and execution of AT.

b) Postmobilization training plans.

Postmobilization training focuses on company-level and above collective tasks. These plans identify training requirements, training events, equipment, and training support packages needed to train the unit to full METL proficiency upon mobilization. Postmobilization plans are updated annually and reflect input from the execution of the premobilization plan. The commander who approves the unit's METL and yearly training plan (YTP) also approves the postmobilization plan. The plan is then provided to the mobilization station commander where the postmobilization training will occur.

4.5.- Armed Forces METL related to a Unit's battlefield operating systems.

BATTLEFIELD OPERATING SYSTEMS:	COMMAND AND CONTROL	INTELLIGENCE	MOBILITY COUNTERMOBILITY SURVIVABILITY	MANEUVER FIRE SUPPORT AIR DEFENSE	COMBAT SERVICE SUPPORT
Operational Commander	Mission Planning	Intelligence Direction	Position Tactical Forces	Land Manoeuvre	Logistic Support
METL	Force Generation (Forming)	Information Collection	Recovery of forces and assets	Air Manoeuvre	Personnel Support
	Command	Intelligence production	Force Protection	Fire Support	Medical Support
	Control	Intelligence Dissemination		Air Defense	Engineering Support
	Command Support				
	Information Operations				

Table 8. Battlefield Operating System for Operational Level

4.6.- METL related to the battlefield operating system and the type of Arm and Service.

TABLE 9			COMMAND AND CONTROL		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL:	LOWER TACTICAL LEVEL METL:			
MISSION PLANNING	<ul style="list-style-type: none"> – CARRY OUT PLANNING METHOD 	<ul style="list-style-type: none"> – Prepare for Operations – Plan Operations – Conduct a rehearsal 			
FORCE GENERATION (FORMING)	<ul style="list-style-type: none"> – GENERATE (FORM) FORCES – TRAIN THE FORCE 	<ul style="list-style-type: none"> – Occupy an Assembly Area 			
COMMAND	<ul style="list-style-type: none"> – PRODUCE OPERATION ORDERS AND IMPLEMENT C2 ARRANGEMENTS – IMPLEMENT ROE AND INTERNATIONAL LAW – ESTABLISH HQS, AND INTEGRATE INTO FORCE STRUCTURE AT APPROPRIATE LEVEL – MAINTAIN MILITARY CAPABILITY 	<ul style="list-style-type: none"> – Conduct Command of Operations – Conduct Consolidation – Conduct Deployment Activities – Conduct Negotiations – Conduct Redeployment Activities – Conduct Reorganization – Conduct Risk Management – Conduct S3 Operations – Execute Battle Staff Activities – Integrate Sniper Operations – Transfer Command and Control functions during displacement of the Command Post 			

TABLE 9.1. COMMAND AND CONTROL		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL:	LOWER TACTICAL LEVEL METL:
CONTROL	<ul style="list-style-type: none"> – MANAGE BATTLESPACE – ESTABLISH LIAISON – MANAGE INFORMATION – IMPLEMENT CONTROL MEASURES – MONITOR AND PROMULGATE SITUATIONAL AWARENESS OF FRIENDLY FORCES 	<ul style="list-style-type: none"> – Conduct army aviation support activities – Manage phases Stage – Conduct Control of Operations – Conduct S3 Operations – Conduct S6 Operations – Establish Liaison
COMMAND SUPPORT	<ul style="list-style-type: none"> – EXCHANGE REQUIREMENT AND COMMAND SUPPORT REQUIREMENT – ESTABLISH AND IMPLEMENT COMMAND SUPPORT PLAN – MANAGE AND MAINTAIN COMMUNICATIONS SYSTEMS – MANAGE AND MAINTAIN INFO SERVICES – COMMAND SUPPORT PLANNING 	<ul style="list-style-type: none"> – Conduct Engineer Support Activities – Develop the Engineer Estimate

TABLE 9.2.

COMMAND AND CONTROL

OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL:	LOWER TACTICAL LEVEL METL:
INFORMATION OPERATIONS	<ul style="list-style-type: none"> - PSYOPS - OPSEC - DECEPTION - PHYSICAL DESTRUCTION - PIO - CIMIC - EW 	- Execute OPSEC operations

TABLE 10		INTELLIGENCE	
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL	
INTELLIGENCE DIRECTION	<ul style="list-style-type: none"> – CONDUCT INTELLIGENCE – ESTIMATE AND DETERMINE CCIRS – PRODUCE COLLECTION PLAN – REVIEW INTELLIGENCE REQUIREMENTS 	<ul style="list-style-type: none"> – Describe Battlefield Effects during IPB – Define the Battlefield Environment during IPB – Conduct S2 Operations 	
INFORMATION COLLECTION	<ul style="list-style-type: none"> – DEVELOP SITUATIONAL AWARENESS AND CAPABILITY – COLLECT INFORMATION ON ENEMY – COLLECT INFORMATION ON POTENTIAL TARGETS – TASK RECCE ASSETS – DEVELOP COMBAT IDENTIFICATION – COLLECT ENVIRONMENTAL INFORMATION 	<ul style="list-style-type: none"> – Evaluate the Enemy during IPB – Develop the Collection Management Plan – Develop a Reconnaissance and Surveillance Plan 	

TABLE 10.1. INTELLIGENCE		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
INTELLIGENCE PRODUCTION	<ul style="list-style-type: none"> - MANAGE INFORMATION FLOW - PROCESS TACTICAL LEVEL INFORMATION AND CONDUCT BDA 	<ul style="list-style-type: none"> - Determine Enemy Courses of Action during IPB - Define the Battlefield Environment during IPB
INTELLIGENCE DISSEMINATION	<ul style="list-style-type: none"> - DISSEMINATE INTELLIGENCE - REVIEW DISSEMINATION - CUE TARGET ENGAGEMENT 	

TABLE 11 MOBILITY COUNTERMOBILITY SURVIVABILITY		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
POSITION TACTICAL FORCES	<ul style="list-style-type: none"> – CONDUCT RSOI – PREPARE FORCES FOR MOVEMENT – MOVE & DEPLOY TO/FROM TACTICAL POSITIONS – SECURE LOC(S) – CONDUCT RE-DEPLOYMENT – ESTABLISH SECURE MOVEMENT CORRIDORS – ESTABLISH STAGING AREAS – OVERCOME INFRASTRUCTURE LIMITATIONS – REPORT MOVEMENT 	<ul style="list-style-type: none"> – Occupy an Assembly Area – Execute OPSEC measures
RECOVERY OF FORCES AND ASSETS		
FORCE PROTECTION		<ul style="list-style-type: none"> – Conduct Active Air Defense Measures Against Hostile Aerial Platforms – Conduct Information Assurance – Conduct Operational Decontamination – Prepare for a NBC Attack – Employ Operations Security Measures – Conduct Mobility, Countermobility, and or Survivability Operations

TABLE 12

MANEUVER, FIRE SUPPORT AND AIR DEFENSE

OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
LAND MANEUVER	<ul style="list-style-type: none"> – OFFENSIVE OPERATIONS – RECCE OPERATIONS – SECURITY OPERATIONS – DEFENSIVE OPERATIONS – CONDUCT MOVE TO CONTACT – CONDUCT MEETING ENGAGEMENT 	<ul style="list-style-type: none"> – Attack by Fire – Conduct a Bypass – Conduct a Cordon and Search in an Urban Area – Conduct a Defense – Conduct a Delay – Conduct a Guard Mission – Conduct a Hasty Water Crossing – Conduct a Linkup – Conduct a Movement to Contact – Conduct a Passage of Lines as Passing Unit – Conduct a Passage of Lines as Stationary – Conduct a Raid – Conduct a Relief in Place – Conduct a Screen – Conduct a Tactical Road March – Conduct a Terrain Oriented Attack – Conduct a Withdrawal – Conduct an Attack Against a Moving Force – Conduct an Attack Against a Stationary Force – Conduct an Infiltration and or Exfiltration – Defend a Built-up Area – Employ a Reserve Force – Conduct a Combined Arms Breach of an Obstacle – Conduct Security Operations in a Stability Environment

TABLE 12.1. MANEUVER FIRE SUPPORT AIR DEFENSE

OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
AIR MANOEUVRE	<ul style="list-style-type: none"> - OFFENSIVE OPERATIONS - CONDUCT LINK-UP OPERATIONS - CONDUCT WITHDRAWAL - CONDUCT RELIEF OF TROOPS IN COMBAT - CONDUCT DELAY OPERATIONS - RECCE OPERATIONS - SECURITY OPERATIONS - DEFENSIVE OPERATIONS - SUPPORT TO OTHER COMPONENTS 	<ul style="list-style-type: none"> - Conduct an Airborne Assault - Conduct an Air Assault
FIRE SUPPORT	<ul style="list-style-type: none"> - TARGETING 	<ul style="list-style-type: none"> - Employ Fire Support - Execute the Targeting Process
AIR DEFENSE	<ul style="list-style-type: none"> - COORDINATION OF ACTIVITIES OF SUPERIOR AND ADJOINING AD UNITS - HARMONIZING OF AIR-SPACE USAGE MANAGEMENT 	<ul style="list-style-type: none"> - Ensure ad protection of units and assets

TABLE 13. COMBAT SERVICE SUPPORT		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
LOGISTIC SUPPORT	<ul style="list-style-type: none"> – SUSTAIN THE FORCE – CONTRIBUTE TO MISSION PLANNING – CONDUCT TRANSPORT OPERATIONS – PROVIDE LOGISTIC SUPPORT – TRANSPORTATION AND SUSTAIN POW – PROVIDE AND MANAGE HNS RESOURCES – PROVIDE SUPPORT FOR REFUGEES AND DPS – PROVIDE ADVICE ON EQUIPMENT – CONDUCT REAR AREA OPERATIONS – CONDUCT MAINTENANCE AND RECOVER VEHICLES AND EQUIPMENT 	<ul style="list-style-type: none"> – Conduct a Civil Military Operation – Conduct S1 Operations – Conduct S4 Operations

TABLE 13.1. COMBAT SERVICE SUPPORT		
OPERATIONAL COMMANDER METL:	TACTICAL LEVEL METL	LOWER TACTICAL LEVEL METL
LOGISTIC SUPPORT	<ul style="list-style-type: none"> – MAN THE FORCE – CONDUCT TRANSPORT OPERATIONS – PROVIDE INDIVIDUAL REINFORCEMENTS – PROVIDE LEGAL ADVICE – ASSIST MAINTENANCE OF DISCIPLINE 	<ul style="list-style-type: none"> – Conduct a Civil Military Operation – Conduct S1 Operations – Conduct S4 Operations
MEDICAL SUPPORT	<ul style="list-style-type: none"> – PROVIDE PERSONNEL SUPPORT SERVICES – MAINTAIN FIELD RECORDS – MAINTAIN RECORDS ON PWS – CONDUCT INVESTIGATIONS – TREAT AND EVACUATE CASUALTIES – PROVIDE HEALTH ADVICE – PROVIDE VETERINARY SUPPORT 	<ul style="list-style-type: none"> – Plan Combat Health Support – Provide Combat Health Support
ENGINEERING SUPPORT	<ul style="list-style-type: none"> – CONDUCT ENGINEERING AND INFRASTRUCTURE SUPPORT OPERATIONS 	

4.7.- Organizational Forms of Training

- a) SEMINARS, LECTURES
- b) MAPEX: Map Exercise
- c) CPX: Command Post Exercise
- d) SIMEX: Simulation Exercise
- e) TESEX: Tactical Engagement Simulation Exercises
- f) FTX: Field Training Exercise
- g) LFX: Live Firing Exercise
- h) Other organisational forms of training

Exercise matrix to determine which exercise provides training on a specific mission:

Mission	Seminar	MAPEX	CPX	SIMEX	TESEX	FTX	LFX	Other organizational forms of training
PSO	•		•	•		•	•	
MACA	•	•	•	•				
PROTECTION SOVEREIGNITY		•	•	•	•	•	•	

TABLE 14

The Document “Policy for Individual and Collective Military Training” indicates the category of training audience for which each exercise is suitable.

A suggested possible sequence for collective training is:

UNIT	SEQUENCE
Platoon	Field Training(Dry) → Live Firing
Company	TESEX → Field Training(Dry) → Live Firing
Bn/BDE	MAPEX → CPX → TESEX → Field Training(Dry) → Live Firing

TABLE 15

5.- COLLECTIVE TRAINING STANDARDS AND EVALUATION

The trainer or evaluator determines the unit's evaluation status using the Collective Training and evaluation standards.

The training and evaluation standards can be used to train or evaluate a single task or a group of tasks such as an STX or FTX.

5.1.- Standardization

Assessment of training is carried out using the Training Standards (TS) which are produced for each Arm, Service and Command level and which specify each program, training task, the conditions under which it is to be performed and the standard to be achieved (see Figure 3-2.) During a training event, evaluators will judge the level of competence against each of the TSs, awarding a score for each.

The standardization program ensures that common operational, tactical, logistical, administrative and training tasks, drills and procedures are performed by the Armed Forces of BiH so as to achieve interoperability and compatibility with NATO readiness procedures..

The successful organization of training will reflect trained and drilled soldiers, leaders, and units that will perform assigned tasks to standard. Training programs build self-confidence, promote teamwork and esprit de corps, and increases professionalism in soldiers, leaders and units.

5.2. Evaluation.

The Evaluation of training standards are prepared for every collective task that Commanders have selectively identify as those tasks which accomplish the unit's critical mission. Each Evaluation of training standards contains the following items:

- a) **Evaluated Unit.** This identifies the unit or unit element(s) that performs the evaluated tasks.
- b) **Task.** This is a description of the METs and subsequently sub-tasks(a listing of actions that is required to complete the task to standard) to be performed by the unit
- c) **Commander/Evaluator judgement** use the following ratings:
 - T - Trained. The unit is trained and has demonstrated its proficiency in accomplishing the unit's critical mission.
 - P - Needs practice. The unit needs to practice the task. Performance/evaluation has demonstrated that the unit does not achieve standard without some difficulty or has failed to perform some task steps to standard.
 - U - Untrained. The unit can not demonstrate an ability to achieve combat proficiency.
- d) **Condition.** A statement of the situation or environment in which the unit is to do the collective task (METT-T conditions)

5.3. Task standards

To achieve standard in each task, unit have to conducts operations during training or evaluation in accordance with:

- a) Tactical standing operating procedures (TSOP)
- b) The appropriate field manual (Army Training and Evaluation Program ARTEP)
- c) The order, and or higher commander's guidance
- d) The conditions and rating expressed in each Collective Training Task evaluation.

Abbreviations

AF	Armed Forces
ARTEP	Army Training and Evaluation Program
BDA	Battle Damage Assessment
BCT	Basic Combat Training
BOS	Battle Operation System
BiH	Bosnia i Hercegovina
BT	Basic Training
CCIR	Commander's Critical Information Request
COA	Course of Action
CPX	Command Post Exercise
CS	Combat Support
CSS	Combat Service Support
CTT	Common Task Test
DPS	Displaced Persons (refugees)
FTX	Field Training Exercise
HNS	Host Nation Support
IPB	Intelligence Preparation of the Battlefield
JIIM	Joint interagency intergovernmental and multiagency
LFX	Live Firing Exercise
LOC	Logistic Operations Course Lines of Communications
MACA	Military Assistance to Civil Authorities
MAPEX	Map Exercise

METL	Mission Essential Task List
METT-TC	Mission, enemy, terrain and weather, troops and support available, time available, and civil considerations
MTOE	Modification Table of Organization and Equipment
MTP	Mission Training Plan
NATO	North Atlantic Treaty Organization
NBC	Nuclear, Biological, and Chemical
OOTW	Operations Other Than War
OPSEC	Security Operations
OPORD	Operational Order
PfP	Partnership for Peace
PIO	Public Information Operations
POW	Prisoner Of War
PSO	Peace Support Operations
TSOP	Tactical standing operating procedures
RSOI	Reception Staging Onward Movement and Integration
SIMEX	Simulation Exercise
SOP	Standing Operating Procedure
STX	Situational Training Exercise
S1	Personnel branch
S2	Intelligence branch
S3	Operations branch
S4	Logistic branch
S6	Communications branch