

(UNCLASSIFIED)

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## Troop Leading Procedures Training Package

### Officer Candidate School 211th Regiment (RTI-FL)

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**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

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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).

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## SECTION 2: THE EIGHT TROOP LEADING PROCEDURES

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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               |
|----------|----------------------|
| <b>M</b> | Mission              |
| <b>E</b> | Enemy/Equipment      |
| <b>T</b> | Terrain and Weather  |
| <b>T</b> | Troops Available     |
| <b>T</b> | Time Available       |
| <b>C</b> | 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          |

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## SECTION 3: PHASE I - CRAWL (CONCEPTUAL FOUNDATION)

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

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**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

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## SECTION 5: PHASE III - RUN (EVALUATED APPLICATION)

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**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**

| <b>Metric</b>                          | <b>Value</b>                     |
|--|----------------------------------|
| 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**

| <b>Rating</b> | <b>Description</b>    |
|---------------|-----------------------|
| <b>E</b>      | Exceeded Standard     |
| <b>S</b>      | Met Standard          |
| <b>N</b>      | 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)

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### **SECTION 7: REQUIRED TRAINING AIDS**

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#### **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

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## SECTION 8: AAR FRAMEWORK

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### 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                  |

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## APPENDIX A: OPORD REPOSITORY REFERENCE

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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](https://github.com/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](https://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.

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**ACKNOWLEDGE:**

MATTHEW WAGNER  
CPT, FA  
FLORIDA ARMY NATIONAL GUARD

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CPT COTTO  
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