How to Develop Training

1. Determine Training Needs. The first step in developing effective training is to determine training needs. Consider the following to determine training needs: Chief of Chaplains Annual Training Guidance, unit mission, unit orders, unit METL, commander's intent, commander's lines of effort, and needs analysis based on observation/assessment of chaplains.

2. Consult the Smartbook. Individual course Smartbooks within this portal provide an overview of training provided in a specific course or by one of the training directorate subject matter experts. As such, it is a good, initial reference point to develop training for Chaplains and Chaplain Assistants.

3. Draft a Training Plan. Based on time allotted for training and resources available develop a training plan. Draft a training plan that is progressive in nature. For example – before training on the conduct of field religious services, conduct training in analyzing mission variables (METT-TC), reading an operations order, and staff coordination. The last three help insure that the chaplain understands the environment and coordinates for conduct of a field religious service.

4. Develop Training Goals. Supervisors need to execute steps 6, 7, and 8 as applicable IOT develop appropriate training goals. Example: "All battalion UMTs will develop a Tab-D, Religious Support for the upcoming exercise." Notice the goal defines an outcome, a Tab-D, and specifies who will produce it, all battalion UMTs.

5. Assign Training Responsibilities. Consider the following when assigning training responsibilities: the complexity of the goal, prior knowledge or skills UMT members, other mission requirements, resources (time, equipment, supplies, people, facilities) available for training, resources required for training, and other factors. Complete the training plan by assigning training responsibilities (lead trainer/POC), providing a timeline, and resourcing the training. A good timeline for training development will include a minimum of one IPR. Leaders conduct IPRs IOT identify and resolve issues before training execution.

6. Consult Applicable Task(s) in Army Training Network (ATN). Tasks are how the Army trains. Persons responsible for training should consult tasks appropriate to the training. A task serves as the basic guide for training and evaluation. See the sample task (Plan Religious Support for Unified Land Operations) retrieved from ATN. The sample task includes highlights and notes to assist in the development of

training. With the task in hand, continue to step 7. Use identifying topics or task numbers to access tasks within ATN.

7. Consult Required References in Army Publishing Directorate (APD). Tasks often list required references. Each content area in the CHBOLC Smartbook lists key references. APD is the central repository for all standard Army publications (AR, FM, ADP, ADRP, ATP, and ATTP). Consult the required references for content associated with the task.

8. Consult the Chaplain Corps' IMI Storyboard as Applicable. The IMI Storyboard is a great digital reference that covers Memorials and Funerals, External Advisement, Religious Support Planning, Overview of Army Religious Support, and Internal Advisement. Additionally, the IMI contains training aids and examples of many key chaplain corps deliverables.

9. IPR: Identify Gaps in Information and Resources. Prior to and during the IPR, the lead trainer and brigade chaplain identify gaps in the training.

10.   Develop Interactive Training. Develop interactive training using the gathered information and resources. Interactive training uses concepts like the Army Learning Model (ALM) to increase training value. Interactive training eliminates lecture and minimizes PowerPoint. Interactive training makes the trainee responsible for growth and development. In this approach, the trainer resources and sets the stage for training and learning. The attached lesson plan and resources for Conduct a Memorial Ceremony is an example of training based on ALM.

11.   Execute the Training.

12.   Evaluate the Training. Conduct an After Action Review (AAR) of the training. See FM 6-0 to learn more about AARS and particularly pages 16-8 and 16-9 of FM 6-0 for the AAR format. Use the lessons learned from the AAR to improve future training.