

(UNCLASSIFIED)

Troop Leading Procedures Training Package

Officer Candidate School 211th Regiment (RTI-FL)

Methodology: Crawl-Walk-Run Training **Class Size:** 28 Candidates (3 Squads) **Training Resources:** Local Training Area, Weapons, Radios **Cadre:** 3 TACs + Support Cadre/Instructors

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SECTION 1: REFERENCES AND AUTHORITY

This training package is developed in accordance with the following publications:

| Reference | Title |
|-----------------------|---|
| ATP 5-0.1 | Commander and Staff Officer Guide |
| ADP 5-0 | The Operations Process |
| ATP 3-21.8 | Infantry Rifle Platoon and Squad |
| CMP | ARNG OCS Course Management Plan, 1 JAN 2024 |
| ISAP | ARNG OCS Individual Student Assessment Plan, 1 JAN 2024 |
| Platoon Trainer Guide | 15 November 2024 |
| 211th Regiment OCSOP | 1 OCT 2024 |

Purpose

This training package provides a systematic approach to teaching **Troop Leading Procedures (TLPs)** using the Crawl-Walk-Run methodology. The purpose is to develop officer candidates' ability to receive, analyze, plan, and execute tactical missions through demonstrated proficiency in the eight TLP steps.

Evaluation Standard

Per ISAP Section 2-5(c): Platoon trainers will evaluate the candidate's use and understanding of the troop leading procedures during the Field Leadership Exercise (FLX) II in a one hour and forty-five-minute scenario. The candidate must receive an "E" or "S" on the Field Leadership Evaluation Report (FLER).

SECTION 2: THE EIGHT TROOP LEADING PROCEDURES

Per OCSOP B-11, TLPs provide a format to follow in any leadership situation. As the leader gains experience, the leader will employ the TLPs automatically with little thought given to the actual steps.

| Step | Procedure |
|------|------------------------|
| 1 | Receive the Mission |
| 2 | Issue a Warning Order |
| 3 | Make a Tentative Plan |
| 4 | Initiate Movement |
| 5 | Conduct Reconnaissance |
| 6 | Complete the Plan |
| 7 | Issue the Order |
| 8 | Supervise and Refine |

Critical Planning Concepts

The 1/3-2/3 Rule

Leaders use no more than **one-third** of available time for their own planning. Subordinates receive **two-thirds** of available time for their planning and preparation. This ensures parallel planning and maximum preparation time at the lowest level.

METT-TC Analysis Framework

The doctrinal order for analysis is:

| Letter | Factor |
|----------|----------------------|
| M | Mission |
| E | Enemy/Equipment |
| T | Terrain and Weather |
| T | Troops Available |
| T | Time Available |
| C | Civil Considerations |

Military Aspects of Terrain (OAKOC)

| Letter | Factor |
|--------|--------------------------------|
| O | Observation and Fields of Fire |
| A | Avenues of Approach |
| K | Key Terrain |
| O | Obstacles |
| C | Cover and Concealment |

SECTION 3: PHASE I - CRAWL (CONCEPTUAL FOUNDATION)

Training Hours: 4 Hours **Focus:** Conceptual understanding of TLP steps, OPORD structure, and planning frameworks **Environment:** Classroom/Outdoor Classroom

Block 1: TLP Overview and Steps 1-3 (2 Hours)

Hour 1: Introduction to TLPs

- Purpose and importance of TLPs in tactical planning
- Overview of how TLPs nest with the Military Decision Making Process (MDMP)
- **Step 1: Receive the Mission** - Understanding higher OPORD, commander's intent, specified/implied tasks
- Time allocation and backwards planning from H-Hour
- The 1/3-2/3 rule application

Hour 2: Steps 2-3

- **Step 2: Issue Warning Order** - WARNO format (5-paragraph abbreviated), timeline coordination
- **Step 3: Make a Tentative Plan** - Mission analysis using METT-TC
 - COA Development using **AGADAP**: Analyze relative combat power, Generate options, Array forces, Develop concept of operations, Assign responsibilities, Prepare COA statement and sketch
 - COA Screening Criteria (**SAFDC**): Suitable, Acceptable, Feasible, Distinguishable, Complete

Block 2: TLP Steps 4-8 and Integration (2 Hours)

OPORD Example Study (30 Minutes)

- TAC delivers complete sample OPORD
- Candidates follow with printed copy
- Pause at each paragraph to identify critical information

Steps 4-8 Instruction (60 Minutes)

- **Step 4: Initiate Movement** - Movement to conduct reconnaissance (NOT final inspections)
- **Step 5: Conduct Reconnaissance** - Types of recon, confirming/denying terrain assumptions
- **Step 6: Complete the Plan** - Integrating recon findings, preparing terrain model
- **Step 7: Issue the Order** - 5-paragraph OPORD structure, briefing techniques

- **Step 8: Supervise and Refine** - PCCs/PCIs occur HERE, rehearsals, contingencies

Small Group Exercise (30 Minutes)

Given a scenario, squads identify key actions at each TLP step. Focus questions:

1. What information do I need from higher?
2. What must my subordinates know immediately?
3. What can I plan now vs. after reconnaissance?

Phase I Transition Review (15 Minutes)

- Quick knowledge check on 8 TLP steps
- Preview of Phase II hands-on training
- Equipment preparation requirements

SECTION 4: PHASE II - WALK (GUIDED PRACTICAL APPLICATION)

Training Hours: 15 Hours **Focus:** Supervised repetition of TLP execution with coaching and feedback

Environment: Classroom, Outdoor Classroom, Local Training Area

Block 1: OPORD Reception and Planning Products (4 Hours)

Part A: OPORD Reception Drill (90 Minutes)

- TAC delivers PLT OPORD using proper briefing format
- Candidates practice note-taking using provided template
- Post-brief: Identify specified tasks, implied tasks, commander's intent, constraints
- Each squad conducts backbrief to TAC
- TAC highlights common listening errors and critical information

Part B: Rapid Information Extraction Drill (45 Minutes)

- TAC delivers 3 abbreviated OPORDs (5-7 min each) for different mission types
- After each brief: Candidates have 2 min to extract key info (Mission? Enemy? Timeline?)
- Quick quiz after each to verify comprehension
- Builds skill of rapid information processing under time pressure

Part C: Planning Products Workshop (90 Minutes)

- Small groups develop WARNOs based on received OPORD
- METT-TC analysis worksheets - guided completion
- Mission analysis: Specified vs Implied tasks, Essential tasks, Task and Purpose
- Enemy analysis: What does he look like? How can he hurt us? How can we hurt him?
- Instructor-led terrain model demonstration

Block 2: Terrain Analysis and Planning Iteration (4 Hours)

Part A: Terrain and Weather Analysis (60 Minutes)

- Terrain analysis using **OAKOC** framework
- Weather analysis: Cloud Cover, Precipitation, Temperature, Visibility, Wind

- Integration of terrain/weather effects on friendly and enemy operations

Part B: Mini-Planning Iteration (2 Hours)

- Each squad receives different PLT OPORD
- Squad leaders rotate - every candidate plans and briefs at least once
- Compressed timeline: 45 min plan, 20 min brief, 10 min feedback
- Candidates build terrain models and deliver 5-paragraph OPORD
- TAC evaluates: Planning products, terrain model quality, briefing delivery

Part C: Radio Procedures Integration (60 Minutes)

- Review basic radio procedures: **SALUTE, SPOTREP, SITREP, MEDEVAC 9-line**
- Practice radio net operations
- Squad leaders practice issuing orders and receiving reports via radio

Block 3: Terrain Familiarization and Walk-Through (4 Hours)

Part A: Terrain Walk (2 Hours)

Location: Local Training Area (Wooded Area)

- TAC-led walk of training area where evaluated lanes will be conducted
- Identify key terrain, likely OPFOR positions, movement routes, danger areas
- Candidates practice verbal terrain analysis using OAKOC
- Review control measures: phase lines, checkpoints, ORPs, assault positions
- Introduce **GOTWA** briefing for leader's reconnaissance:
 - **G** - Where I'm Going
 - **O** - Others going with me
 - **T** - Time I'll return
 - **W** - What to do if I don't return
 - **A** - Actions on contact

Part B: Walk-Through Exercise (2 Hours)

- Squad leaders conduct abbreviated TLP cycle (45 min planning, 15 min brief, 45 min execution)
- Execute simple mission in familiar terrain
- Emphasis on coaching, not evaluation
- AAR focused on TLP execution and time management

Block 4: Rehearsals and Time Management (3 Hours)

Part A: Backwards Planning Drill (45 Minutes)

- Instructor demonstrates backwards planning from H-hour
- Candidates work backwards to determine TLP step deadlines
- Practice scenarios: 4 hours, 2 hours, 1 hour available planning time

Part B: Rehearsal Techniques (90 Minutes)

- Types: Confirmation brief, backbrief, rock drill, walk-through, full-dress

- Candidates practice rock drills on terrain models
- PCC/PCI standards (Step 8 clarification)

Part C: Common Errors Review (45 Minutes)

- Review common TLP errors from previous classes
- Case studies: What went wrong and why
- Final Q&A before evaluated exercises

Phase II Repetition Summary

By the end of Phase II WALK, each candidate will have:

- Received 6-7 different OPORDs
- Planned and briefed 2-3 complete missions
- Built 2-3 terrain models from scratch
- Delivered at least 2 full 5-paragraph OPORDs to subordinates
- Practiced note-taking, backbriefing, and rapid information extraction

SECTION 5: PHASE III - RUN (EVALUATED APPLICATION)

Training Hours: 48 Hours (FTX) **Focus:** Evaluated execution under stress with 1:45 scenario lanes

Environment: Local Training Area (Woods + MOUT Site)

Execution Model: Three-Lane Simultaneous

Cadre Requirements: 3 TACs (primary evaluators) + Support cadre for OPFOR, safety, logistics

Lane Iteration Structure (2.5 Hours Each)

| Phase | Duration | Activity |
|--------------|-----------------|--------------------------------------|
| OPORD Issue | 15 min | TAC delivers PLT OPORD |
| Planning | 75 min | Candidate conducts TLP Steps 1-6 |
| OPORD Brief | 15 min | Candidate delivers 5-paragraph order |
| Execution | 60 min | Squad executes mission |
| AAR | 15 min | Immediate feedback |

Note: Total iteration time of 2.5 hours aligns with ISAP-required 1:45 evaluated scenario when accounting for administrative time.

48-Hour FTX Schedule Overview

Day 1 (0600-1800): Evaluated Daytime Lanes

- 4 iterations - all 3 squads execute simultaneously
- Mission types: Movement to Contact, Area Reconnaissance, Ambush, Raid
- Squad leader rotation after each iteration

Night 1 (1800-0600): Training Scenarios

- Patrol Base Establishment (platoon-level, not evaluated)
- Security operations and shift rotations
- MOUT Scenario: Building clearing (coaching focus)
- Sleep rotation with 50% security

Day 2 (0600-1800): Evaluated Daytime Lanes

- 4 additional iterations
- Different mission type variations
- Iteration 8 may be used for re-evaluation of struggling candidates

Night 2 (1800-0600): Training Scenarios

- Base Defense scenario
- Forward Passage of Lines
- Final AAR and recovery

Summary Statistics

| Metric | Value |
|--|----------------------------------|
| Total Evaluated Iterations per Squad | 8 |
| Total Evaluated Missions | 24 squad-level missions |
| Leadership Opportunities per Candidate | Minimum 2-3 evaluated positions |
| Night Training Scenarios | 4 platoon-level (coaching focus) |

SECTION 6: FLER EVALUATION CRITERIA

Per the Platoon Trainer Guide, the FLER uses the 8 Troop Leading Procedures to evaluate candidates in the field environment. Each TLP step receives an E-S-N rating.

Grading Scale

| Rating | Description |
|----------|-----------------------|
| E | Exceeded Standard |
| S | Met Standard |
| N | Did Not Meet Standard |

TLP Step Evaluation Points

Step 1: Receive The Mission

- Analysis of Enemy's Mission
- Analysis of Squad Mission
- Analysis of Time Available

- Conducts Back Brief

Step 2: Issue A Warning Order

- States Squad's Mission
- Provides Planning Timeline
- Provides Additional Available Info
- Provides TL Specific Guidance
- States Time, Place, Audience for Order

Step 3: Make A Tentative Plan

- Analysis of Squad Mission
- Analysis of Enemy
- Analysis of Terrain
- Analysis of Weather
- Analysis of Time
- Analysis of Troops Available
- Analysis of Civil Considerations
- Develops Course of Action

Step 4: Initiate Movement

CLARIFICATION: Movement to conduct reconnaissance, NOT final inspections

- Conducts Initial Inspections (of recon element)
- Conducts Rehearsals (for recon)
- Develops Contingency Plan (for recon)

Step 5: Conduct Reconnaissance

- Confirms/Denies Enemy
- Verifies Assumptions of Terrain
- Confirms Fighting Positions

Step 6: Complete Plan

- Prepares Briefing Site
- Develops a Terrain Model
- Updates Tentative Plan As Necessary

Step 7: Issue The Order

Situation:

- Terrain, Weather, Enemy Composition, Enemy Disposition, Enemy COA
- Friendly Higher Mission/End State, Civil Considerations, Attachments/Detachments

Mission:

- Who, What, When, Where, Why (Stated Twice)

Execution:

- Concept of Operation, Scheme of Maneuver, Scheme of Fires
- Uses Terrain Model, Tasks to Sub Units, Coordinating Instructions
- PIR, ROE, Reports, Timeline

Sustainment:

- Logistics, Personnel, Health System Support

Command and Control:

- CDR Location, CMD Succession, Control, Call Signs
- Number Combo, Challenge PW, Running PW
- Asks Questions/Receives Back Brief

Step 8: Supervise and Refine

CLARIFICATION: THIS is where final PCCs/PCIs occur

- Oversees Squad Prep
 - Conducts PCC/PCI (final pre-mission inspections)
 - Rehearsals (mission rehearsals)
 - Command & Control (planning and execution)
-

SECTION 7: REQUIRED TRAINING AIDS

Planning Products

- Laminated METT-TC analysis worksheets
- WARNO templates
- OPORD templates (5-paragraph format)
- Terrain analysis worksheets (OAKOC framework)
- Backwards planning worksheets with time calculation templates
- Laminated TLP Step-by-Step pocket guide

Evaluation Forms

| Form Number | Title |
|--------------------|---|
| ARNGOCS Form 5 | FLER (Field Leadership Evaluation Report) |
| ARNGOCS Form 3 | Leadership Observation Report (LOR) |
| ARNGOCS Form 4 | Candidate Self-Assessment Report (SAR) |

Scenario Materials

- Sample PLT OPORDs for each mission type (Movement to Contact, Recon, Ambush, Raid)
- Sand table/terrain model construction materials
- Laminated map sheets of training area
- OPFOR guidance cards for each scenario

Communications

- Radio procedure quick reference cards (SALUTE, SPOTREP, SITREP, MEDEVAC 9-line)
 - SOI extract for training exercises
-

SECTION 8: AAR FRAMEWORK

Immediate Lane AAR (15 Minutes)

Conducted immediately after each evaluated lane:

- Focus: One TLP strength and one area for improvement
- Quick discussion of key planning or execution issues
- Peer feedback incorporated when appropriate

AAR Questions

1. What was the mission?
2. What actually happened?
3. What went well? (Sustains)
4. What could be improved? (Improves)
5. What will you do differently next time?

Common TLP Errors to Address

| Error | Description |
|------------------------|---|
| 1/3-2/3 Rule Violation | Using too much time for leader planning |
| Incomplete METT-TC | Skipping factors during analysis |
| Late WARNO | Warning Order issued too late or without sufficient information |
| Poor Terrain Model | Terrain model does not match actual terrain |
| Missing OPORD Elements | Mission not stated twice, no backbrief |
| Misplaced PCCs/PCIs | Conducted during Step 4 instead of Step 8 |
| No Rehearsals | Failure to conduct rehearsals before execution |

APPENDIX A: OPORD REPOSITORY REFERENCE

The following Operations Orders are maintained in the OCS OPORD Repository for use during TLP training. All OPORDs are written in five-paragraph format IAW ATP 3-21.8 and are designed for platoon-level STX lanes.

Repository: GitHub: mattgwagner/tlp-opords

OPORD Inventory

| OPORD | Mission Type | Complexity | File |
|-------|----------------------|------------|---------------|
| 001 | Ambush at Crossroads | Medium | 001-ambush.md |
| | | | |

| | | | |
|-----|--------------------------|------------|---------------------------------|
| 002 | Movement to Contact | Medium | 002-movement-to-contact.md |
| 003 | Raid on Bunker | High | 003-raid-a-bunker.md |
| 004 | Clear Dismount City | High | 004-clear-dismount-city.md |
| 005 | Area/Zone Reconnaissance | Low-Medium | 005-area-zone-reconnaissance.md |
| 006 | Base Defense | Medium | 006-base-defense.md |
| 007 | Forward Passage of Lines | High | 007-forward-passage-of-lines.md |
| 008 | Patrol Base Operations | Medium | 008-patrol-base-operations.md |

Recommended OPORD Usage by Training Phase

Phase II - WALK (Guided Practical Application)

- **Blocks 1-2:** OPORD 005 (Area Reconnaissance) - Simpler mission focus allows concentration on planning products and TLP mechanics
- **Blocks 3-4:** OPORD 002 (Movement to Contact) - Introduces offensive operations while maintaining manageable complexity

Phase III - RUN (48-Hour FTX)

Day Iterations (Evaluated):

- OPORD 001 (Ambush) - Standard offensive, clear success criteria
- OPORD 002 (Movement to Contact) - Flexible planning required
- OPORD 003 (Raid) - Complex coordination, breach operations
- OPORD 005 (Area Reconnaissance) - Stealth focus, different success criteria

Night Iterations (Coaching Focus):

- OPORD 006 (Base Defense) - Static operations suitable for limited visibility training
- OPORD 008 (Patrol Base Operations) - Security priorities, sustainment focus

Advanced Iterations (Second Cycle or High Performers):

- OPORD 004 (Clear Urban Terrain) - MOUT complexity
- OPORD 007 (Forward Passage of Lines) - Inter-unit coordination

OPORD Modification Guidelines

Cadre may modify OPORDs to fit training objectives and available terrain. When modifying:

1. Update grid references to match actual training area
2. Adjust times to fit the 75-minute planning / 60-minute execution / 15-minute AAR model
3. Tailor OPFOR/Training Wrinkles to candidate experience level

NOTE: UAS/Counter-UAS injects are OPTIONAL and should only be used if authorized by the Commandant and incorporated into the approved POI.

Repository Access

OPORDs are maintained in Markdown format at: github.com/mattgwagner/tlp-opords

Cadre should download and print OPORDs prior to training. Coordinate with Senior Platoon Trainer for any required modifications or additions.

ACKNOWLEDGE:

MATTHEW WAGNER
CPT, FA
FLORIDA ARMY NATIONAL GUARD

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