



Year-end Issue 2020

# THE PROFESSIONALS

The Official Magazine of the Training and Doctrine Command, Philippine Army

*Source of Army Standards*



69

*Years*

Training and Doctrine Command  
Philippine Army

*Source of Army Standards*





# THE PROFESSIONALS

In this issue...

## EDITORIAL BOARD

MGEN CORNELIO H VALENCIA JR PA  
Chairperson

BGEN DANILO O CARIÑO PA  
Vice Chairperson

### Members

COL ERWIN R SALIBAD MNSA (CE) PA  
COL ENRIQUE L CLEMENTE GSC (INF) PA  
LTC WILLIAM G SABADO (CAV) PA  
LTC REY C OCAMPO (CAV) PA  
MAJ MARK ANTHONY L LASAM (MI) PA  
MAJ DENNIS A SANTOS (INF) PA  
MAJ MARIA VICTORIA C MATILLANO (QMS) PA  
MAJ DAVID R SACLOTE (SC) PA  
CPT RHEA E MAIGUE (AGS) PA

## EDITORIAL STAFF

COL GULLIVER L SEÑIRES MNSA (INF) PA  
Editor-in-Chief

MAJ MARVI O PARTULAN (CAV) PA  
CPT NAOMI P BRAZA (AGS) PA  
CPT JOHN REY D CAUMBAN (INF) PA  
1LT AARON ED B RAMOS (OS) PA  
Jeniebel J Delos Santos  
Queenee F Fernandez  
Jane Beryl S Juntilla  
Associate Editors

Ms Erna A Millanes, RL  
Managing Editor

Sgt Sanny E Palattao (OS) PA  
Lay-out Artist

PFC Kart Kenneth V Cariaga (Inf) PA  
Design Artist

Cpl Ulysses G Ramirez (Inf) PA  
Cpl John Lester P Donato (Inf) PA  
PFC Andy Lou V Cabasa (Inf) PA  
Photographers

Tsg Benjuomar O Vela (OS) PA  
Administrative Support



*Source of Army Standards*

**The Professionals** is the official magazine of the Training and Doctrine Command (TRADOC), Philippine Army that is published semi-annually through the Office of the Assistant Chief of Staff for CMO, G7.

It aims to increase the awareness of both internal and external audiences on training and doctrine related matters. The opinions expressed in this publication do not necessarily reflect the official views or policies of TRADOC unless specified by the author. The author encourages every readers to send their comments, opinions, and pertinent written contributions to the Editor of The Professionals, TRADOC, PA, Camp O'Donnell, Capas, Tarlac.



2	Editorial Board	29	The Value of Sustainment
4	Message of the Commander	30	TRADOC: Portraying Innovativeness and Adaptability in Education and Training Amid COVID-19 Pandemic
5	Message of the Deputy Commander	34	Engaging Stakeholders: A Leadership Challenge
6	Editor's Note	39	TRADOC's CHRs and the New Normal Life
8	Combined Arms Training Exercise in the "New Normal"	40	T.A.S.I.O.L.S.
9	Leadership Challenges in 2020	42	T.I.K.A.S. 2020
10	Concept-based, Doctrine-driven CY 2020	44	Leadership Style Towards Excellence
14	The Year We Reviewed	46	What Makes the World Go Round
17	TSSC as Service Support Provider	48	Life in TRADOC during the Pandemic
19	DND-DPWH Convergence Program Leads to Development in Camp Kibaritan	50	Life in TRADOC during the height of COVID-19 Pandemic
20	OCC and OPC Training 2020	52	Evolution of TRADOC's TO&E
22	Stagnant No More?	55	TRADOC Cares: A Relief Operation Experience
24	Basic Military Training	56	Pangkat TRADOC Paligsahan
26	"Ang taong masaya ay madaming nagagawa"	60	The Effects of COVID-19 Pandemic to the Daily Work of TRADOC's Civilian Human Resources
28	"TAOP 2020: A Year in Review"		





**COMMANDER**  
TRAINING AND DOCTRINE COMMAND, PA  
Camp O' Donnell, Capas, Tarlac



**DEPUTY COMMANDER**  
TRAINING AND DOCTRINE COMMAND, PA  
Camp O' Donnell, Capas, Tarlac



Change has begun.

Quarantine, safety protocols, new normal procedures, lockdown, and COVID are terms which created negative vibes but eventually resulted to positive changes. Undeniably, we all despise sudden changes—things which can make or unmake us. Understandably, many fear the unknown and unexpected. COVID-19 pandemic brought negative and positive changes inside and outside TRADOC.

Major changes were implemented inside camp as training needed to continue amidst many challenges and IATF protocols. The conduct of physical fitness tests were postponed indefinitely, mass gatherings were prohibited, weekend leaves and privileges were called-off, many activities were temporarily cancelled, and even career and pre-entry courses were delayed. TRADOC gradually adapted to the abrupt changes in the camp and the society.

Despite all these negative changes, there were many major positive things that happened. Individually, it intensified our resolve and sense of duty, service, and discipline; and, reflecting or looking inward made us closer to our family and God. With innovation comes flexibility and with optimism comes adaptability; but beyond these, is a personal and organizational realization of triumph in overcoming surmounting challenges. Indeed, in 2020 we made the impossible possible; we persisted on doing what is right; and in so doing, we created a better version of ourselves and of Pangkat TRADOC.

This year's magazine is perfectly different from the previous magazines for the reason that it reveals the imperfect world filled with its trials yet TRADOC made it!

Absolutely, new beginnings are created through tough times. Like the great swords tempered in fire, Pangkat TRADOC is tough made stronger by the 2020 road that has been rough and full of unexpected bumps. The seemingly insurmountable days of 2020 were amazingly overwhelmed not by one, not by two—but by the whole of Pangkat TRADOC, moving as one.

I hope that this publication will serve as an inspiration to everyone that together Pangkat TRADOC will continue to train to win, whatever the situation and whatever challenges there is in 2021.

Mabuhay ang Pangkat TRADOC! Mabuhay ang Hukbong Katihan ng Pilipinas! Mabuhay tayong lahat!

Sa Panginoon nagmula ang lahat ng biyaya,  
Sa Kanya lahat ang papuri at kaluwalhatian.

  
MGEN CORNELIO H VALENCIA JR PA  
Commander

The Year 2020 has been a very challenging year for Pangkat TRADOC, the Philippine Army, the Armed Forces of the Philippines and the entire nation due to COVID19 pandemic. A lot of things has changed including the way we held conferences and meetings, classroom instructions, combined arms training exercises, physical fitness trainings, and even our scheme of going home to our respective families. The normal things we do in TRADOC as a training institution became new normal.

Amidst the pandemic, TRADOC continue to perform its mission of educating and training Army forces and developing doctrines to strengthen the Army warfighting competencies. The unit also upholds its brand image as the source of Army standards by providing quality education and training while giving premium to the safety of its students and the faculty against the spread of COVID19.

As 2020 is about to end, my congratulations to the members of Pangkat TRADOC, the officers, enlisted personnel and civilian human resource who unselfishly gave their contribution for the accomplishments of TRADOC. Let us continue to support the leadership of MGEN CORNELIO H VALENCIA JR PA, our Commander this coming 2021 and let us prepare ourselves for a more challenging year ahead since the pandemic is not yet over. We excelled in 2020 and so let us aim again for the best for the coming year with the help of the Almighty Father.

Together with my family, I wish everyone a Merry Christmas and a prosperous COVID-free New Year. May God bless us all!



BGEN DANILO O CARIÑO PA  
Deputy Commander

Editor's Note :

# ADAPTABILITY AND RESILIENCY AMIDST THE PANDEMIC

The year 2020 is unprecedented in the 69 years of our existence as the Philippine Army's premier training institution. The difference has nothing to do with the education and training programs and the various training opportunities that we are usual participants. I am talking about the pandemic that affected (and still affects) the entire country and the rest of the world. The impact to education and training of the novel corona virus disease or COVID-19 is bizarre! And while nations and governments are moving heaven and earth to develop a vaccine to protect the people against the virus, COVID-19 may be here to stay!

But we did not let COVID-19 defeat us! The pandemic made us critical and creative! We looked at the situation not as a problem but as a challenge and an opportunity: the challenge to be able to perform our mandate of providing quality education and training to our soldiers and civilian human resources while protecting everybody from being infected; and the opportunity to live up to our motto as the "Source of Army standards"; and level-up our skills, processes, and procedures. The results are remarkable!

Indeed, Pangkat TRADOC was caught off-guard by this phenomenon! But our concerted effort made us mitigate the impact of COVID-19 to mission accomplishment and paved the way for the continuation of our programs. We continue to develop health and safety protocols to add to the 30 we are using. Very early, we published two handbooks which paved the way for the resumption of training activities, personnel development, and facilities upgrade. Also, we initiated laudable activities to preserve the well-being of our troops. The different kind of "team building" on two occasions: the first one designed for our squads to internalize and master, individually and collectively, the anti-COVID-19 protocols, while in the second event we created outlets for individual and unit expressions of talents in painting, traditional cooking, and entertainment. We resorted to movie showings to avert boredom. To be compliant to national health protocols, the film showing was staged in an open-air and widely-spaced area. The big space allowed students to sit, relax, and eat popcorn while viewing the latest trending movies in the country. Most importantly, our experiment of an "online" method of instruction before we commenced the second training cycle on 01 July 2020 proved useful, effective, and compliant to national health protocols. Thanks to the camp-wide wireless internet that everybody can access anywhere inside camp which, above all, remedied the perennial homesickness and our need for quality time with our families through regular video calls and social media chats.

Truly, the pandemic made Pangkat TRADOC adaptive and resilient. While it is unfortunate that we had our own share of COVID-positives, our strict adherence to protocols reduced the risk of local transmission which, when it happened, we were able to contain. Thanks to the united efforts to stop COVID-19 by our reliable Commanders, Center Directors, and School Commandants who inspired their personnel and helplessly led the fight against the virus. But much of the praises go to the members of Pangkat TRADOC for your stern commitment and untiring contribution to make our institution safe for everyone.

This is our present day Training and Doctrine Command – the source of Army standards!



# Combined Arms Training Exercise in the “New Normal”

COL REDENTOR E CABANIZAS GSC (INF) PA  
Director

**E**very training cycle, the career and specialization courses conducted by the warfighting schools culminate with the Combined Arms Training Exercise (CATEX). Students are organized and designated to positions based on their respective courses to form notional Brigade Combat Teams (BCTs). The skills, knowledge, and attitude of students are evaluated in a combined arms mission planning and execution with a realistic exercise scenario on Territorial Defense Operations.

In March 2020, the outbreak of COVID-19 affected the regular implementation of training programs and exercises which necessitated many modifications to adapt to the pandemic. Amidst the difficulties experienced, the pandemic exposed some positive effects like allowing us to be resilient and creative in resolving problems. These attitudes led us to develop new methods in accomplishing assigned tasks while combatting the spread of the virus. TRADOC’s “New Normal” Procedures and Protocols is the compilation of the various innovations, systems and policies developed to address the pandemic while performing the Command’s mandate.

For Calendar Year 2020, the three CATEXs were conducted virtually in compliance to the “New Normal Procedures.” The students from different schools were organized into three BCT planners known as the Operational Planning Teams to formulate detailed plans and synchronize and integrate warfighting functions through a virtual staff exercise. They underwent Military Decision Making Process and presented outputs to include Detailed Mission Analysis Brief, Course of Actions Brief, and Operation Order Brief to their respective BCT Commanders. Adding realism to the exercise, the Directors of TRADOC Major Centers were invited to role play as Brigade Commanders while the Directors of Sub-Centers, School Commandants and other Senior Officers acted as panellists.

Meanwhile, non-planner students were also organized into small units to perform Simulation Training Exercise at their respective schools. The students were evaluated through planning and execution of their respective warfighting functions while observing the protocols against the spread of COVID-19.

Finally, after the five-days exercise, the CATEX concluded with a closing ceremony. The Guest of Honor and Speaker and attendees assembled at the TRADOC Conference Room while the training audience and directorates joined the occasion thru Virtual Tele-Conferencing at their respective training areas. These successful events proved that TRADOC was able to adapt to a rapid changing environment and was able to train and educate army forces well during the pandemic. The conduct of CATEX in an abnormal situation was made possible with the introduction of innovations in the training audience and methodologies. Certainly, a realistic, efficient and doctrinal combined arms training exercise was implemented and still, it was done in very high standards.



# Leadership Challenges in 2020

COL JOSE DODJIE C BELLOGA INF (MNSA) PA  
Director

**B**eing a leader in 2020 was a demanding task. The challenges are evident in the factors of leadership: on the external side, the situation and followers; and on the internal side, the leader himself.

At every point, the world surprises us, throwing barriers where the way seems easy, and also in times most difficult. These surprises, often more optimistic than negative, are opportunities that make a leader more flexible and adaptive. The situation is a challenge that greatly affects a leader. In 2020, it was not only the pandemic, but also all the natural disasters and calamities like the eruption of “Taal” volcano, the successive strong typhoons; and the damaging earthquakes that claimed the lives of thousands. These posed challenges considering the Army’s Mission to end insurgency and terrorism. Efforts were diverted to combat the pandemic and assisting the community and local authorities in controlling and mitigating the effects of the calamities. These unforeseen situations caught many leaders unprepared for the sudden change in focus and efforts. Therefore, the leader should be flexible, and can adjust to the situation.

On followership, the huge challenge for a leader lies in maintaining the soldiers’ good state of morale and positive psychological condition. The pandemic caused huge trauma and was aggravated by the natural disasters and calamities. These increased the worries of soldiers not only for themselves but also for their families who were left in their homes. Like many people, some soldiers were psychologically affected making them ineffective and inefficient in their duties. Thus, the leader’s challenge is in ensuring his soldiers’ well-being and ability to cope in dire situations to drive them to mission accomplishment. The right mix of morale and welfare and mission will bring balance in the soldiers’ lives.

In addition, leaders innovate to motivate soldiers—often without seeming to do so; and leaders sustain their soldiers not to deteriorate when they’re doing well.

Leaders need to inspire themselves and be passionate on what they do. Leaders need to be mindful of their soldiers and all that matters. Meaning, all the time, they have to be leaders. True leadership is making great demands on individuals. As a leader, one is responsible for the unit vision and mission. Responsibilities may be shared; but most often, one person takes the largest part of the burden—the leader.

Leaders are human beings also. It means they have issues and failures like their soldiers. Facing one’s personal struggles is part of leadership. It is important to identify behaviours that get in the way; and one must strive to resolve them to become a successful leader. Although leadership gives us the chance to show the best of what we are, it also shows our weaknesses. Sometimes, in order to express and fulfil their vision, successful leaders have to resolve those limitations. Fear, lack of trust, insecurity, impatience, and intolerance, all can serve as leadership barriers. Accepting and overcoming them will turn a mediocre leader into a great one.



## CONCEPT-BASED, DOCTRINE-DRIVEN CY 2020"

**COL ALVIN V FLORES INF (MNSA) PA**  
Director

The year 2020 saw a boost in the Philippine Army's doctrine development goal. In total, there were 20 doctrine manuals promulgated, seven manuals approved by COMTRADOC, four manuals approved by the Doctrine Committee TRADOC (DCT), and 32 proponent advices processed. Significantly, the Doctrine and Capability Integration Center (DACIC) accomplished all its programs, activities, and projects in calendar year 2020.

### PHILIPPINE ARMY DOCTRINE SUMMIT 2020

The Philippine Army supports the continuous improvement of the current Army Doctrine Development System. The Training and Doctrine Command, through the DACIC, facilitated the conduct of the PA Doctrine Summit CY 2020 from 09-11 March 2020 at Subic Bay Travelers Hotel, Subic Bay Freeport Zone, Subic, Zambales. The three-days activity included lectures and workshops attended by the different stakeholders of the Center. The summit served as a venue for the doctrine proponents and project teams (PTs) to examine and apprise the participants on the current and backlog manual projects, identify priority manuals, and discuss to resolve doctrinal issues and concerns that will help expedite the completion of manual projects.

### GENDER AND DEVELOPMENT ACTIVITIES

The Center observed the Women's Month Celebration at the same time with the 1st Semester Socials held at Pistol Range, TRADOC, Camp O'Donnell, Capas, Tarlac. The objectives of the activity is to inform and engage women as stakeholders of government programs and services, to promote citizen-centric governance, and make "change", a conscious effort to know, understand, and provide what all citizens need.



Relatedly, Pangkat DACIC participated in the observance of the 18-day Campaign to end Violence Against Women (VAW) through the conduct of Gender Sensitivity Training. DACIC and Training Support and Services Center (TSSC) jointly facilitated the event held at TRADOC Consolidated Mess Hall on 01 October 2020. The activity aims to give emphasis on everyone's commitment and contributions in ending VAW and to continue the pursuit on a common vision of a VAW-free community.



Meanwhile, the Center celebrated the International Men's Day with a theme: "Better Health for Men and Boys". The celebration was highlighted with a fun bike activity last 19 November 2020. The Pangkat DACIC Bikers started their journey at HTRADOC, Camp O'Donnell in Capas traversing the rolling terrain of San Jose until they reached the majestic landscape of Monasterio de Tarlac.

### CRAFTING OF THE WHOLE-OF-NATION APPROACH IN NORTHERN MINDANAO

The Whole of Nation Approach or WONA is a concept that the AFP has been promoting for quite a time. Insurgency in the country remains because of a huge mismatch in the problem and the solution that government provides. For quite a time, the security sector have realized that military solution alone cannot end insurgency. It is a societal problem and a multifaceted one that is linked with many aspects of governance and political culture.

Thus, DACIC crafted a handbook that hopes to bridge the gaps in the implementation of the WONA and harness its full potential in ending insurgency. The contents of the handbook can be a valuable guide in planning and executing our campaigns with the end in view of achieving long lasting peace in our country.

Fortunately today, the concept of WONA is gaining much traction anchored on the experiences in the Quadratic Approach of Lambt Bitag, the Hollistic Approach of Bantay Laya, and the most recent Bayanihan campaign. The fractured nature of the Philippine society is transforming-is correcting itself, although, not as fast as we want it to be; but enough to sustain and advance the concepts of WONA to another level.

### DOCTRINE WRITERS TRAINING 2020

In pursuit of its primary mandate, Pangkat DACIC embarked on endeavors that will speed-up the doctrine development of the PA. Among these endeavors is the conduct of Doctrine Writer's Training (DWT) which aims to train writers, proponents and members of the project teams in doctrine writing in order to capacitate them to execute the catch-up plan in writing priority manuals in consonance with the Doctrine Development Roadmap.

DACIC continues to perform its mission notwithstanding the corona virus 2019, to manage doctrine development and integrate capabilities in order to improve Army operations. Last July 20-31, 2020 the Center conducted the Doctrine Writers Training Class 08-2020 held at Mount Peniel Prayer Mountain and Campsite, Brgy Camp O'Donnell



**" My doctrine is not a doctrine but just a vision. I have not given you any set rules, I have not given you a system."**  
**-BUDDHA-**

(Patling), Capas, Tarlac. The blended training (combination of tele conferencing and limited face-to-face interaction) equipped the writer-participants with the right knowledge on the techniques and procedures of writing doctrine manuals. The objective is to fast-track the development of doctrine manuals. The training enhanced the research capability and writing skills of our doctrine writers and researchers.

With the new normal procedures of TRADOC having less face-to-face interaction and physical distancing, the training was successfully carried out. The hybrid training method was implemented through the concerted effort of the officers and support personnel of DACIC headed by Col Alvin Flores and lecturers from Tarlac State University.

### TEST AND EVALUATION, DOCTRINE ADVOCACY, AND GATHERING OF LESSONS-LEARNED AND BEST PRACTICES

The test, evaluation, and validation or TEV of promulgated Philippine Army Manuals (PAMs) are part of the PA Doctrine Development Process which aims to review, evaluate, and validate promulgated doctrines and ensure that it is still utile, responsive, and aligned with the current operational capability requirements of the PA that is based on the Army strategy.

One of the sources of doctrine is the validated lessons-learned and best practices that may develop into doctrine. The Lessons Learned Division collects data from different Philippine Army Major Units performing maneuver, maneuver support, and sustainment operations.

The TEV of two manuals namely: the Army Operations (PAM 3-00) and Infantry Platoon and the Squad Operation (PAM 3-015) were completed. Related to this, doctrine advocacy and gathering data on the lessons and best practices were held at H5ID and 5DTS, Camp Melchor F Dela Cruz, Upi, Gamu Isabela; and at the 502nd Infantry Brigade, Soyung, Echague, Isabela; and the 503rd Infantry Brigade, Calanan, Tabuk City, Kalinga respectively from 15 to 19 June 2020.

### LESSONS-LEARNED ON COVID-19 PANDEMIC

The President Duterte declared “Code Red Sub-level 2” issuing a partial lockdown on Metro Manila, the epicenter, to prevent a nationwide spread of COVID-19. On March 16, the President placed the entire of Luzon under enhanced community quarantine. The local government units nationwide followed and implemented their respective lockdowns. On the following day, the President issued Proclamation Order No. 929, placing the whole country under a state of calamity for a period of six months.

The Armed Forces of the Philippines is one of the primary agencies tasked to help in the pandemic. Its three branches are implementing measures to support the tasks given to the AFP. The Training and Doctrine Command, Philippine Army as the primary educational institution of the Army, sought to identify different issues related to COVID-19 that may be used by the Army and the AFP to ensure the safety of military personnel and the Filipino people.

The Command tasked the Center to make an initial impression on the Corona Virus 2019 Pandemic. The Center came out with a study that included recommendations on addressing identified issues. This will help in formulating solutions to the many risks posed by the virus. The identified issues were based on TRADOC’s experience for the past several months and the various related researches and studies done by TRADOC personnel.



### CONCEPT CAPABILITY AND DEVELOPMENT

The Center proposed a concept on the activation of the Chemical Corps as a primary AFPOS in the Philippine Army. The activation will address gaps and inadequacies in the education, training, research and development, and professionalism of the Philippine Army CBRN personnel who will compose the Chemical unit of the CBRN Coy.

DACIC developed and proposed a concept on the Creation of the Character Development Section under the Procurement and Attrition Branch of the Assistant Chief of Staff for Personnel, Philippine Army. The concept will serve as the basis for the creation of the Office for Character Development for the character enhancement of Philippine Army personnel.

Another concept forwarded is about the Rationalization on the Security of Tenure of Reserve Officer Graduates of OCC and OPC. The study rationalizes the removal of application for an initial and re-extension (10 years) of Tour of Active Duty (TAD) of reserve officers as a requirement for their Security of Tenure (SOT) without prejudice to their desired potential to go up the career path of commissioned officers of the Philippine Army.





# “The Year We Reviewed”

By: MAJ GINA O DAET (FA) PA

**T**RADOC envisions being a modern and responsive military training institution in Asia by 2022 and be true to its mantra “Source of Army Standards”. To achieve this goal, the systems and processes must be already institutionalized and systematically present in everyone’s workplace. The TRADOC restructuring is one of the solutions to better fit in the changing environment and to address current and future education and training concerns. Further, the current six Major Centers are the right bullets of TRADOC to directly hit its vision, mission, goals and objectives.

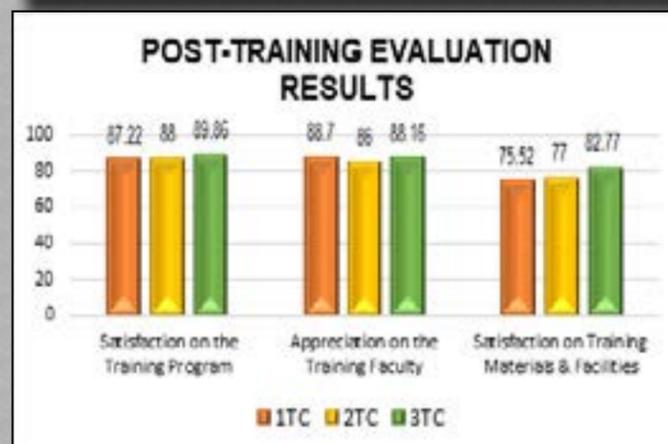
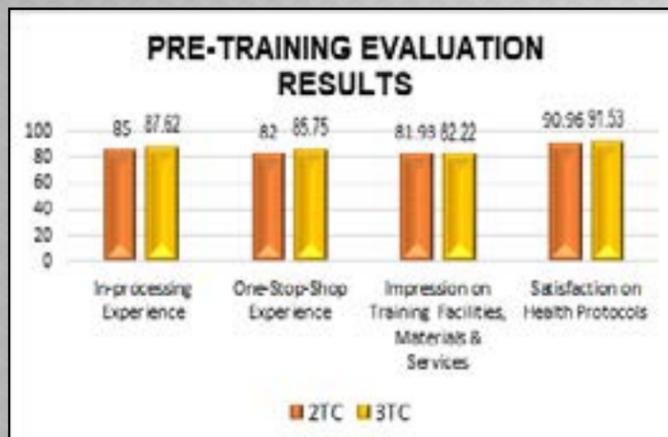
The Training Analysis Center is tasked to act as the Inspector General of all trainings and as the external evaluator of TRADOC schools to improve their training programs and facilities. These allowed the various TRADOC schools to focus on delivering their respective competencies.

The PA Training Cycle is also known as the ADDIE process, which stands for Analyze, Design, Develop, Implement and Evaluate. TAC conducts the first and last phases in order to give real-time feedback that to better training programs and systems.

In 2020, the TAC with merely two years of existence had significantly contributed to the attainment of TRADOC’s vision as the “Source of Army Standards”. Certainly, TAC accomplished its major core functions: conduct analysis, evaluation and research. The following are the details.

## TRAINING CYCLES 2020.

The Command continuously endeavours to enhance its “Training TRIAD” namely: Training Program; Faculty Development; and Training Facilities, Support, and Services. To determine the effectiveness of the current systems and processes, the Center crafted level 1 evaluation, which determines the reactions of the students or determining customer satisfaction. An e-survey was done through google forms. Pre and post training cycle evaluations were also conducted. The pre-training evaluation aims to solicit student’s personal experiences on the in-processing procedures; impressions on the training facilities; and expectations on the training program, faculty, and other administrative services. The post-training evaluation aims to assess their appreciation on the training faculty and the level of satisfaction on the training program and facilities. Shown are the general results of the pre and post training evaluations. The Center can provide specific results for other and further analysis and study.



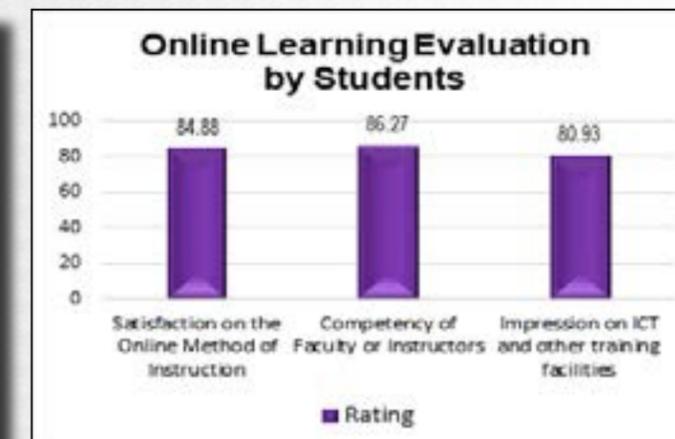
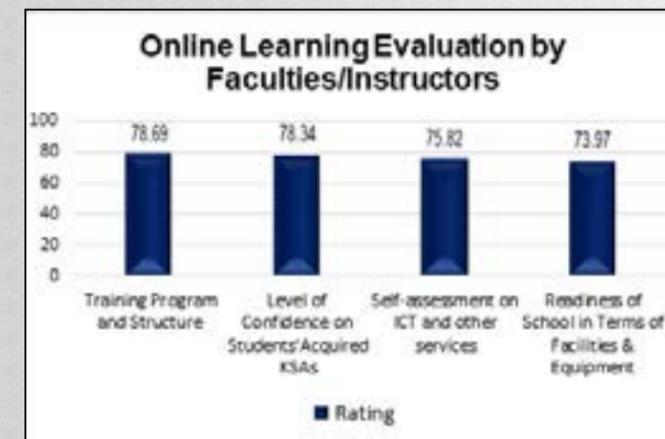
## PRE-ENTRY EVALUATIONS.

The Center crafted a directive on the conduct of Pre-Entry Training Quality Assurance Evaluation (PETQAE), which Commander, TRADOC approved on 04 September 2020. PETQAE supplements HPA SOP Nr 5 in the conduct of internal inspections to evaluate the effects of the training program to pre-entry students and their performances. PETQAE is performed by the Quality Assurance Oversight Committee and the PAMUs’ Training Management Evaluation Team. It is also a tool to provide direct feedback to Commander, TRADOC, and subsequently to CG, PA. PETQAE supports the School Commandant’s task to ensure excellence and good training standards. The Center spearheaded the PETQAE Committee, which is responsible for the conduct of evaluation of students’ acquired knowledge and skills, faculty performance, the state of facilities, and the training support and services provided during the conduct of the training. The Center evaluated the Candidate Soldier Course Class 642-2020 and Officer Candidate Course Class 54-2020.



## ONLINE LEARNING EVALUATIONS.

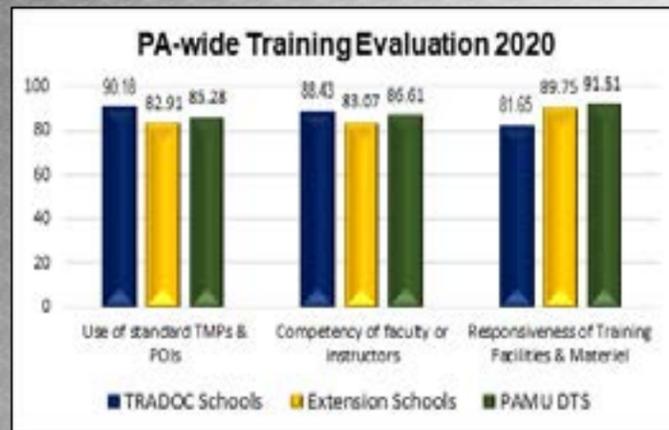
Amidst the effect of the global COVID-19 pandemic and the advent of fast changing technology, TRADOC continuously looks to deliver standard and quality education and training services. Online education platform was introduced at TRADOC during the 2nd and 3rd Training Cycle. The Center was tasked to evaluate the Online Learning Methodology and this was accomplished through an e-survey, with the students and faculty as respondents.



## HPA-DIRECTED EVALUATIONS.

One of the goals of the Philippine Army is to standardize the training program and enhance the quality of training in every Philippine Army Training School and Institutions (PATSI). Thus, TRADOC through TAC is tasked to conduct evaluations of institutions and training programs as directed by Headquarters Philippine Army.

**a. Institutional Evaluations.** The PA-wide Training Evaluation is an institutional appraisal conducted annually since 2018. The objectives are to validate the standard and quality of training catered by PATSIs focusing on three performance areas: completeness of TMPs and use of standard POI; competency of faculties or instructors; and the responsiveness of training facilities, support and services. The evaluation is more quantitative and is based on set parameters and formula for computation. Shown is the result of the PA-wide training evaluation for calendar year 2020.



**b. Program Evaluations.** HPA through OGB also initiated several training programs due to changing operational environment and the future plans of AFP. The Center was again tasked to evaluate various training programs to determine its effectiveness, come-up with recommendations for the development of new training concepts and/or redesign the existing training programs. The following are the training programs this Center evaluated.

1) **Battalion Commander Pre-Command Course.** It aims to prepare and develop the incoming and those already posted as battalion commanders to become competent and effective leaders of the Philippine Army. As directed, TAC evaluated the course to determine students' competency to serve as one of the basis or inputs for the confirmation of their designation as battalion commanders.

2) **Dagohoy Patrol (DAGPAT) Challenge.** It is an infantry squad patrol challenge patterned from the Cambrian Patrol Challenge of the British Army; wherein in 2019, the PA contingent coming from the First Scout Ranger Regiment won a silver medal out of the 130 participating countries.

3) **PA Squad Sniper Challenge.** It is considered as the modern-day version of the Luna sharpshooters of the Philippine Revolutionary Army during the Philippine-American war. The challenge aims to evaluate the sniper capabilities of the different PAMUs, enhance individual competencies in sniper operations, and foster camaraderie. The concept is made by the FSRR and was assisted by the Marksmanship Training School with 14 participating teams composed of two shooters and one coach per team.

4) **Installation Management Command (IMCOM) Organizational Training Evaluation.** IMCOM was activated in line with PA's medium-force-structure. In this regard, the Center conducted organizational training evaluation to ensure that its personnel are capacitated and have the necessary occupational competencies to discharge their duties and responsibilities in the accomplishment of the unit's mission.

5) **Combat Leadership Enhancement Program (CLEP).** TRADOC through the Army Leadership Development Center (ALDEC) conducted CLEP for Platoon Leaders, Company Commanders and Battalion Commanders. In this activity, TAC is tasked to analyze the results of the evaluations.

As result of evaluations, several analysis, assessment and recommendations had been made to improve the above-mentioned training programs. All focused on the effectiveness of the training program, attainment of the training objectives, competencies of directorate or facilitators, and the responsiveness of training facilities, materials, and the support and services provided.

TAC conducted Level 1 and 2 evaluations, which is based on the Kirkpatrick's Model of Evaluation. Nonetheless, the Center successfully did its job and provided recommendations to further improve the current training programs and institutions of TRADOC and the whole Philippine Army.

On its two years of existence, TAC had gone a long way to achieve its vision to be a credible and reliable analysis center, specializing on evaluating training programs, its implementation, and the performance of students and faculty. With the publication of the AFP Education and Training Evaluation System Manual in 2018, the conduct of analysis and evaluations is more reliable, credible and most importantly doctrinal and competitive with academe standards.

TAC ensures TRADOC is able to uphold the education and training standard; the effectiveness of training programs; and the accreditation and institutional recognition of the different PATSIs. Indeed, TAC greatly impacts on TRADOC making it worthy to be called the "Source of Army Standards" and a "World-Class Training Institution that is a source of organizational pride by 2022."



## TSSC as Service Support Provider

COL GASANARA M SULTAN FA (GSC) PA  
Director

**T**he Training Support and Services Center (TSSC) was activated on October 1, 2018 as one of the major Centers of Training and Doctrine Command (TRADOC), Philippine Army. Presently, the Center is organized into Headquarters/Command Group, Training Support Unit, and Training Services Unit which are co-located in Camp O'Donnell, Capas, Tarlac while the seven Training Support and Services Units cater to the seven training areas of TRADOC. Its mission is to provide training support and services to the Centers, Schools and Army Training Groups in order to enhance these units' efficiency and effectiveness.

Since its activation, the TSSC has already provided various assistances that led to the successful conduct of training and activities. Specifically, TSSC provides the following: training supply and equipment; transportation and maintenance; students' messing and quartering; printing and ICT services; special training equipment; maintenance services to facilities, utilities, ground and sanitation; and camp security to Army Training Groups.

However, some of these tasks were limited specifically in Calendar Year 2020 due to the outbreak of COVID-19. Nevertheless, TSSC still accomplished their mission and performed their vital roles in supporting the conduct of education and training activities in CY 2020.

**Provide Training Supply and Equipment.** TSSC has facilitated many support and services related to training supply and equipment. Various assistances were extended to requesting units inside and outside TRADOC. These efforts of TSSC officers and personnel contributed to maintain the Command's status as the finest training institution of the Philippine Army. TSSC efforts also created better relationships with stakeholders to include PAMU's that were supported.

**Provide Transportation and Maintenance.** The most frequent task of TSSC is to provide transportation and maintenance to TRADOC sub-units; and this is due to the fact that majority of the mobility assets are controlled by the Center. More so, mobility is a critical factor in many training events and school activities. In this task, numerous undertakings were supported and services rendered to the requesting parties.

**Provide Students' Messing and Quartering.** As a result of the pandemic, students stayed longer as TRADOC disallowed weekend passes or breaks for students of the Sustainment Center and Non-Commissioned Officers School. This translated to more man-hours in providing good messing service to the students. During the quarantine period, the personnel of TSSC deliver student mess to the billeting building, three times a day. This is done to ensure students' safety, reduce risks, and prevent the spread of the virus. Quartering is also a challenge, as the occupancy is longer; and it takes much toll on the facilities and utilities. But these challenges were overcome with the proper TSSC leadership.



**Provide Printing and ICT Services.**

In this function, TSSC supports the Doctrine Analysis and Capability Integration Center with two skilled personnel to print handbooks and manuals. These personnel also assist in the binding and packing of handbooks used in Common Module Phase of career courses.

**Provide Ground and Sanitation Personnel.**

Prior to the opening of courses, TSSC are deployed to the different schools, centers and even the ATGs to clean, arrange and beautify the training grounds and facilities. During each TC, a big part of ground maintenance involves cutting of grasses to keep insects, snakes and others animals away from the classrooms and billeting areas. Trees are also trimmed to prevent electric outages. Through TSSC, the goal of TRADOC to improve the school premises and make them conducive for learning is possible.

**Provide Support Personnel and Camp Security to ATGs.**

Another important function of the TSSC is supporting the ATGs. They provide camp security so that ATGs can focus on their function to train soldiers. At the end of a training cycle, TSSU personnel are also left behind to secure the camp when instructors go on break. During training, the TSSU provides a variety of support, particularly in non-academic activities such as battle drills, land navigation, and dry and live fire exercises. TSSC made significant contributions in the conduct of the Graded Practical Exercise on Combat Training for Individual Soldier (CTIS) and the Day and Night Movement Training, both for Officer Candidate Course CL 54-20, which is composed of 155 students. Another example of this function is the employment of support personnel to the School for Candidate Soldier during the arrival of Candidate Soldiers from the different Philippine Army Major Units (PAMUs) that happened last December 15, 2020.

Overall, in 2020, TSSC performed its mandate very well. It provided valuable support to TRADOC schools, centers and units; and these ensured TRADOC to effectively and efficiently train Philippine Army units and personnel. Training Support and Services Center (TSSC) did its job silently; and did them with excellence.



**DND-DPWH CONVERGENCE PROGRAM LEADS TO DEVELOPMENT IN CAMP KIBARITAN**

COL CIRIACO A LOMAS-E JR INF (GSC) PA  
Group Commander, Mindanao Army Training Group

The DND-DPWH convergence program in Camp Kibaritan is in full thrust following the implementation of infrastructure projects to augment the facilities of the Mindanao Army Training Group (MATG).

The convergence program, otherwise known as Tatag ng Imprastruktura para sa Kapayapaan at Siguridad (TIKAS), has approved six projects for MATG for CY2020, namely: Construction of Administration Building; Construction of Motorpool; Construction of Shaded Pathwalk; Construction of Perimeter Fence; Construction of Road Network; and Construction of Water System. Among the six projects, the construction of water system is lagging in implementation.



Camp Kibaritan is situated in the southern part of the 42,265.43-hectare Kibaritan military reservation which was proclaimed as such by virtue of Presidential Proclamation number 134 s-1963. It houses the 4ID Battalion Retraining Facilities until the occupation and establishment of headquarters by MATG in January 2019. The amenities of the Camp, as found in station, was composed of 11 facilities: 1 BOQ, 3 classrooms, 4 student barracks, 1 messhall and 2 bleachers. The facilities are way insufficient if compared to the combined facilities of the predecessors of MATG, the 6th, 4th and 1st ATGs. It could only accommodate the absorptive capacity of one of the former ATGs.

Well aware of the mandate of MATG and the insufficiency of the facilities in Camp Kibaritan, COL DIANGO then former Group Commander, conducted an inventory of available facilities vis-à-vis the actual facility requirements of MATG. The resultant figure became the basis for the Group's request for additional facilities thru the TIKAS program, consisting among others of officer's and EP quarters, covered courts and road network. The endeavour led to the approval of the aforementioned 6 TIKAS projects, which construction are nearing completion. The six projects have a total amount of P109 million pesos, and once constructions are completed, the additional facilities will alleviate MATG's insufficiency on facilities.

Similarly for CY 2021, additional facilities for MATG will be constructed also thru the TIKAS Program. A two-storey student barracks and a five-room classroom are scheduled for implementation. Series of coordinating meetings were conducted on the 3rd week of December 2020 between MATG staffs and staff of the 3rd District Engineering Office of the DPWH regarding the implementation of the projects.

Thus, by the end of 2021, eight TIKAS projects will have been implemented, 6 for CY2020 and 2 for CY2021. These additional facilities will greatly contribute to the thrust of MATG of providing the students with facilities that are more conducive for learning/training, as well as to the accomplishment of the unit's mission.

The on-going development in MATG can be a dent in the vast expanse of the Kibaritan Military Reservation, but it is a promising development for the training facilities of the unit as well as to the fulfillment of the strategic basing of the Philippine Army, particularly the establishment of a Combat Readiness Training Area in Mindanao.



# OCC AND OPC TRAINING 2020

COL ARIEL M REYES INF (MNSA) PA  
Commandant



The Officer Candidate School (OCS) has been training would-be leaders of the Philippine Army for a long time. However, 2020 was unprecedented, which presented different kinds of challenges and trials unseen before; and these made success sweeter. The pandemic has forced everyone to do things differently. Everyone and everything were forced to take a long pause, and take prudent measures, since the health and safety of everyone were paramount at all times. Here are some insights on training and education that we have learned during the pandemic:

**Everything is a matter of perspective.** Dale Carnegie in one of his books said “Two men looked out from prison bars, one saw the mud, the other saw stars,” in the same manner we all need to look into what is good in all things. In 2020, OCS catered three courses: Officer Candidate Course Class 53 “KASIKLAB”; Officer Preparatory Course 71 “ITINAKDA”; and OCC Class 54 “BAGHAWIAN”. These classes who are composed of former civilians and former enlisted personnel underwent training while on lockdown, which means, weekend privileges and class tours were all cancelled—no going out of camp and no sports activities like basketball and other recreational activities that would violate IATF rules and new social standards like observing social distancing and wearing of facemask and face-shield. Their training, which is already hard, just became harder. However, with the strong leadership of the Commandant OCS, and the guidance of the Tactical Officers, students were able to see the silver lining by refocusing their energy into more productive activities. During this lockdown, they embodied the professionalism of a soldier that is expected of them when they get deployed in their unit. Eventually, the students of both OCC and OPC were able to graduate while maintaining the high standards set forth by the school and maintaining positive morale throughout the course.

**Give e-learning a serious thought.** Although nothing would replace a subject-matter expert in a classroom, we need to always keep in mind that this may not be the first and last time that we are forced to do things differently. E-learning may be ‘Our Next New Normal’. E-learning is any learning done with the use of an electronic technology. This year we were forced to make use of this platform extensively and it has proven to be not bad after all. Conferences and some classroom instructions were done via Zoom. TRADOC being the source of Army Standards is quick to innovate, and adopt new ways on how to train and educate students. The recently concluded Pangkat Guro: Pre-Recorded Lecture Making Contest is evidence on how TRADOC is open to innovations and dedicated to improving and providing standard education and training to the Philippine Army.

**Invest in e-learning equipment.** Few years from now, we will be teaching ‘Digital Natives’ or what Mark Prensky in 2001 describe as: “The generation of people who grew up in the era of ubiquitous technology, including computers and internet. They are comfortable with technology and computers at an early age and consider technology to be an integral and necessary part of their lives.” He then added that it is the reason why today’s teachers are having trouble teaching students because of their inability to communicate with this new generation in a very effective way. Another difficulty encountered by our students during e-learning is poor internet connection, and an occasional poor audio and video quality. Just imagine watching a good movie, instead of watching it in a first class movie house, you are watching a pirated copy in your mobile phone. This is why there is a need to invest on good e-Learning equipment. Eventually, there would be a need to switch from the usual classroom instructions to the use of e-learning. There is a need to master the use of technology to hasten or at least aide the learning to be transpired in the classroom. In the long run, this would prove to be more cost-efficient and effective; besides, technology is here to help us with our daily tasks.

**Go heavy on assessments.** During the pandemic, we were not only forced to go on lockdown; but to adopt a new teaching methodology of e-learning. Like any other teaching methodology, there are disadvantages. An essential characteristic

of an adult Learner, especially Officer Candidate students is that they have a higher sense of self-direction and motivation compared to young learners and other learners for that matter. Today, when information is literally at the palm of our hands, we have access to unlimited data. Thus, learning becomes just a matter of the learner’s motivation. This is why, there is a need to standardize, improve, and go heavy on assessment. A standard assessment would ensure that the learners’ learning is at par with the Philippine Army norm and needs. This would also ensure that the objectives indicated in the Programs of Instruction are reached and that learners gain the proper set of knowledge, skills and attitudes expected of them as a graduates of a specific program.

OCS’s performance can be seen in the Training Analysis Center’s assessment of the three courses conducted. It concluded that despite the situation, and limitations set by the pandemic, it can be inferred that OCS has accomplished its mission.





# IRON SIGHT

MARKSMANSHIP TRAINING SCHOOL

COL ROBERTO H HUET INF (MNSA) PA  
Commandant



## STAGNANT NO MORE?

**W**arfighting is one of, if not, the most important core competency a soldier must be an expert; as the primary purpose of a soldier's existence is to fight for his country against domestic and international threats. It is imperative that he remains proficient in handling his "first wife", at the very least—the "first wife" being his issued rifle.

For the longest time, the Rifle Marksmanship Training being conducted in the Philippine Army, for recruits and regular forces alike, has been stagnant. In the ever-altering battlefield conditions, the current marksmanship training, for regular forces specifically, slowly became inapt. Evidently so, the enemies in the field are not static targets; and the government issued "first wives" are now new and improved.

As a result, through in-depth assessment and evaluation, it was deemed necessary to enhance the rifle marksmanship training for all PA regular forces. The incorporation of moving targets and shooters while simulating actual combat scenarios, such as engaging behind cover; changing magazines; and, maneuvering will be the acme of this design.

### Army Marksmanship Skills Development Program (AMSDP)

The initial improvements in the marksmanship system spawned from the Republic of the Philippines–United States Joint Defense Assessment Report on the AFP personnel's "widespread lack of basic proficiency" in marksmanship. In effect, the AMSDP was conceived way back in 2012 in order to produce personnel and units capable of providing small arms, grenade, and machine gun fires to support the scheme of maneuver essential in attaining swift and decisive ground operations. Further, it aimed to concentrate on implementing progressive marksmanship trainings, focusing on individual proficiency starting in pre-entry courses and progressing towards achieving unit proficiency. Sadly, for the most part, its implementation was not realized.

For the purpose of this discussion, let us focus on the Rifle Marksmanship Training (RMT) aspect of the AMSDP. There are three Rifle Marksmanship Trainings offered: for basic or RMT-B, for sustainment or RMT-S and for trainers' or (RMTT).

Currently, RMT-B is conducted to all pre-entry trainings for new recruits (officers and enlisted personnel). The concept of which is intended to develop and master the fundamentals of the necessary marksmanship skills. In this training, soldiers are tested to accurately fire at static single targets set at progressively longer and known distances from 50 to 250 meters within prescribed time limits. The culmination of RMT-B is the record firing proper wherein the student must qualify at least as a Marksman garnering a total of 33 out of 50 hits.

Per AMSDP, the RMT-S should have been offered to the personnel of Infantry Battalions as enhanced rifle marksmanship training for PA regular forces. Prior to its revision, the main difference between RMT-B and RMT-S is that the latter lets the firer experience hitting single or multiple targets at random distances. However, the firers and the targets set for RMT-S are still static.

In 2019, RMT-B was still the main marksmanship training being conducted by the PAMUs. The qualification standard for record firing is as follows: 36-40 hits – Expert, 30-35 hits – Sharpshooter, 23-29 hits – Marksman, and below 22 hits – Unqualified.

As for RMTT, it was initially proposed to be offered to the marksmanship instructors of PA training institutions conducting pre-entry courses. Students programmed to become training models for the candidate soldiers and students undergoing Drill Master Courses are also offered with RMTT.

### Revised RMT-S

Cognizant of the need to improve the existing RMT-S scheme, a Technical Working Group (TWG) was organized. The TWG was tasked to identify the gaps and lessons in marksmanship that accumulated from field experiences. For it to be responsive, studying the soldiers' immediate action during combat scenarios became the nucleus in the rendition of the training. Likewise, the RMT-S Program of Instructions dated March 2012 was revised in order to tailor fit the programming of ammunition and equipment requirement.

In essence, the revised RMT-S guarantees that an individual soldier can hit enemies in combat within 250 meters using different firing techniques (prone, kneeling and standing) with the R4A3 carbine by learning how to use the rifle's sights system in a given distance. More so, it warrants his ability to hit multiple and moving targets accurately from one firing position to another behind cover, all under time constraint.

Similar to RMT-B, students will also undergo the record firing proper at the end of the revised RMT-S training. But unlike RMT-B, the graduated qualification standard of RMT-S is increased as follows: 44-50 hits – Expert, 37-43 hits – Sharpshooter, 30-36 hits – Marksman, and below 30 hits – Unqualified.

### Conclusion

Presently, RMT-S is now implemented and institutionalized in the entire Philippine Army. However, this does not mean that its evolution has ceased. The development of the Army's marksmanship training programs does not stop with the success of RMT-S. In fact, through the Marksmanship Training School, continuous evaluation and assessment of training is undertaken. This dynamic system updates the marksmanship training programs to ensure that soldiers become competent and effective shooters.



**Author:**  
MAJ JOHN CHRISTOPHER L TALATTAD (INF) PA  
Admin Officer of Marksmanship Training School,  
TRADOC, PA  
He is a member of PMA Class 2007





# BASIC MILITARY TRAINING

**COL NILO P VINLUAN GSC (INF) PA**  
Commandant

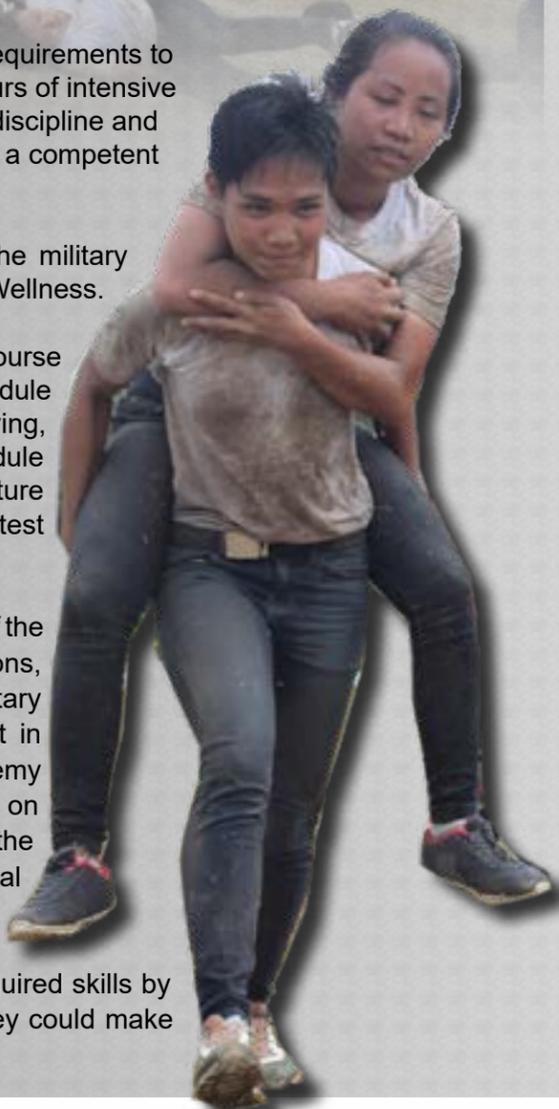
*A place of endless bullets, brave souls are found.  
This training is a challenge. Serving the country  
is worth risking one's life.*

In the Philippine Army, the Basic Military Training (BMT) is one of the requirements to enter the military service. The training consists of 16 weeks or 864 hours of intensive preparation which is enhanced with four modules that demands strict discipline and full compliance to fully equip an acquiescent civilian to be transformed into a competent soldier.

The modules embody these four aspects, which are crucial to the military service, namely: Transformation, Warfighting, Combat Fitness, and Military Wellness.

The **Transformation Module** starts from the opening of the course wherein the individuals are called as Candidate Soldiers (CS). This module helps in transforming the CS from civilian antics to the military way of living, thereby learning the rules and regulations of the military profession. The module comprises of sub-modules: Values, Attitudes and Behaviors, and Culture Transformation. It also includes the different types of physical exercises to test the CS' endurance and determination to proceed to the regimented life.

The **Warfighting Module** aims to teach and develop the capability of the candidate soldiers as riflemen. It has five sub-modules: the Infantry Operations, which prepares recruits on the tenets of army infantry operations; the Military Map Reading, which hones the candidate soldiers to become proficient in identifying vantage points and positions and in directing firepower to enemy positions; the Weapons and Marksmanship, which directs the recruits on weapon familiarization and practical application to become a marksman; the Infantry Battle Drills, which tests CS on all their acquired skills through real life battlefield scenarios; the Army Survival, which contributes an immense part of the 'skill set' the recruits must gain to become an army rifleman. Hence, the Warfighting Module allows the CS to know and show their acquired skills by performing not only their endurance in the battlefield; but also on how they could make decisions under pressure.



In the **Combat Fitness Module**, the candidate soldiers undergo a series of progressive physical conditioning to prepare and develop them physically for evaluation during the Combat Fitness Assessment as part of their non-academic grades. Through this module, their Upper Body Development, Lower Body Development and Agility Development are reinforced.

The Candidate Soldier Course would never be complete without the **Military Wellness Module**. Personality Development as one of its sub-modules emphasizes leadership and followership, financial literacy, and spiritual development. On the other hand, the social and environmental sub-module of Military Wellness trains the CS on how to become eco-friendly and to become socially and culturally sensitive.

Indeed, Basic Military Training is the foundation of the profession of arms; it transforms the Candidate Soldiers to become professional soldiers of the Philippine Army.



# “ANG TAONG MASAYA MADAMING NAGAGAWA” – CG,PA

By: CPT NAOMI P BRAZA and Ms. Queny F. Fernandez

The year 2020 is a year of realization—to accomplish target goals despite of the pandemic, making the impossible possible, discovering talents that have not been seen before, and making families closer together. The effect of the pandemic is not bad at all. People in the organization easily adapt to the situation. Although at the beginning, there were resistance to the changes being implemented, at the end of the day, individuals were made to realize the importance of the protocols established. These changes were critical, especially in the military setting where culture and tradition reside in all corners whether in decision-making or the structure itself. This pandemic posed a lot of questions on how to meet the set target goals for 2020.

One of the areas of the organization that has the biggest challenge is the human resource office or the OG1. Hence, a series of consultations from the staff was done; their inputs and guidance from the top management were gathered to easily impose anti-COVID policies and execute MOWEL programs. The need to review, rethink and re-imagine the human resource cycle that suits the organizational needs was on the top priority list. On March 13, 2020, the TRADOC published its 1st Anti-COVID Protocol Handbook and then a series of policies were issued to implement the protocols.

The Command also focused on its personnel’s well-being, which is an essential factor in surviving the isolation due to the pandemic. The well-being of an individual determines his disposition, let alone how he behaves and reacts. Mike Schultz, the president of the Rain Organization has a study showing that there is significant correlation between productivity and happiness. Productivity in a workplace is crucial because it will lead to the success of the whole organization, which is why it is essential to sustain a productive outlook at work. The secret of creating a successful organization depends not just on the framework of methods applied in the group, but also on each individual’s happiness and well-being.



Even at the height of the pandemic, it did not limit the organization to innovate in team building, which helped in honing the connection of the people within the organization. Different activities were implemented; each team building event have a specific goal in educating members regarding the new normal policy down to helping them boost their morale amidst COVID-19.

The first team building for this year was conducted on May 13, 2020. The said event reflects on the solidarity of the whole group in combating COVID-19. It aims to educate officers and enlisted personnel about the new normal guidelines such as social distance and proper wearing of personal protective equipment (face mask, face shield, etc). In addition, another team building took place on June 03, 2020. The psychological and emotional needs of the staff in the group are the primary focus of this event. The tasks carried out include grilling food, painting, and showing various talents that will somehow reduce the tension caused by the pandemic. The third activity, entitled “3rd Pangkat TRADOC Funshoot 2020” was held on July 08, 2020.

It aims to improve the soldiers’ marksmanship skills, foster camaraderie among the participants, and relieve psychological stress and uncertainty due to COVID-19. A quarterly social was held under the current normal on August 15, 2020. The event was called ‘Grillin’ Chillin’, which showcased talent contests and intermission numbers. These were all done within the established protocols.

The celebration of the 69th Founding Anniversary of TRADOC was simplified to adhere to the New Normal protocols. The event was a thanksgiving for Command’s accomplishments.

The commemoration focused on three major activities: Pangkat Paligsahan, Pangkat Papuri and Pangkat Pangkalusugan. Pangkat Paligsahan has three categories. Pangkat Paligsahan para sa Guro is a contest for the best pre-recorded lecture for online teaching. PP para sa Litratista aims to encourage troops in improving the art and craft of photography and gather the best photos from TRADOC schools and centers. Pangkat Paligsahan para sa Manunulat aims to encourage TRADOC personnel to write. Pangkat Papuri includes celebration of the Eucharist and the virtual giving of awards to stakeholders who have helped TRADOC.

Lastly, the Pangkat Pangkalusugan, which includes a 69 kms virtual fun run, lawn and table tennis, chess, and gulayan activities that focused on the physical and environmental preservation. The talents and abilities of personnel in multiple aspects are out of different initiatives being introduced.

These initiatives and services were carried out in 2020 to promote camaraderie within Pangkat TRADOC. Indeed, so much can be done collectively as an organization and so much can be achieved with positive disposition. Happiness can create a healthier environment and a healthy environment can produce substantial success.



# TAOP 2020: A YEAREND REVIEW

By: CPT ALVIN S GONZALES (MI) PA

**T**he Training and Doctrine Command, Philippine Army with its sub-units annually conduct a Year-end Review and Assessment of its activities. This aims to assess the gaps and problems encountered while implementing the TRADOC Annual Operating Plan (TAOP) 2020. The purpose of TAOP 2020 is to set the Command's direction for CY 2020. Likewise, this plan was designed to guide the Command's major centers, training groups, and offices in performing their respective mandates.

In order to accomplish TRADOC's mission and vision, the Command thrust is to strengthen the warfighting competency of the army through quality and standard training and education programs. Moreover, efforts were undertaken to integrate capability development with doctrine development for the Philippine Army future force structure. However, during the 1st Training Cycle of CY 2020, the COVID-19 pandemic affected TRADOC's overall performance. In implementing preventive and mitigating measures to curb the spread of the virus during the performance of duties, certain delays in procurement occurred. Likewise, the Command was compelled to direct its efforts to shift to online teaching methods to adapt to the current situation. Despite these challenges, TRADOC's pioneering New Normal Procedures enabled the Command to continue to perform its mission effectively amidst COVID-19. It was also able to keep the activities on track to achieve its vision through the accomplishment of its readiness targets, and major training programs and activities.

As the Command endeavors to enhance continuously the "Training TRIAD", it has achieved the strengthening of its educational system. In faculty development, it has conducted Instructor's Development Training and Instructors' Development Trainer's Training to 365 students despite the limited time and restrictions. In curriculum development, all POIs ensured that the knowledge, skills and attitude of students were developed. In so far as training support and facility development are concerned, TRADOC was able to establish six new training facilities and enhance 16 facilities that improved the conduct of trainings and increased its training absorptive capacity.



Moreover, this Command was able to conduct 12 Career Courses, five Specialization Courses, five Pre-Entry Courses, two Unit Trainings, 14 In-Service Trainings, 65 In-House Trainings, 11 Marksmanship Trainings and 28 CLEP. All of these are HPA directed. All these were successfully conducted.

As to personnel, 18 Officers and 88 Enlisted Personnel were promoted to the next higher rank this year that resulted into 50% increase in the promotion compared last year. TRADOC also adhered to the strict implementation of "Select, Train, Place and Promote" despite the decrease in the recommended personnel to undergo career and specialization courses. Overall, Pangkat TRADOC satisfactorily conducted all its activities and achieved its objectives in the fulfilment of its mission and vision.

# The Value of Sustainment

By: MAJ MARIA VICTORIA C MATILLANO (QMS) PA

**F**or CY 2020, the Office of the AC of S for Logistics, G4, TRADOC fulfilled its task of sustaining the logistics requirements of the Command. It provided direction and guidelines to support the training needs of TRADOC schools and centers. Close monitoring and constant coordination in the implementation of the various units' logistics programs as outlined in their Annual Programs and Budget, resulted to timely execution and accomplishment of all targets for the year.

OG4's good management of logistics had a great impact on the sustainment of TRADOC. The following are some of the office activities:

1. A new TRADOC JRRS template for the approved s2019 TOE was crafted for use of Centers, Schools and ATGs to increase overall readiness.
2. Centers and Schools and schools were issued 151 units of multipurpose arm racks to unclog TRADOC warehouse and accommodate future deliveries of supplies and equipment.
3. A system was established for a fast withdrawal and issuance of the different uniforms for students of PA Sergeant Major Course and the Individual Clothing Allowance (ICA) of Re-enlistees of CY 2017-2018 and ICA of OCS and SCS. Minimized movement to Metro Manila reduced risk of exposure to COVID-19.
4. A policy on Preventive Measures Against Pilferage of Firearms and Ammunition and Precautionary Measures to Ensure Proper Utilization of Individual Issued Firearms were jointly developed and published. It intends to reinforce the directive of higher headquarters to ensure proper utilization of newly issued pistols.
5. To pre-empt accidents if not disposed properly, corroded ordnance like ten cartridges 40mm HE and three Hand Grenades were turned-in to AABn, ASCOM, PA.
6. The office expedited the installation of two units 20-footer container van for use of TRADOC as storage and display facilities of Individual Clothing and Individual Equipment for sale to our troops.
7. The office facilitated the "throughput delivery" of 549 foam mattresses and 104 double deck bunks for use of schools.



8. The implementation of the R & U projects of the command to include TIKAS Program and BCDA replication projects in were monitored and facilitated with OCE, TRADOC.

9. The delivery and issuance of regular POL allocation of units were facilitated efficiently.

10. Systems were established to regularly facilitate the registration and insurance of TRADOC vehicles; the early processing of building insurance of TRADOC facilities and payment of utilities; the turn-in of unserviceable vehicles of TRADOC units; the submission and approval of Annual Procurement Plan for CY 2021 to HPAG4; and the conduct of Site Survey of military reservations under the command through CREO.

With these efforts, the command established a sound logistics rapport with its sub-units to support their training activities. As sustainment plays one of the biggest roles in the accomplishment of the unit mission, being passionate, giving extra persistence and determination in doing the logistician's job is essential to attain the TRADOC objectives and become "The Source of Army Standards".

# TRADOC: Portraying Innovativeness and Adaptability in Education and Training Amid COVID-19 Pandemic

*"We do not give the military the easy problems. We give them the hardest possible problems we can find. What is more, we cannot even predict what those problems will be, much less devise solutions to them ahead of time. For military organizations, which often thrive on predictability and routine, this is the most challenging aspect of the job".(Dempsey, 2012; Bruscano, 2013).*

## Background

Education and training helps the Philippine Army establish the conditions for success in its missions by implementing a doctrine-based curriculum designed to facilitate efficiency and effectiveness of the Army in the conduct of operations and creating a training environment conducive for learning. And to do so, the Army education and training must continuously adapt to the contemporary operational environment to make the Army more resilient and adaptive in modern land warfare.

The infliction of the COVID-19 has challenged the way TRADOC implemented the Army education and training programs for CY 2020. This is due to the required compliance to the IATF protocols that would prevent or mitigate the spread of the virus among the students and organic personnel. Essentially, the protocols affect the manner of teaching. For one, physical distancing as required by the protocols prevents the conduct of some military subjects such as leadership and maneuver. The situation necessitated the adoption of a "New Normal" in the manner of teaching. The situation has set the conditions for innovativeness and imagination—an opportunity for the Army instructors and training models to excel and explore new approaches in teaching. It too, is an opportunity for training developers to find ways to enhance the "Old Normal" standards in the Army education and training as well as curriculum and faculty development. As the saying goes – "There is always an opportunity in every bad situation".

## Locking down the "Old Normal" and the emergence of the "New Normal" Method of Instructions

In mid-March 2020, as TRADOC imposed lockdown protocols to protect the students and organic personnel from getting infected or infecting others, the whole organization launched an aggressive multi-pronged approach to adapt the education and training to the pandemic and develop systems that will solve animosity between the continuity for the conduct of programmed trainings without sacrificing the standards and the demands for competent troops in response to the pandemic. This leads to the development of several policies and procedures particularly the online learning methodologies.

The idea of online learning is not new to TRADOC. It is actually included in the proposed projects for consideration of the Army's strategic program—the Open Distance e-Learning (ODEL). However, this proposal was not prioritized. It was not regarded as one of the quick win projects that would significantly impact on the overall education and training thrust of the Army, knowing that the program on the development of warfighting competency has always been face to face. Thanks to the IATF's anti-COVID-19 protocols, the lens of the Army's program managers is now focused on the development of adaptive learning methodologies to sustain the continuity of Army trainings.

The rapid development of online learning system is not an easy one. The organization has to look inside and have a realization of the existing capabilities and weaknesses and look farther outside to explore opportunities for the improvement of its services and sustain the image of TRADOC as the source of Army standards given the challenging situation. As the saying goes, "Before you think outside of the box, you have to know what's inside the box". The challenge now, however, is how fast TRADOC would be able to plan, prepare and successfully execute the conduct of 37 service courses with 1,197 students programmed for the 2nd Training Cycle CY 2020 with the integration of online learning methodologies without sacrificing the standards.

To have a realization of what is inside the box, TRADOC thru the Combined Arms Center (CAC) immediately organized a committee led by the Commander himself, COL REDENTOR E CABANIZAS and facilitated the conduct of the Online Learning Simulations in June 2020 to assess the competency of our instructors in online teaching, verify the suitability of the existing training aids for the Common Module Phase of service courses, and translate notable best practices and innovations into online learning policies and procedures that will serve as initial references for the faculty to implement online learning methodologies. With this activity, TRADOC was able to realize that majority of our instructors are very much competent in teaching online with minimal corrections and adjustments on the technical aspects such as eye contact and the focus of the camera relevant to the body to mimic the instructors' physical presence and would enhance the learning experience of students. However, it was also determined that there is a need to improve some of the existing training aids; hence, some of the instructors participated in the simulations using existing training aids which are basically designed for classroom face-to-face instructions of which some lectures are too long to be discussed online, some of the contents on the slides presented are overloaded with information, and some can hardly be seen by the naked eye on the TV screen or computer monitors. This is further degraded with the twists and turns in the existing spectrum of internet or WiFi at the different learning stations that sometimes fail to establish connection while online demo-teach and discussion are going on.

Having realized what is inside the box, the Command initiated several actions to enhance the online learning capability which include immediate and long-term solutions that would impact on the succeeding training programs. Immediate solution includes the development of online learning policies that sets forth the online learning protocols and procedures on its integration to the conduct of service courses. Likewise, the Command thru CAC and in coordination with Tarlac State University held lectures to beef-up the competencies of Pangkat TRADOC faculty in the conduct of online teaching, course management, and gain knowledge on the existing commercial online teaching technologies and platforms used by major educational institutions. Essentially, these actions helped the faculty adapt and thrive in using commercial online learning platforms.



Indeed, TRADOC successfully implemented the online teaching methodologies in the 2nd and 3rd Training Cycles with flying colors. Currently, the faculties are on the verge of creating another milestone by leveling-up their skills in creating Pre-Recorded Lectures which will be used in CY 2021 and beyond.

In the long term, the Command, as early as 2019 has initiated the development of the e-Learning Management System that will soon serve as the online learning and course management platform by the Pangkat TRADOC's Centers and Schools. Likewise, the Data Organizing Center was established at the Command Building which will serve as the hub for the development of e-Learning materials and as a venue for the conduct of synchronous or asynchronous online teaching.

In conclusion, TRADOC remains to be relevant as a premier military training institution and the source of Army standards despite the infliction of the COVID-19 pandemic. All it takes is having a Pangkat Guro that is cohesive in exploring opportunities for excellence above all challenges and putting their best foot forward towards achieving one vision, one mission and one goal and that is to train and educate the Army forces to the best of their abilities.



Author:  
LTC WILLIAM G SABADO (CAV) PA  
OG5, TRADOC/AC of S for Plans, G5  
He is a member of PMA Class 2001



Year-End Issue 2020

# THE PROFESSIONALS

The Official Magazine of the Training and Doctrine Command, Philippine Army  
*Source of Army Standards*

# TRADOC LENSES



# Engaging stakeholders: A leadership challenge

By: COL GULLIVER L SEÑIRES MNSA (INF) PA

***“A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.”***

— General Douglas MacArthur

**T**he Filipino soldiers, once only seen in combat uniforms, carrying firearms, marching and patrolling in bands towards battle and warfighting missions are now visible in humanitarian and community support and development missions. In recent years, the Filipino soldiers have taken a more active role in rescue and relief operations, providing security to infrastructure projects, building schools and shelters, teaching children and adults basic writing and reading skills, providing counsel to local leaders and families, and community building in geographically isolated and disadvantaged areas.

Over twenty-eight years ago, in my first assignment as a platoon leader of an infantry unit of the Philippine Army, I held a hammer or a saw as often as I held my service rifle. At the height of insurgency in the hinterlands of Kalinga-Apayao, on top of our routine patrols and frequent encounter with terrorists, we also found ourselves building latrines, makeshift shelters and schools; facilitating seminars on first aid, sanitation and hygiene; and even mediating in local conflicts ranging from domestic quarrels to clan and small tribal disputes. While we were primarily tasked to secure areas and ensure that war fighting is kept away from the centers of population to allow normal community life, we were also caught in between the challenges of poverty and lack of development and access to government services in far-flung communities.

As I move from one unit to another, and progressed in my military career, I found myself leading units both in combat operations, military and civilian medical and dental missions; rescue and relief operations; and organizing and implementing programs pertaining to disaster preparedness; community support and development; and even local governance.

I learned that a critical factor to succeed in all these is the active participation and support from key stakeholders.

In recent years, threats to security and peace across the globe has evolved. Military institutions began to fight not only wars with identifiable state actors in known battlefields, but also with non-state actors in an infinite battlespace. Non-state actors deploy discernable tactics and utilize unorthodox methods in disturbing peace and bringing about havoc in different communities. As such, the current generation of leaders must prevail in fighting non-conventional wars and address the non-traditional security threats posed by the internationalization of violent extremism, terrorism, and crimes perpetrated by a hybrid threat that can immerse and blend within communities. This is the gargantuan task faced by military institutions today – a challenge to the new generation of military officers and new breed of Philippine Army leaders.



The author somewhere in Surigao del Sur, 10 July 1996

This essay argues that leadership in the Philippine Army and the military must focus in generating support from its stakeholders that include people within and outside its institutional boundaries. Army leadership is not only about leading soldiers, but also in engaging the civilians and all of its stakeholders. This will illustrate the unique context where military operations exist and how the object of its influence necessarily transcends institutional borders. This entails harnessing power from a strong stakeholder support and leading a more responsive military organization towards a whole of society approach that is focused in winning the peace.

This is based on the premise that peace is a shared outcome by the whole of society and not by militaries alone. Together with government institutions, the military of today are tasked to do more than what they used to. They need to achieve an effective convergence with government, non-government, and the entire population to achieve stable security situations and a just and lasting peace. Thus, leadership must therefore be able to transcend the confines of traditional structural boundaries of groups and organizations. To be able to shape the future, leaders must be able to effectively influence all parties that critically affect the course of events in the security environment.

## Leadership in the military and its stakeholders

The US Army Doctrine Publication (ADP) 6-22 states that *“Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.”* This definition treats leadership as a process. As such, it is something that can be learned and administered in various ways. The publication concluded that *“Leadership fundamentally remains a process of influence; how and when influence is applied determines the eventual mission success and the capabilities of Army organizations.”* Thus, the *“how”* and *“when”* leadership is applied are only half of the leadership story. The determinant of the *“how”* and the *“when”* is the *“who”* that pertains to the object of the influence. This leads us to the question: to whom should influence be exercised?

The definition of leadership points to influencing *“people”* in order to accomplish a mission and improve the organization. Again, who do the *“people”*, the object of the exercise of influence, pertain to? It is logical to think that the *“people”* pertain to those persons internal to the organization, those governed by its rules, and those falling within its institutional boundaries. Further, the ADP 6-22 states that *“An Army leader is anyone who by virtue of assumed role or assigned responsibility inspires and influences people to accomplish organizational goals. Army leaders motivate people both inside and outside the chain of command to pursue actions, focus thinking and shape decisions for the greater good of the organization.”* In this statement, the object of influence is qualified to denote *“people both inside and outside the chain of command”*, with *“chain of command”* denoting the hierarchical structure of authority representing reporting relationships.

This only clarifies that the exercise of influence is not constrained by reporting relationships. Rather, it is clear that the people inside the chain of command are those internal to the organization, where authority and reporting relationship exists. Again, the question, are the *“people outside the chain of command”* limited to those who are internal to the organization and are subject to organizational rules? Or does the object of influence denote even those people outside the institutional boundaries like civilian institutions and the populace in general? In addressing these questions let us remember that the definitions of leadership and Army leaders both point towards the accomplishment of organizational goals. If the answer will be based solely on the terms *“organizational goals”*, it logically follows that indeed *“people”* denotes only those within the institutional boundaries of the organization. However, if we analyze the goals of the military organization or the Philippine Army in particular, *“people”* will pertain not only to those internal to the organization but includes those external to the organization.

At the highest level in the hierarchy of organizational goals, the Department of National Defense’ mission is *“To guard against external and internal threats to national peace and security, promote the welfare of soldiers, veterans and their families in order to attain national security, uphold sovereignty and territorial integrity, support socio-economic development and political stability.”* Meanwhile, the Armed Forces of the Philippines is the campaign manager and *“is responsible for upholding the sovereignty of the country, supporting its Constitution, and defending its territory against all enemies.”* And providing the ground forces is the Philippine Army whose mission is to *“organize, train, equip, deploy and sustain ground forces in the conduct of support to operations to “win the peace” in order to help the Filipino nation create an environment conducive for sustainable development and just and lasting peace.”* Complementing the air and naval security are the Philippine Airforce and the Philippine Navy, respectively. In sum, the overarching goal of the military is to provide security for the people. Therefore, influence to promote security shall be exerted to all people even to those external to the organization.

In our world today, security is no longer an outcome of wars fought and won in the trenches or battlefields between identifiable foes over distinct ideological or territorial disputes. The war that militaries fight now has evolved into something that is far more complex; one that is asymmetrical, unconventional; involving non-state actors and foes who are not as readily identifiable and comprehensible as the rationale of the war they wage. Thus, military organizations need to develop organizational capabilities to address these security challenges which by far and large require capabilities to cooperate and collaborate, not only with government agencies, but with the people that they protect, as well. Therefore, it can be said that the object of influence “people” pertains to both the people within and outside the military organization – the internal and external stakeholders.

### The internal and external stakeholders

Stakeholders are referred to as those individuals, groups, and institutions who have interests over the goals of the military organization. For the purpose of this essay, internal stakeholders are distinguished from external stakeholders – the former being members of the organization, specifically the soldiers, while the latter are those who are not governed by the organizational rules of the military, they are the civilians.

Like any organization, the military is composed of individuals and groups who work together to accomplish organizational goals. They are governed by organizational systems and rules. These people are the internal stakeholders. They are the people who gets the job done and who will make things happen. Traditionally, the military is perceived, and in fact stereotyped, to be an organization that is composed of disciplined Soldiers, who are obedient to orders in a rigidly structured organizational system. Inferring from this stereotype, one may conclude that influencing the internal stakeholders to get things done would not require so much effort. However, this may not be necessarily true because exacting discipline and obedience from different individuals, initially governed by personal interest, require a lot of directing, motivating, guiding, and influencing to align them towards bringing about organizational goals, considering the very nature of these goals and the means these are pursued.

Military organizations exist to provide a public good – a commodity called security. It is a service provided for the well being of society. Thus, the society is the direct beneficiary of this service. The military organization is governed by regulations and exists in the system of public service.

Its operation and resources are determined not by a cost-profit analysis but by priorities set out in the Executive Branch and enacted in the Legislative Branch. Thereby making the members of the Legislative and Executive Branches as stakeholders too. Lastly, since security has increasingly become a collective outcome resulting from consequences of activities and operations by other government (GO) and non-government (NGO) institutions, these GOs and NGOs are considered as stakeholders as well. All these institutions comprise the major groups of external stakeholders. And like the internal stakeholders, they affect the outcome of military operations. The only difference between them is the fact that internal stakeholders are bound by institutional regulations while the external stakeholders are not.

### The changes in military missions: Counterterrorism and counterinsurgency

With the changes in the threats to security also comes changes in the responses to combat these threats, hence changes in military missions. Counterterrorism and counterinsurgency are two complicated missions carried out by the military today. For purposes of brevity, this essay simply takes on the generally accepted definitions that distinguished one from the other.

Counterterrorism is a sharp, quick, and lethal form of warfare focused on isolating, boxing in, and destroying the organization (terrorist organization) and its members. It involves violent acts, and such other acts that endanger lives and properties conducted to intimidate and/or coerce populations and government(s).



Leaders involve their stakeholders in peace and development initiatives.

On the other hand, “*Counterinsurgency (COIN) is the blend of comprehensive civilian and military efforts designed to simultaneously contain insurgency and address its root causes.*” Insurgency, being more a political and non-military process, requires military response as it utilizes violent means to pursue its aims. “*Insurgency may be defined as a struggle between a nonruling group and the ruling authorities in which the nonruling group consciously uses political resources (e.g., organizational expertise, propaganda, and demonstrations) and violence to destroy, reformulate, or sustain the basis of one or more aspects of politics.*” It is a protracted campaign, propagated by irregular or non-state actors, who capitalizes on the ability to blend in and hide in the population while building mass-based support, with diverse aims ranging from ideological, religious extremism to plain criminal goals. Counterinsurgency therefore, though involving the military, does not employ traditional military ways or conventional warfare.

Counter-terrorism, though seemingly more direct and military in its approach, also threads on the thin line that will distinguish the terrorist from the population. Counter-terrorism and COIN operations, though remaining distinct from each other, are military operations confronted by similar circumstances. Both are propagated by non-state actors who are not easily identifiable because of their abilities to embed themselves among the population. Both utilize violent means requiring unconventional means of warfighting.

The Philippine Army is replete with experience that shows how counterterrorism and COIN efforts have become increasingly linked. As have been pointed out since the special operations team (SOT) period, military campaigns emphasize the increased need to understand the population to effectively influence them and be able to isolate enemies (terrorists/insurgents), and eventually destroy them. As the widely recognized principle in the military goes, “*at the core of counterinsurgency is winning the hearts and minds of the people,*” the insurgents need the population as refuge and for resources. If the population deliberately denies them of refuge and resources, they will be more easily destroyed. Hence the critical need to be able to influence the population.

The whole of society approach aims to provide a comprehensive method to address the roots of insurgency and terrorism by all sectors while the military provides a stable security environment for these efforts to prosper. This increases the need for the members of the military organization to forge cooperative working arrangements with other agencies of government.

Because the military organization is framed differently from the civilian government organizations, differences in interpretation and approaches to situations will definitely involve “*pushes and pulls.*” This will require the ability to influence other agencies of government, towards a commonly aspired goal. Lastly, resources are critical to all organizations. Counterterrorism missions like COIN, require a lot of resources over prolonged period of time. The resources of the military are allotted based on priorities and policies determined in the Executive and Legislative branches and although the military organization and the Executive and Legislative branches of government may be united by common aims, it does not necessary follows that they will pursue the same *ways* and *means* towards the same *ends*. Competing priorities affect all these branches of government, hence there is a need to be influence the stakeholders in these branches of government towards desired *ways* and *means* and priorities that would allow the successful accomplishment of the military’s goals.



The “whole of society” leads to a unified approach to inclusive peace and sustainable development.

### Engaging stakeholders

Engaging the stakeholders is indeed a leadership challenge to the military organization. The object of influencing is not limited to the soldiers, but to other government and non-government organizations and the population that it protects. The military as an organization must be able to influence policy makers and other operators involved in comprehensive approaches to promote peace and a stable security environment.

It must be able to effectively influence the population towards the recognition, acceptance and commitment to the peace and security that it pursues and provides. It is truly important to recognize that these external stakeholders, though beyond the control of military organization, play a critical role in accomplishing the goals in the military's mission areas, and must therefore be effectively engaged. Recognizing the sentiments and interests of the different stakeholders is a critical step in determining appropriate mechanisms to effectively influence them.

Key to effectively influencing and generating support from the stakeholders is enlisting them in a shared vision and a collective understanding of *means* and *ways* to attain the vision. To do this, it is important to see things from the lenses of the stakeholders, to communicate in their "*language game*" and to emphasize that the whole military undertaking is nothing but beneficial to them. Differences in orientation and interests in the situation affect the way people and organizations interpret events and evaluate situations. Hence, approaches are different. It is important to recognize these differences, understand and learn how to navigate around such differences, and determine the points of convergence. The points of convergence will unify various approaches towards collectively aspired results.

The "*language game*" pertains on how people communicate and associate meanings with words. This is more concerned about ensuring that when communicating with stakeholders, the words are used and understood in the same context and same meaning. Among the internal stakeholders, ensuring that you are communicating in the same language game may be less challenging since in the organization, you share more or less the same experiences, associate the same meanings to words. But external stakeholders may not be as similarly framed and exposed to the situations shared with internal stakeholders, hence this may require more effort. Context is always key.

Therefore, military leaders must be able to acquire the capabilities to actively engage internal and external stakeholders who come from diverse backgrounds and orientations. The challenge is striking the appropriate balance of influence to attain effective stakeholder engagement in each and every group, context and aligning competing interests towards a more collectively aspired one. This requires agility and a more inclusive, open and forward-looking orientation, a flexibility that must emerge even amidst the rigid military culture. Military leaders must be able to work within a world of rigid rules and hierarchical structure and a more diverse and dynamic external environment to effectively engage its stakeholders in promoting peace and security.



**Author:**

COL GULLIVER L SEÑIRES is the Chief of Staff, TRADOC, PA. He is a member of PMA "Tanglaw Diwa" Class 1992, has a Master of Strategic Affairs (with Merit) degree from the Australian National University (2008), a Master of Military Art and Science degree from the United States Army Command and General Staff College (2014), and graduated Salutatorian in the Master in National Security Administration program of the National Defense College of the Philippines (2018) with a thesis entitled "*Localized peace process: Towards creating a geographically-adoptive, mass-based indigenous transition model*".

**"The soldier above all others prays for peace, for it is the soldier who must suffer and bear the deepest wounds and scars of war."**

**-Gen Douglas MacArthur-**

## TRADOC's CHRs and the New Normal Life

By: Ms Jane Natividad

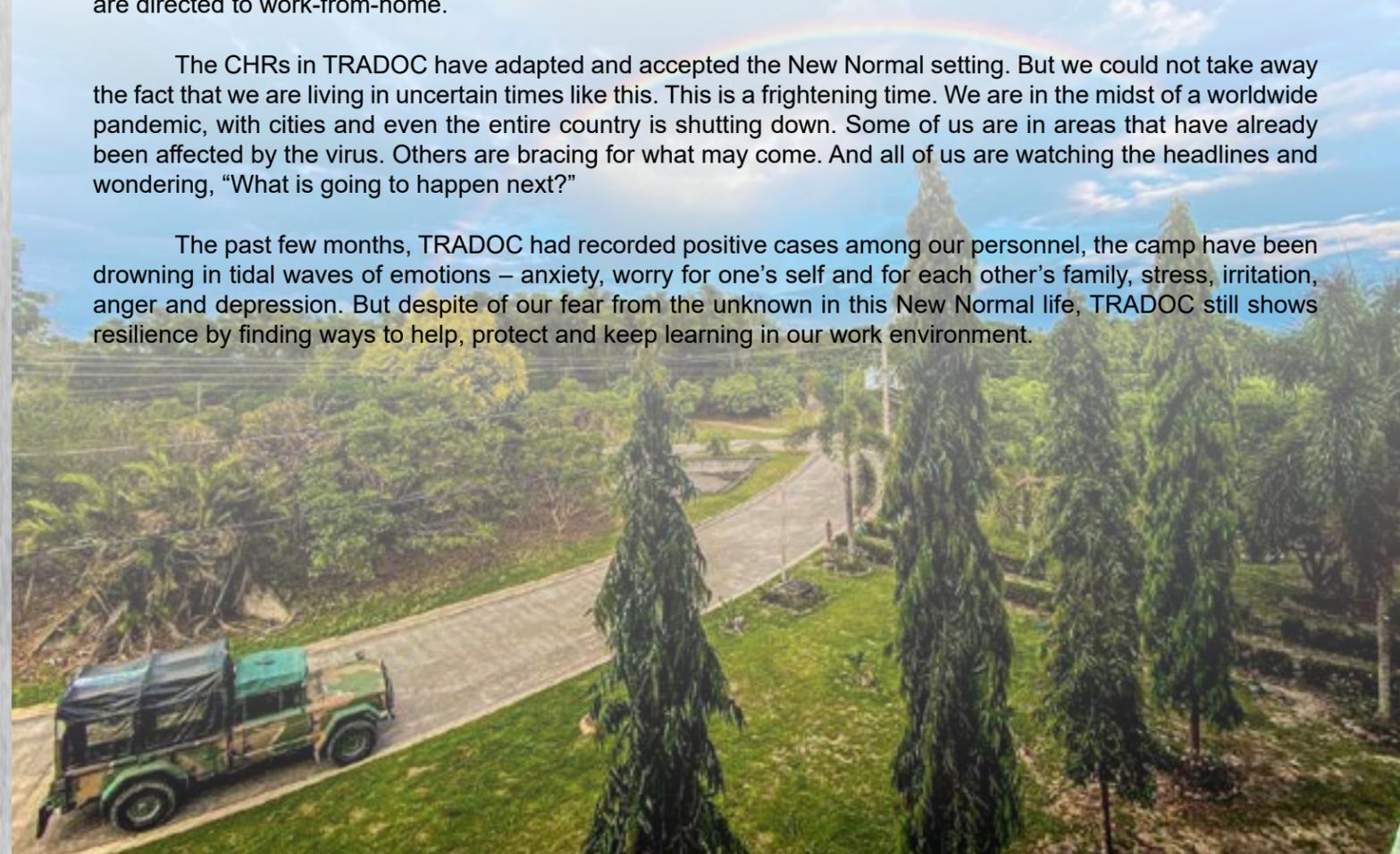
It has been 11 months since corona virus (COVID19) engulfed the world and it is the worst public health crisis that we have faced. The "not knowing" factor makes it more excruciating for every one of us. It turned our world upside down. All of us are bit more anxious because of the virus. Whether you are going into work or working from home, the COVID-19 pandemic has probably changed the way we work. Fear and anxiety about this new disease and other strong emotions can be overwhelming, and workplace stress can lead to burnout.

The existing global pandemic has been very anxiety provoking especially to the civilian human resources of TRADOC, PA. Anxiety is defined as the fear of the unknown which is possibly the most fundamental fear of human beings. It is a basic part of many other fears, phobias and other anxieties of the human individual. We become afraid of the things that we don't know or those unfamiliar to us. Uncertainty becomes so evident and it disrupts our normal life. Everything was affected, from the very first thing we do in the morning until the sun sets at the end of the day. This feeling of uncertainty and lack of control of the environment put us on edge. It impacted on our moods, affected our relationships, and clouded our thinking.

As we continue to report to work, we face various challenges in helping contain the virus. TRADOC conceptualized the New Normal guidelines with strict compliance to safety protocol; but as we are all aware of, we are still vulnerable while fighting this enemy that we cannot see. TRADOC has been implementing lockdown every time there is a positive case of COVID19 recorded among the personnel, and when this happen, CHRs are directed to work-from-home.

The CHRs in TRADOC have adapted and accepted the New Normal setting. But we could not take away the fact that we are living in uncertain times like this. This is a frightening time. We are in the midst of a worldwide pandemic, with cities and even the entire country is shutting down. Some of us are in areas that have already been affected by the virus. Others are bracing for what may come. And all of us are watching the headlines and wondering, "What is going to happen next?"

The past few months, TRADOC had recorded positive cases among our personnel, the camp have been drowning in tidal waves of emotions – anxiety, worry for one's self and for each other's family, stress, irritation, anger and depression. But despite of our fear from the unknown in this New Normal life, TRADOC still shows resilience by finding ways to help, protect and keep learning in our work environment.



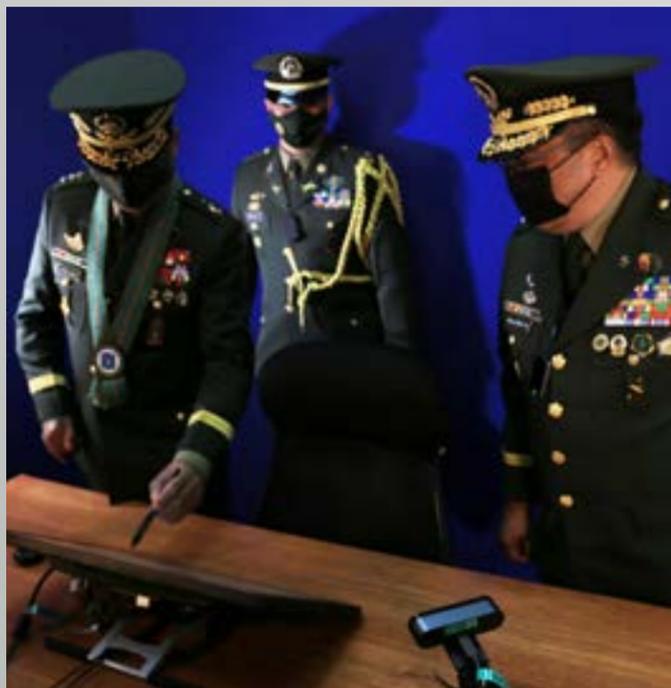
# T.A.S.I.O.L.S

By: MAJ DAVID R SACLOTE (SC) PA

Before the COVID-19 pandemic, TRADOC and its Schools delivered the education and training programs through the usual method of face-to face instructions, which are proven effective in providing the required education to the students. Then, the COVID19 pandemic came changing the usual ways. As the Philippine Army's premier military institution and a Source of Army Standards, TRADOC searched for ways to overcome the challenges and develop other methods of instructions that will pave the way for the accomplishment of its mission.

This is how the TRADOC Automated School Information and Online Learning System (T.A.S.I.O.L.S.) came to light. The TASIOLS Project was developed to bridge gaps and to improve the methods of instructions used in TRADOC Centers and Schools. TASIOLS aims to limit face-to-face instructions, physical submission of school documents, and hand to hand exchange of learning materials between faculties and students. These physical transactions were transformed into online activities. The project also includes the establishment of a computer laboratory, classrooms, and network infrastructures. If the required information and communication technology (ICT) components, network infrastructures, and facilities are ready; the information system (IS) provided by TRADOC such as e-Library, e-Learning Management System, other IS services, and networks attached; the faculty and students can access stored data from their respective office, computer laboratory, and classrooms.

During the 3TC CY2020, TRADOC Centers and Schools catered online instructions with limited capability. The TASIOLS Project is divided into five phases. The 1st Phase saw the birth of TRADOC's Data Organizing Center (DOC) located at Command Headquarters Building together with one computer laboratory. These are "connected" to 19 classrooms of the Sustainment Center. On 22 December 2020, the DOC was inaugurated by the Commanding General, Philippine Army, Lieutenant General Cirilito E Sobejana and TRADOC Commander, Major General Cornelio H Valencia Jr in simple rites witnessed by staff officers of HPA and TRADOC.



Relatedly, the 2nd Phase will build a computer laboratory and classrooms for the Officer Candidate School and Army Leadership Development and Education Center. Meanwhile, the 3rd Phase is a replication of the project at Command and Control Center and Fires Center in Camp Tinio and at the Maneuver Center inside Fort Magsaysay. The 4th and 5th Phases of the project will establish the same projects and blended learning platforms at the Visayas and Mindanao Army Training Groups. As of yearend 2020, the 1st Phase of the project is for completion and it is hoped that the rest of the phases will also be completed this year.

## TRADOC D.O.C.

The DOC produces high-quality standard video recording. It was built primarily for TRADOC Units, Centers, and Schools to develop pre-recorded lectures for use in classroom instructions. The ICT equipment to be delivered for TASIOLS includes the following: laptop, web cam with tripod, wall-mounted LED TV, projector with automatic projector screen, sound system, printer, LAN connection and network equipment.

The proper use of TASIOLS will extend its lifespan. As such, a policy was drafted and after the completion of 1st Phase, this will be published to guide recipients and users. The Information System Officers and Information System NCOs will manage the use of TASIOLS to include the maintenance of ICT components and facility. Training will be provided to the administrators and end-users.

As much as possible, all materiel solutions will be sourced out locally to minimize the cost of transportation and limit physical transactions, but it will depend on the availability of the equipment. To ensure the timely completion of the project, the installation, configuration, and training will be included in the project deliverables.

Indeed, the TASIOLS Project bridged the gaps created by COVID-19. It will surely help in the effective delivery of method instructions to the students. Likewise, it will contribute to Training and Doctrine Command mission, to train and educate Army forces and achieve its vision of a world class military training institution that is a source of Army standards.



# TATAG NG IMPRASTRATURA PARA SA KAPAYAPAAN AT SEGURIDAD (TIKAS)



**T**he Office of the Command Engineer, Training and Doctrine Command, Philippine Army is the one in charge of all matters pertaining to building of infrastructure. This year the Office accomplished several projects that will boost the training capability of the Training and Doctrine Command. This year 2020, two facilities were funded under the Department of National Defense–Department of Public Works and Highways (DND-DPWH) Convergence Program, also known as the Tatag ng Imprastruktura para sa Kapayapaan at Seguridad (TIKAS)”. In collaboration with the Department of Public Works and Highways Region 3, we completed the construction of TRADOC Training Pool with a project cost of 28,000,000.00 pesos. This project started last 07 February 2020 and completed last 01 November. Another completed project was the SCS Classroom with project cost of 9,794,000.00 pesos that started last 11 February 2020 and was completed last 11 September. These projects were completed in their corresponding target date even in the pandemic days.

Also under the DND-DPWH convergence projects are the ongoing construction of infrastructure facilities of this Command are Construction of SCS Mess Hall with the project cost of Php 21,387,000.00. Another is the Concreting of Road Nets at Phase 2 Area amounting to Php 88,077,000.00, and lastly, the Construction of TRADOC, ATF with the project cost of Php 23,764,000.00. These ongoing projects are expected to be completed in the first quarter of 2021.

Also under the TIKAS Program are ongoing projects which are expected to be completed in the first quarter of CY 2021, to wit:

1. Construction of SCS Mess Hall at Php 21.387 million;
2. Concreting of road nets (Phase 2 area) at Php 88.077 million; and
3. Construction of TRADOC ATF at Php 23.764 million.



# On Point . . . LEADERSHIP STYLE TOWARDS EXCELLENCE

**H**istory itself proves that, “Great Leadership” plays a vital role in our roadmap for “Excellence”; this is tantamount to the make-up and success of our soldiers, team and institution. We can re-visit our “Human Dimension of Leadership” and decide for suitable “Climate” which later forms part of our “Unit Culture”. To fully appreciate the human dimension of leadership, we must understand two key elements: leadership itself and the soldiers we lead. Leadership is far from an exact science; every person and organization is different.

**FIRST**, we shape and size-up the environment in which we lead, by who we are and what we know; **SECOND**, by our soldiers and what they know; and **THIRD**, by everything that goes on around us.

There are three important elements in the make-up and success of our soldiers, team and institution:

**Element Number 1 – Discipline.** Soldiers are our most important resource; they are in fact our “credentials.” Part of knowing how to use this most precious resource is to understand the stresses and demands that influence soldiers. Discipline doesn’t just mean barking orders and demanding an instant response - it is more complex than that. We build discipline by: training our subordinates to standard; using rewards and punishment judiciously; instilling confidence and building trust among team members; and creating a knowledgeable and collective (common) will of discipline.

**Element Number 2 – Morale.** It is the human dimensions’ most important intangible element. It is a measure of how people feel about themselves, their team, and their leaders. HIGH MORALE comes from good leadership, shared hardship and mutual respect; an EMOTIONAL BOND that springs from common values like loyalty to fellow soldiers and belief that the organization will care for their families. HIGH MORALE results in a cohesive team that willingly strives to achieve common goals. Leaders must know that MORALE, the essential human element, holds the team together and keeps it going in the face of the terrifying and disappointing things that occur in hostile situation.



**Element Number 3 - Taking good care of Soldiers.** Taking care of soldiers’ means creating a disciplined environment where they can learn and grow. It means holding them to high standards, training them to do their jobs so they can function in peace and win in war. We take care of soldiers when we treat them fairly, refuse to cut corners, share their hardships and set the example.

## LEADERSHIP STYLES:

All people are shaped by what they’ve seen, what they’ve learned, and whom they’ve met. Who we are, determines the way we work with other people. Although Army leadership doctrine describes at great length how we should interact with our subordinates and how we must strive to learn and improve our leadership skills. The Army recognizes that we must always be ourselves.

Having said that, effective leaders are “flexible” enough to adjust their leadership style and techniques to the people they lead. Treating people fairly doesn’t mean treating people as if they were clones of one another. In fact, if we treat everyone the same way, we’re probably being unfair, because different people need different things from us.

Think of it this way: Say we must teach map reading to a large group of soldiers ranging in rank from private to senior NCO. The senior NCOs know a great deal about the subject, while the privates know very little. To meet all their needs, we must teach the privates more than we teach the senior NCOs. We must fit the training to the experience of those being trained. In the same way, we must adjust our leadership style and techniques to the experience of our people and characteristics of our organization. Obviously, we don’t lead senior NCOs the same way we lead privates. But the easiest distinctions to make are those of rank and experience. We must also take into account personalities, self-confidence, and self-esteem – all the elements of the complex mix of character traits that makes dealing with people so difficult and so rewarding.

When discussing leadership styles, many people focus on the extremes: **AUTOCRATIC** in which leaders tell people what to do with no explanation. Their message is, “I’m the boss, you’ll do it because I said so.”; and **DEMOCRATIC** in which leaders use their personalities to influence subordinates.

However, bear in mind that competent leaders mix elements of all these styles to match to the place, task and people involved. Using different styles in different situations or elements of different styles in the same situation isn’t incompatible. The opposite is true: if you can use only one leadership style, you’re inflexible and will have difficulty operating in situations where that style doesn’t fit.

Knowing all these, we can consider “**SITUATIONAL STYLE**” of Leadership to suit our roadmap for Excellence. Situational Leadership is “flexible”. It adapts to the existing work environment and the needs of the organization. Situational Leadership is not based on a specific skill of the leader; instead, he or she modifies the style of management to suit the requirements of the organization.

One of the keys to Situational Leadership is “adaptability”. Leaders must be able to move from one leadership style to another to meet the changing needs of an organization and its personnel. These leaders must have the insight to understand when to change their management style and what leadership strategy fits each new paradigm. There are two mainstream models of Situational Leadership, one described by Daniel Goleman and another by Ken Blanchard and Paul Hershey. Leaders can visit “The Goleman Theory of Situational Leadership; and “The Situational Leadership” by Ken Blanchard and Paul Hershey to come up with the desired Style of Leadership which suits their roadmap for excellence.



**Author:**  
Chief Master Sergeant Edgar A Cabasog (Inf) PA is the 6th Command Sergeant Major of the Training and Doctrine Command, PA. He is a graduate of USASM Course Class 58-2008

**“Leaders become great not because of their power but, because of their ability to empower others.”**

**-John Maxwell-**

1st Place

# PANGKAT TRADOC MANUNULAT CONTEST



## WHAT MAKES THE WORLD GO ROUND

By: CPT NAOMI P BRAZA (AGS) PA

**M**arch 17, 2020 was a sunny day. Sunny and warm, but everyone hardly noticed the weather. Everyone was worried and agitated, impatient for the announcement of the total lockdown. What is going to happen in the next few days? Is it going to take weeks, months? I can see the uncertainties on everyone's faces. Most importantly, when is it going to end?

That same evening, I decided to take a jog around the camp this time because it's been some time that I have done any exercises. Huh! I forgot to keep track of the days. Every step of the way, I could see the leaves falling from the trees across my path. I even got to look up the stars of the night sky. Sigh! I haven't done that for quite a long time. So surreal, but I felt at peace with myself. When I got near the grandstand, I heard a group of people laughing, and I instinctively took a peek to where the sound came from. What I saw made me feel relaxed even more. Students as well as colleagues were watching a movie on a huge TV screen. I couldn't help laughing when I saw the scenes unfolding in the movie. I decided to stay and watch until the movie ended.

After I've finished watching the movie and saying my goodbyes, I went back to the barracks. As I was walking, I saw some female enlisted personnel on the way. One of them was pregnant, the other one was pushing a baby in a stroller. A baby can really light up one's mood, I thought to myself with a light heart. So, I smiled at them and they smiled back. Suddenly, I felt something close to pain in my stomach as it dawned on me that I miss my own children, my family.

My apprehensions began to sink in again about the lockdown, but what was giving me the most qualm was the threat of the COVID-19 pandemic against my family. I was afraid that I would not be there to protect them. Night after night, day after day, countless texts and video calls I made with my family weren't just enough.

Then, on May 18, 2020, a flicker of hope for all of us when it was stated that we could go back to our houses by groups. However, it was not my schedule to go home yet, but the hope that I could go home gave my heart so much joy. The calendar posted near my desk has been my favorite view for quite some time. It came to a point that the loneliness inside me can be seen literally by others outside especially when the second and third groups were already out of the camp.

June 12 came and we were hopeful again. We had our 2nd Command activity where we got to create paintings, cooked the food that we love, and discovered talents that we never expected to possess before and, hey, we were able to pull it through with so much fun.

The much awaited day finally came. I was going home to my family. It's different though, the usual hugs and kisses were not there. I could see their hesitation in approaching me, they haven't seen me personally for months, but the sight of my children made me so happy.

This situation that the pandemic created took a lot from everyone. It generated friction at work as well as with family and friends. It affected each and everyone of us. It seemed that everyone was in a hurry. To do what, I just don't know for where could we go? Everywhere is not safe, but we need to move on. That is what we are supposed to do anyway.

But what makes the world go round? What is your world? Our world, instead, it evolves in accomplishing mandated tasks, routine works and innovations. Innovations that produces talents. Sometimes it serves its purpose, then its entirety affects the majority. The complexity of being a soldier is really interesting, appreciation of whether it is motivating or not is beyond what the individual perceive. At the end of the day, these things matter most because it is our bread and butter our source of income should I say. That's the point, we are being paid on what to do and what has to be done.

Now, patriotism or love of country is being demanded. Can we not simply say we love our job? Are the tireless nights and days of unconventional works or just merely being in front of your people, your desk, holding your rifle, guarding post, patrolling, performing your DUTY, isn't it part of being patriotic? I think wearing our uniform and standing proud in it is already patriotic. So much so with this patriotism.

At this point in time, what makes our lives worth living? What is our heart's desire, our longing soul? Is it our family? Aren't we a father, a mother, a sister, a brother, or a child? I think there should be a breather. Take a halt. Every soldier needs it. This pandemic is new to everyone, even experts are still studying its effect and how to address it. As a soldier we should know how to hit the target that is what we are trained for. But how about this pandemic, what are we targeting here? Clearly, it is the well-being of our soldier. That is where our world should be evolving while protecting and securing the lives of others.

I can relate this situation to a pregnant mother. Carrying the child in her womb, protecting it for months and after giving birth holding her child on her arms and the rest is history. It is like us being protected by our leaders, helpless during this period of time but while we are with their care we are living. This is the time when we have to see our men, how well they are, the strength of their spirit. This should be where our world goes around taking care of the well-being of our personnel.

True enough, our Commander sees the extent of the sacrifices of Pangkat TRADOC personnel. He has been in constant communication with us. His world evolves for the lives of Pangkat TRADOC. Policies and manuals were established to protect us. Activities were carefully created to ease the psychological stress and worry of everyone. And this is not yet over, our lives should not depend on one person we should help each other to make things work. This merry go round uncertainty should not be our world. We are a family and we have our own family and this is what makes our world go round.

CPT NAOMI P BRAZA (AGS) PA is the Deputy G1 of the Training and Doctrine Command, PA. She is a graduate of Bachelor of Science, Major in Business Management. A member of OCC Class 30-2006. This article was the FIRST PLACE in the Pangkat Manunulat Contest to commemorate TRADOC's 69th Founding Anniversary on 16 November 2020.



2nd Place

# PANGKAT TRADOC MANUNULAT CONTEST

# “LIFE IN TRADOC DURING THE PANDEMIC”

By: Pfc Ma. Krystaline Q Reynaldo (Inf) PA

**T**raining and Doctrine Command “TRADOC” has been known to be the breeding ground of leaders and public servants in our country. Through the years, the school trains and imparts discipline to civilians and military personnel in all aspects of learning as they complete their journey as commissioned officers and enlisted personnel of the Philippine Army. As a product of TRADOC, I can say that, “It’s more fun in TRADOC!” Let me share my view on what this institution was doing in this challenging times of pandemic.

From a topsy-turvy civilian, my life changed after a month of rigid and challenging training. I was blessed to pass all the necessary requirements which qualified me to be enlisted and be part of the best branch of service, the Philippine Army. As we all know, soldiery is not easy. But the TRADOC has been good to us through its well-crafted plans and programs providing fair and equal opportunities to men and women, both the strong and the weak ones. I am now a humble “assigned” personnel of this institution, and from my point of view I can say that TRADOC has been performing well. Let me give you three (3) main points to realize my claim.

First, “TRADOC strikes!” since the start of the pandemic last March 2020, TRADOC has been dedicated towards mission accomplishment. Despite the current situation, training courses were still pursued and conducted including both basic and advance service courses which led us to successfully accomplish eight courses for the advance with a total of 200 students who completed the course and 12 courses for the basic with a total of 328 students to finish the said course.

Secondly, “TRADOC Soars!” truly the Training and Doctrine Command never stops devising ways and means on developing programs on towards improvement and development of the people and the institution. Given the present situation, TRADOC recognizes that the best way to combat the unseen enemy is by developing a healthy physique and environment with this, the institution encourages its personnel towards “Healthy Living” through its implemented programs such as “Pangkat TRADOC Gulayan”. This program was delivered in a form of a contest with its objectives to implement environmental and ecological preservation of the Camp, to establish vegetable production centers inside base, to improve nutritional status of all personnel, to provide a ready source of vegetable for supplementary feeding, and to serve as an additional income generating project of the Command.

It does not only promote a healthy environment but also cultivate the camaraderie and creativity of the personnel within the organization. This idea could be a great recommendation for the other military camps too. Truly, no one would contest the success of this activity.

Lastly, “TRADOC Cares!” as frontliners, the demand for warm bodies was very crucial, which lead us to the situation that military personnel were confined inside camp and only authorized to go outside for duty or official business to avoid the contraction of the virus. To keep everyone healthy, TRADOC abides with anti-covid protocols, by installing disinfection areas, procuring personal protective equipment, identifying isolation facilities, and educating the personnel on how to avoid the contraction of the virus. Being healthy does not only mean physical health, emotional and psychological health also matters, with these things in mind, the administration implemented the “Rotation System” to boost the morale of its personnel. This system involves giving authority to identified personnel of the unit to avail of 10 days mission to at least see their love ones or at least attend to their personal concerns outside the base. Personnel availing of the said privilege were being subjected to quarantine for few days upon returning to the camp as a safety protocol.

As a conclusion, we have clearly seen that truly the Training and Doctrine Command Strikes, Soars and Cares! As it continually perform its role as frontliners and the same time vigorously carrying out its vision, mission, and function in support to the Armed Forces of the Philippines and the nation as a whole.

As the Training and Doctrine Command celebrates its 69 years of service, I am honored and pleased to be part of its celebration through this contest. Indeed, it’s more fun in TRADOC and I am “Ulan” proud to be part of this team! To God be all the praises and glory!



3rd Place

# PANGKAT TRADOC MANUNULAT CONTEST

## LIFE IN TRADOC DURING THE HEIGHT OF COVID-19 PANDEMIC

By: CPT JOVEN L CAYCONG (CHS) PA

*Filipos 4:4-7 "Magalak kayong lagi sa Panginoon. Ipadama ninyo sa lahat ang inyong kabutihang-loob. Malapit nang dumating ang Panginoon. Huwag kayong mabalisa tungkol sa anumang bagay. Sa halip, hingin ninyo sa Diyos ang lahat ng inyong kailangan sa pamamagitan ng panalanging may pasasalamat. At ang kapangyarihan ng Diyos na hindi kayang maunawaan ng tao ang siyang mag-iingat sa inyong puso at pag-iisip."*

**M**abilis ang takbo at paglipas ng panahon at pagbabagong nagaganap sa ating kapaligiran. Tila baga hindi alintana ng bawat isa ang paglipas ng mga araw hanggat sumabog ang balita na sasalanta sa ating bansa ang kahindikhindik na pandemya.

Naging karaniwan na lang ang buhay dito sa TRADOC lalo't pagsapit ng katapusan ay makikita sa mga mata ng mga tropa ang saya at pananabik na makakauwi sa kani-kanilang pamilya lalong-lalo na ang mga malalapit o karatig na lugar ng Kampo O'Donnell. Tahimik ang buong paligid pagsapit ng katapusan maliban lamang sa mga estudyanteng nag-aaral at iilang mga tauhan ng Pangkat TRADOC na nanatili at nakikitang nagtatapas sa araw ng Sabado at nagsisimba naman pagsapit ng araw ng Linggo.

Sadya nga bang mapaglaro ang tadhana? Bigla na lamang nagbago ang pangyayari ang buhay dito sa TRADOC. Makikita sa pagmumukha ng bawat isa ang pangamba at pag-alala ng mabalitaan na magkakaroon ng lockdown sa mga darating na araw. Hindi nga nagtagal ang paglipas ng mga araw at nagkatotoo ang hindi sinasadyang pangyayari. Noong ika-17 ng Marso ay iniutos ng pamunuan ng Pangkat TRADOC na isasara ang kampo at hindi na pinahihintulutan ang bawat isa na lumabas.

Ang datirating masasayang pamumuhay sa loob ay unti-unting nababahiran ng lungkot at pangamba. Maaring napakaaga pang itanong sa sarili kung ano ang pagmumukha ng pandemya. Ano na ba ang maaaring mangyayari sa susunod na mga araw? lilan lamang ito sa mga katanungan na bumabagabag sa kaisipan ng bawat isa.

Ang Pangkat TRADOC ay mabilis na tinugunan ang agarang pangangailangan sa pamumuno ni Magat Heneral Cornelio H Valencia Jr hinggil sa kaligtasan ng bawat isa. Ika nga ang kaligtasan ay mahalaga para sa kapakanan ng tanan. Nasumpungan natin ang walang katiyakang mangyayari sa mga susunod na araw. Ang mabilis na paglipas ng mga araw ay ramdam ang unti-unting pagbagal nito.

Naninibago ang yugto ng buhay, batay sa pagkilos at pag iral ng bawat isa; mula sa karaniwang pamumuhay at labag man sa kalooban ay unti-unting yayakapin sa sarili ang di-pangkaraniwang pamumuhay. Ang buhay dito sa TRADOC sa panahong yaon ay masalimoot; pagkalito, nagugulumihan at pagkabalisa kung saan nga ba hahantong o patutungo ang buhay na sinasabing "bagong normal."

Sa paglipas ng maraming araw, ay naibsan muli ang lungkot at lumbay sa mukha ng mga kasundaluan. Noong ika-18 ng Mayo ay binigyan ng pagkakataon na makakalabas at yaong mga malalapit ay pinahintulatang makauwi sa kani-kanilang tahanan upang makapiling muli ang kanilang pamilya. Ang makakauwi ay napaindak sa galak at tuwa samantalang ang mga malalayo ay mananatili na lamang sa sariling longga at pilit unawain at yakapin ang panibagong normal. Malungkot man isipin sa mga maiiwan bugso ng emosyon at pangungulila sa pamilya ay kinakailangang unawain ang sitwasyon at handang isakripisyo kapalit ang kaligtasan at kapakanan ng sariling pamilya at maging ang sarili.

Bunga marahil ito ng iba't-ibang pananaw sa buhay. Ang Pangkat TRADOC ay nagbibigay ng magandang pagkakataon upang maipamalas sa bawat isa ang kaluwagan pero higit sa lahat ay binibigyang diin pa rin ang kaligtasan higit na mahalaga sa anumang bagay, alinsunod sa katanungang, "Ano nga ba ang importante sa buhay?" Marahil, isa sa mga mahalagang bagay para sa tao ay ang pagiging masaya. Hindi lingid sa kaalaman ng bawat isa na ang Pangkat TRADOC ay may pagpapahalaga sa bawat kasapi nito. Kaya't nagsagawa sya ng kasiyahan para mabaling ang kaisipan ng Pangkat sa tindi ng naramdaman sa sarili. Noong ika-12 ng Hunyo ay gumawa ng munting kasiyahan para pampalubag-loob upang manumbalik muli ang sigla at saya ng bawat isa sa kabila ng di-pangkaraniwang pamumuhay.

Ang ating karanasan sa gitna ng pandemya ay makakapagturo sa atin ng iba't-ibang bagay, dataptwa't makapagbigay ng karamihan sa atin ng daan tungo sa pagbabago, ang pagkakaroon ng panibagong tahanan maiukol para sa sarili at sa isat'-isa. Atin ngayong tutukan at bigyang-pansin ang mga magagandang pamamaraan at mga makabagong posibilidad. Ang susi na kinakailangan natin ay ang "paghunos dili" o pagpigil ng ating pabigla-biglang desisyon at magkakaroon ng pagtitika sa ganitong karanasan, pagsasanay at positibong pananaw tungo sa ating kinakaharap.

Ating simulan ng paisa-isa o di kaya'y sa mga simpleng bagay na unti-unting makapagbuo ng magandang pag-uugali na matatag at madaling pakibagayan upang makakatulong sa pagplano tungo sa ating kinakaharap. Hindi hadlang ang pandemya sa karaniwan nating ginagawa. Lalo't mas mahaba ang oras na nakalaan para mailagay sa kaayusan ang lahat ng bagay lalong-lalo na yaong mga nakabinbing trabaho dala ng pagkaabala at hindi magkandaugaga sa mga ginagawa.

Ang mananatiling aktibo sa pangangatawan at kaisipan ay kinakailangan. Walang sapat na kadahilanan na maantala ang mga gawain na ang tanging dahilan ay pandemya. Nakakalungkot isipin kung mananaig ang takot at pangamba dahil sa pandemya. Marami tayong dapat pagkaabalahan sa pagkakataong ito kung ito naman ay magbubunga ng kabutihang pisikal, sikolohikal at moral na antas ng ating pagkatao. Sa larangan ng pagsasanay na ginagawa ng iba't-ibang paaralan ng TRADOC ay nagkakaroon ng modular classes para sanayin ang utak sa pagiisip at kaalaman. Mga gawaing palakasan at ehersisyo para manatiling masigla ang pangangatawan. Pagtatanim ng gulay at mga halaman na nagbibigay aliw laban sa pagkabagot o pagkainip.

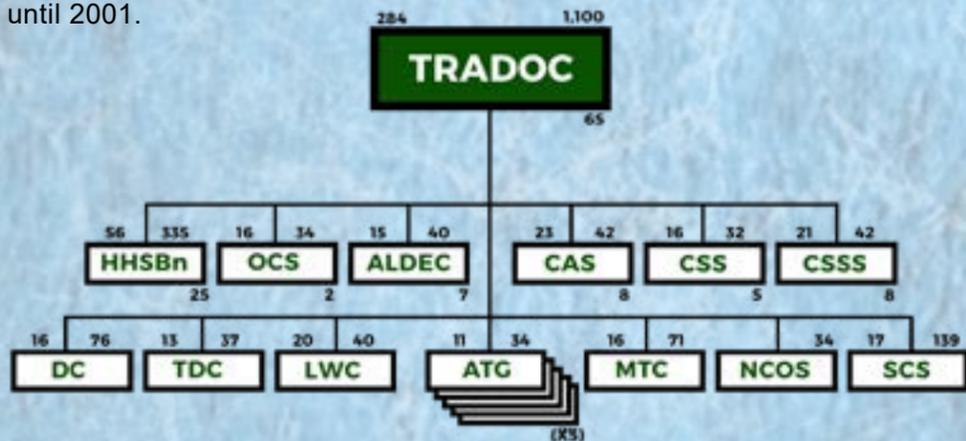
Higit sa lahat, tayo ay magsanay at huwag nating kaligtaang magpasalamat. Sa gitna ng pandemyang nararanasan ay marami pa ring mga biyaya ang sunod-sunod na dumating sa ating buhay. Ang ugaling mapagpasalamat ay nakakatulong sa sandali ng kagalakan at kasiyahan, mas buhay ang ating pakiramdam. Sa pagsikat ng araw sa umaga at sa paglubog naman nito sa hapon ay palatandaan na patuloy na paggabay ng Diyos sa ating buhay.

Hindi ito katapusan ng mundo upang tayo ay nakalugmok na lamang sa sarili nating paniniwala. Isang napakalaking pagtatanto sa ating sarili kung nakikita natin sa ating sariling mga mata ang kabutihang dulot ng pandemya sa ating buhay. Unti-unti nating turuan at hikayatin ang ating sarili na makalaya sa kulungan ng nakaraan at kawalang pag-asa. Meron tayong kasabihan na sa bawat katanungan mayroong kasagutan at habang may buhay may pag-asa. Halina na tayong lahat Pangkat TRADOC at samasama nating tahakin ang landas ng buhay na may pagkakaisa at pag-asa.

# Evolution of TRADOC's TO&E

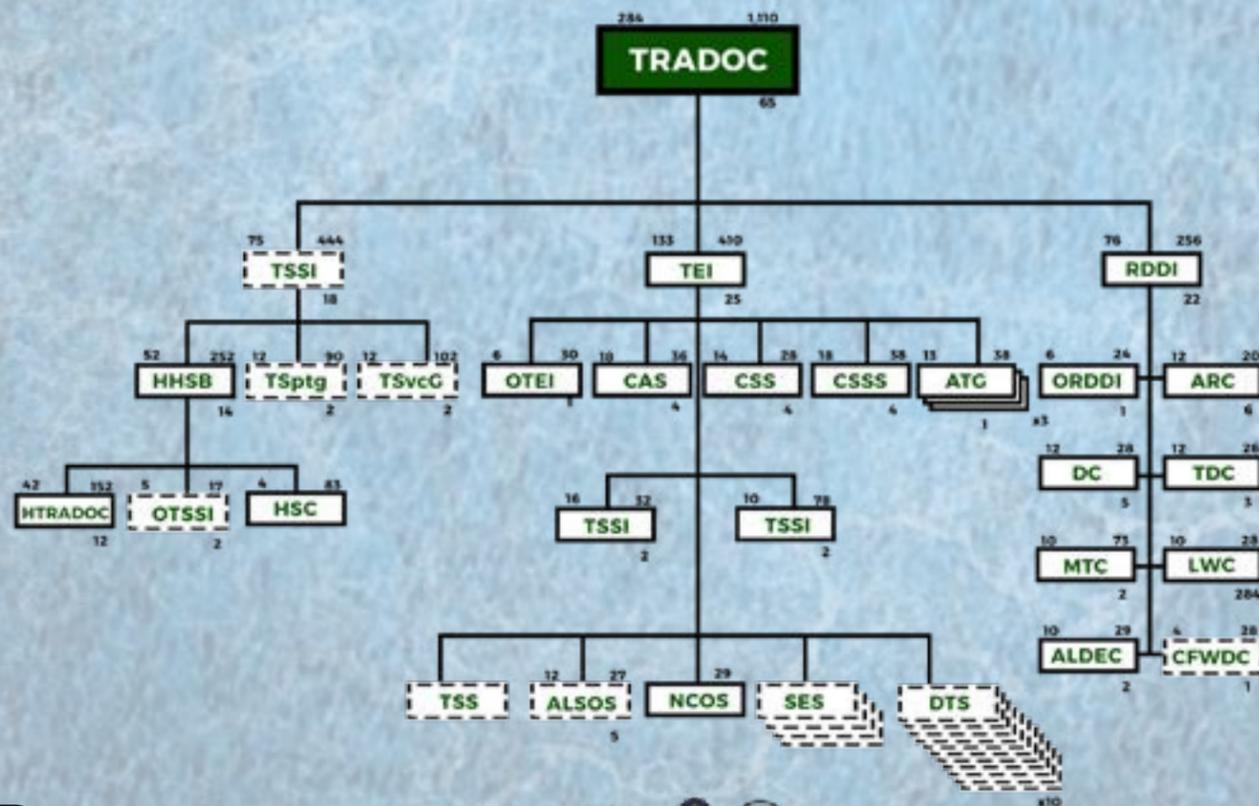
BY: MAJ DENNIS A SANTOS (INF) PA

The DND-approved TRADOC TO&E s-2016 was based on the Air-Land Battlefield Doctrine (ALBD), which was established during the World War II campaigns (WW2 1939-1945). In the global context, the Air-Land Battle Doctrine is no longer used by the U.S. and other countries' armies long before. The PA used it until 2001.

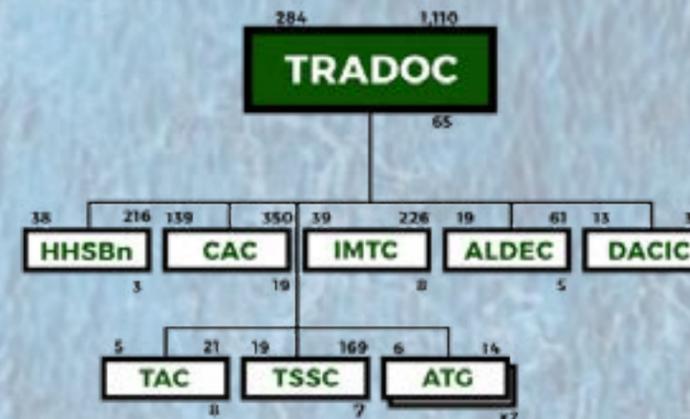


The US Land Power is the basis of PA Land Domination and Full Spectrum Operations Concept. When PAM 3-00 was crafted and approved in 2001 and revised in 2008, the PA slowly adopted the concept. However, our structure is not aligned and we continue to train and exercise based on the ALBD.

A major revision was the PA-approved TRADOC TO&E s-2018. Its structure was based on a civilian academic institution. As designed, civilian academic institutions undertake courses that usually run for 2 years to 4 years. In contrast, TRADOC offers career courses that run for less than 4 months that are skills-based in nature.

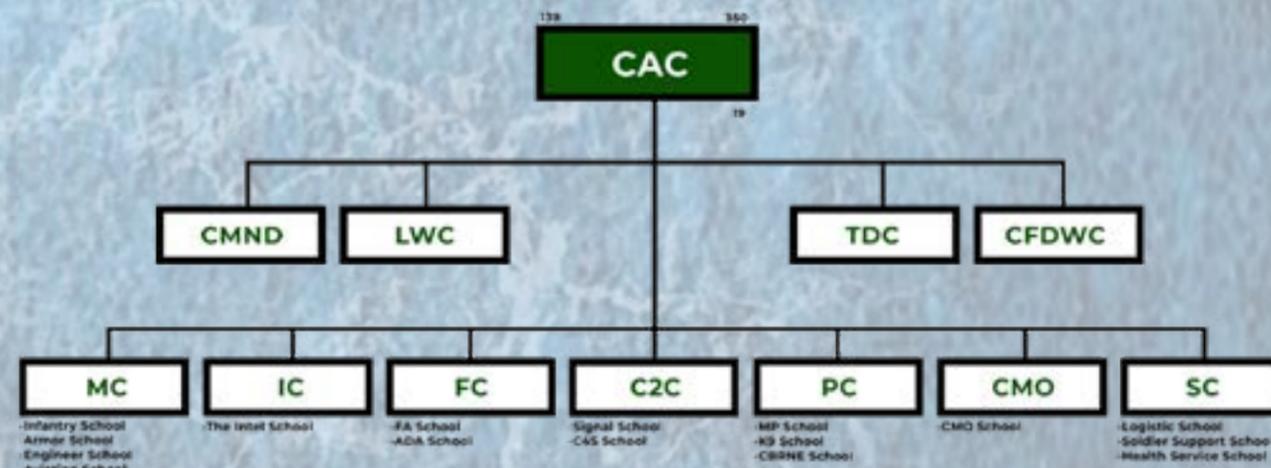


For the s-2019 TRADOC proposed organization, it is based on the Land Domination Doctrine that introduces the Army's Warfighting Functions. Further, the organization was designed to address the PA needs. DACIC was organized for Doctrine and Capability integration; CAC to focus on warfighting functions in strengthening the PA core competency; IMTC to establish a standard basic military training; ALDEC for leadership development of Officers and EP; TAC to conduct evaluation and assessment to improve training; TSSC for a responsive logistics system; and the ATGs to promote a standard training facility that will cater to the training needs of field units.

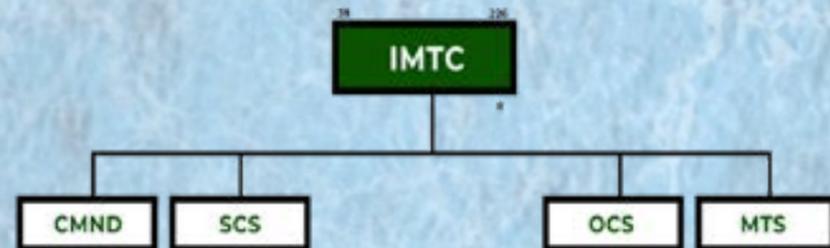


To further elaborate, in the series 2019 organization, TRADOC's four major units are: the Combined Arms Center (CAC), Initial Military Training Center (IMTC), Army Leadership Development and Education Center (ALDEC), and Doctrine and Capabilities Integration Center (DACIC).

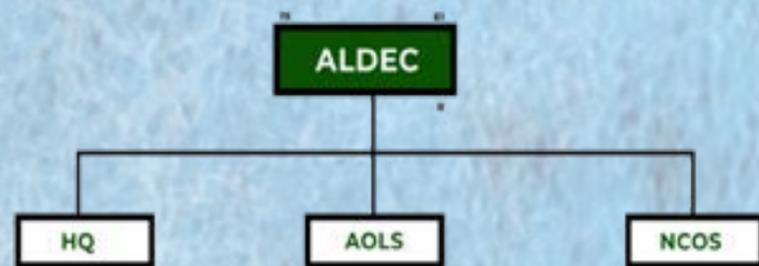
The Combined Arms Center (CAC) caters the training of all Army Forces to improve the Army's warfighting competencies. Led by Commander, CAC, it is made up of a Command Headquarters, Land Warfare Center (LWC), Training Development Center (TDC), Combat Fitness and Wellness Development Center (CFWDC), and the seven Warfighting Centers: Maneuver Center (MC), Intelligence Center (IC), Fires Center (FC), Command and Control Center (C2C), Protection Center (PC), Civil-military Operations (CMO) Center, and Sustainment Center (SC).



The Initial Military Training Center (IMTC) is responsible in the implementation of a standard pre-entry training for all Army Officers and EP designed to have a PA-wide basic military training and uniform teaching for military values and discipline. Led by Commander, IMTC, it is made up of a Command Headquarters and three schools: the School for Candidate Soldier (SCS), Officer Candidate School (OCS), and Marksmanship Training School (MTS).



The Army Leadership Development and Education Center (ALDEC) designs leadership concepts and facilitate leader development programs to develop professional and effective Army leaders. Led by Director, ALDEC, it supervises the Army Officers Leadership School (AOLS) and the Non-Commissioned Officers School (NCOS).



And the Doctrine and Capabilities Integration Center (DACIC) caters the formulation of sound and utile doctrine for the Army and further endeavor to integrate the doctrine with the current and future capabilities of the Army. With DACIC, doctrine will always be the basis in the procurement and employment of equipment, recruitment of personnel and organization of new units.

The four major units are supported by two units: Training Analysis Center (TAC) and Training Support and Service Center (TSSC). The Training Analysis Center (TAC) is the Inspector General on all trainings and is charged with the conduct of training needs analysis, performance analysis, training analysis, and training cost analysis, among others. Meanwhile, the Training Support and Service Center (TSSC) provide support and services in the furtherance of trainings and doctrine development.

Likewise, Army Training Group (ATG) in Visayas and Mindanao are established as “Super ATGs” to act as mini-TRADOC and regional training hubs in order to address the training requirements of all PAMUs in Visayas and Mindanao. These ATGs are facilitating the conduct of Career Courses and are envisioned to conduct Candidate Soldier Courses once capacitated with the needed training facilities, equipment, and laboratories.

# TRADOC CARES “Kaagapay Ninyo sa Ano Mang Oras”

(A relief operation experience in Cagayan Province)



“Matulungin” is one of our communal characteristics as Filipinos. This is proven during the onslaught of the typhoon “Ulysses”. The outpouring of giving was witnessed by the whole world during this time. Typhoon “Ulysses” was powerful and deadly. Actually, it is a Category-4-equivalent typhoon and considered as the second-costliest Philippine typhoon of all time.

To have witnessed the loss of lives and displacement of families broke our hearts. In fact, one of our Kapangkat lost his house; fortunately, his family was safe. A day after the typhoon, the Command planned a relief operations to provide basic needs for the typhoon victims. Stakeholders from LGUs and the private sectors such as the Bangon Juan Smile Foundation and the DENR Central Office joined this program and provided clothes, food packs and medicines.

A week after then, the troops prepared to move from the headquarters Training and Doctrine Command, PA based in Capas, Tarlac to Cagayan Province. The goods were fetched in Manila and other areas before taking the 12-hour long travel from Capas. It was tiring; but the troops were undeterred in fulfilling their mission—to help the Cagayanos.

On midafternoon of 22 November, the troops safely arrived in the area. The 77th IB, 5ID, PA and the Province of Cagayan Valley LGU ably assisted the TRADOC in organizing the distribution of the relief goods. Beneficiaries came from six places namely: Brgy Linao, Brgy Balsain, Brgy Anafunan, Brgy Buntun and Cathedral Rizal Street in Tuguegarao City. They received relief goods with a total of 2,085 varied packs.

We are clueless of the state of minds, feelings, and predicaments of the victims but one thing is sure, no matter how much or little help was spared, it can spur joy to a grieving heart. In fact, one of the photographers captured a beaming smile of a recipient as he received the relief package. It is no longer a relief package for someone who sees it, but a bag of joy—a bag of hope that things will be better. The smile that radiates happiness and hope is what makes us, your Pangkat TRADOC, continue to serve the people and secure the land. The Pangkat TRADOC Cares for you at inyong kaagapay sa ano mang oras.

# PANGKAT TRADOC PALIGSAHAN

# 2020



## Pangkat Guro Contest Winners



**1<sup>st</sup> Runner-up**  
CPT MARY ZEPHYE N MAÑEBOC (ACS) PA  
Civil Military Operations School  
Subject: Effective Speaking 202  
Duration: 30 minutes



**Champion**  
CPT RANDOLF R MANDING (INF) PA  
Infantry School, Maneuver Center, TRADOC, PA  
Subject: Combined Arms operation  
Duration: 30 minutes



**2<sup>nd</sup> Runner-up**  
MAJ BENJAMIN DE PERALTA (INF) PA  
Combined Arms Center, TRADOC, PA  
Subject: Introduction to Combined Arms Opns  
Duration: 30 minutes



**4<sup>th</sup> Runner-up**  
1LT ELVIS DELA CRUZ (SC) PA  
Officer Candidate School, IMTC, TRADOC, PA  
Subject: Parallel Thinking  
Duration: 30 minutes



**3<sup>rd</sup> Runner-up**  
CPT MARK VINCENT J CHENG (INF) PA  
Civil Military Operations School  
Subject: Roles of a CMO Staff  
Duration: 30 minutes



## Pangkat Pangkalusugan Contest Winners Virtual Fun Run



## Pangkat Mamumulat Contest Winners



**2<sup>nd</sup> Place Winner**  
P1 Ma. Kiyateline G Bayanillo (Inf) PA  
DACIC, TRADOC, PA  
Title: LIFE IN TRADOC DURING THE PANDEMIC  
Word Count: 750 Words



**1<sup>st</sup> Place Winner**  
CPT NAOMI P BRAZA (ACS) PA  
Deputy CI, TRADOC, PA  
Title: WHAT MAKES THE WORLD GO ROUND  
Word Count: 1100 Words



**4<sup>th</sup> Place Winner**  
CPT XY ZON M MENESSES (ACS) PA  
IMTC, TRADOC, PA  
Title: Pangkat TRADOC sa mga 10 Pandemya  
Word Count: 400 Words



**3<sup>rd</sup> Place Winner**  
CPT JONEN L GARCING (CH) PA  
Command Chaplain, TRADOC, PA  
Title: Life in TRADOC during the height of COVID-19 Pandemic  
Word Count: 800 Words



**5<sup>th</sup> Place Winner**  
MAJ EMY V OPORTO (ACS) PA  
Sustainment Center, TRADOC, PA  
Title: A SOLDIER AND A MOTHER  
Word Count: 300 Words



## Pangkat Pangkalusugan Chess, Table Tennis and Lawn Tennis



# PANGKAT TRADOC PALIGSAHAN

# 2020

## Pangkat Litratista Contest Winners

### Category 1 (DSLR Expert)

**1<sup>st</sup> Prize Winner**  
Photo by:  
CPT JOHN REY D. CAUMBAN of OC7  
Description: "Nagbabagang Aninmapu't Siyam na Taong Haski Kahusayan".

**2<sup>nd</sup> Prize Winner**  
Photo by:  
MAJ BENJAMIN DE PERALTA of CAC  
Description: HTRADOC e-library for research and referencing.

**3<sup>rd</sup> Prize Winner**  
Photo by:  
MAJ EMY V. OPORTO of 5C  
Description: Training Management Package review & development.

## Pangkat Litratista Contest Winners

### Category 3 (DSLR Beginners and Gadget Enthusiast)

**1<sup>st</sup> Prize Winner**  
Photo by:  
P2LT JAMES F. ESTRADA PA of OCS  
Description: Squad Leader's time.

**2<sup>nd</sup> Prize Winner**  
Photo by:  
Cpl Jay D. Lopez of CSMO  
Description: Tree Growing activity.

**3<sup>rd</sup> Prize Winner**  
Photo by:  
Plc Kart Kenneth V. Caraga of OC7  
Description: Aspiring Pangkat Guro "Source of Army Standards".

## Pangkat Litratista Contest Winners

### Category 2 (Gadgets and Ethusiast)

**1<sup>st</sup> Prize Winner**  
Photo by:  
Plc Aubrey Scarlett S. Urbi of OC2  
Description: "There is always a rainbow after the rain".

**2<sup>nd</sup> Prize Winner**  
Photo by:  
Cpl Jay D. Lopez of CSMO  
Description: "Knowledge is Power".

**3<sup>rd</sup> Prize Winner**  
Photo by:  
SSg Aristeo S. Villanueva of LWC  
Description: Troop Leading Procedure.

TRAINING AND DOCTRINE COMMAND  
PHILIPPINE ARMY  
Source of Army Standards

## PANGKAT LITRATISTA CONTEST 2020

Theme: Depicting what TRADOC is all about.

WHO MAY JOIN: This Photo Contest is open to all members of Pangkat TRADOC.

Entry Categories:  
Category 1 - DSLR Expert Category (required photo: 4000x3000 to 5427x4318 with 24.2MP resolution)  
Category 2 - Camera and Ethusiast (required 4000x3000 pixels)  
Category 3 - Open mixed category (required either category 1 or category 2 photo)

CRITERIA FOR JUDGING  
Entries shall be judged based on the following criteria:  
• 35% APPROPRIATENESS TO THE THEME  
• 30% PHOTOGRAPHY QUALITY OR TECHNICAL EXPERTISE  
• 25% CREATIVITY AND ORIGINALITY  
• 10% VISUAL AND OVERALL IMPACT

# The Effect of COVID19 Pandemic to the Daily Work of TRADOC's Civilian Human Resources (CHRs)

By: Ms Jeniebel J Delos Santos

The year 2020 was very challenging.

Numerous unexpected circumstances happened like the eruption of Taal Volcano, the occurrence of strong storms and earthquakes and the outburst of a pandemic—corona virus disease (COVID-19). The COVID-19 pandemic drastically changed the lives of people across the globe. When the first positive case of COVID-19 was recorded in the Philippines in March 2020, President Duterte imposed enhanced community quarantine (ECQ) in Luzon from March 16 to May 15, 2020. There was a total lockdown, which restricted the movement of the population except for necessities, work, and health circumstances. Additional restrictions mandated the temporary closure of non-essential shops and businesses. To further protect the people from the virus, wearing facemasks and face shields and observing social distance were strictly executed.

The threat brought by the pandemic affected the daily work of Civilian Human Resources (CHRs) of Training and Doctrine Command, Philippine Army (TRADOC, PA). They took temporary home confinement measures to avoid rapid infection in the population for two months in compliance with the ECQ. Therefore, they were not allowed to go to work and had no choice but to stay at home with their respective families. They were not also allowed to go anywhere like how it used to be when everything was normal. The situation brought them a high level of stress and anxiety during the quarantine period. Moreover, there was fear from the possible transmission of the deadly virus from their body to members of their families.

The ECQ status was downgraded to general community quarantine (GCQ) in the province of Tarlac effective May 16, 2020 which allowed CHRs to report at work on May 18, 2020. This was based on the guidelines under Civilian Human Resources New Normal Procedures (CHRNPP) dated May 12, 2020. Further, CHRs were discouraged to report at their respective offices to ensure the health and security of other personnel in Command. They were directed to report in the designated work station by the Command at the Left Wing, 2nd Floor of Building 3. In accordance to the CHRNPP, the CHRs are given an opportunity to choose their preferred work alternative arrangement. The CHRs who chose flexi time alternative work arrangement reported to their work station from 7:00 am to 12:00 noon from Monday to Friday. Other CHRs who applied to four-day (compressed) workweek alternative work arrangement reported to their work station from 7:00 am to 5:00 pm from Monday to Thursday while some CHRs availed work from home arrangement. The respective offices of the CHRs under flexi time and four day compressed workweek had provided them their needed materials and equipment for them to remain productive despite the situation. All CHRs were directed to submit work accomplishment report every Friday to the Office of G1 for the evaluation of their daily work output. The movement of CHRs was restricted in their assigned areas only and they were not allowed to loiter unnecessarily without express approval from proper authority. Also, the free accommodation of some CHRs in Female Barracks and Building 4 were no longer allowed while COVID-19 remains in the country. This was done to lessen their exposure inside Camp and to protect the health of other individuals living in these buildings. This challenging alternative work arrangement was experienced by the CHRs for three months.



PHOTO BY: SGT PALATTAO



Honor. Patriotism. Duty.

Finally, when the Command released new guidelines of work to home policy, it directed the CHRs to report to their respective offices effective September 01, 2020. However, when the first positive case of COVID-19 inside Camp was recorded on September 27, 2020, the Command soon declared total lockdown in the entire camp. All CHRs were directed again to stay at home for self-quarantine while daily work outputs required by their office or unit were submitted every Friday. The Camp lockdown was lifted on October 29, 2020; and subsequently, the Command established the Protection System to a New Normal Policy which took effect on October 30, 2020. This time, the CHRs were directed to report to their respective offices from 8:00 am to 5:00 pm from Monday to Friday. In firm adherence to the new normal routine, they strictly followed the safety protocols and policies established by the government, Higher Headquarters, and most specially the Command. Upto now, wearing of facemask and face shield, maintaining social distance, washing of hands regularly, taking vitamins, proper sanitation, and personal hygiene are always done. Pangkat TRADOC CHRs are well disciplined personnel and are very adaptive to changes. In fact, no CHRs were recorded positive to COVID-19 for the past 11 months or since the outbreak of the deadly virus in the country.

The daily work of CHRs was drastically affected by the pandemic, but that does not mean that they cannot do their work productively.

Pangkat TRADOC CHRs are dedicated and determined to go to work to perform the duties that they swore to do despite the unknown end of the pandemic. Moreover, Pangkat TRADOC CHRs believe that performing their respective duties and responsibilities will always have a significant contribution in accomplishing the TRADOC's mission and achieving its vision.

Lastly, we, the Civilian Human Resources of Pangkat TRADOC, PA believe that it is not the firearms or any explosive devices that we need today to win this fight against COVID-19 but LOVE, UNITY and SELF-DISCIPLINE to protect us from the unseen enemy.



## PANGKAT TRADOC CALENDAR YEAR 2020

MGEN CORNELIO H VALENCIA JR PA	- Commander
BGEN DANILO O CARIÑO PA	- Deputy Commander
COL GULLIVER L SEÑIRES MNSA (INF) PA	- Chief of Staff
COL ERWIN R SALIBAD MNSA (CE) PA	- Inspector General
COL ENRIQUE L CLEMENTE GSC (INF) PA	- Chief, Governance and Strategy Management Office
CMS Edgar A Cabasog (Inf) PA	- Command Sergeant Major

### CENTER DIRECTORS AND SCHOOL COMMANDANTS

COL REDENTOR E CABANIZAS INF (GSC) PA	- Commander, Combined Arms Center
COL NILO P VINLUAN INF (GSC) PA	- Commander, Initial Military Training Center
COL ALVIN V FLORES INF (MNSA) PA	- Director, Doctrine and Capability Integration Center
COL JOSE DODJIE C BELLOGA INF (MNSA) PA	- Director, Army Leadership Development and Education Center
COL GASANARA M SULTAN FA (GSC) PA	- Director, Training Support and Services Center
LTC TOMMY A CROSBY JR INF (GSC) PA	- Director, Training Analysis Center
COL NILO P VINLUAN INF (GSC) PA	- Commandant, School for Candidate Soldier, IMTC
COL ARIEL M REYES INF (MNSA) PA	- Commandant, Officer Candidate School, IMTC
COL ROBERT H HUET INF (MNSA) PA	- Commandant, Marksmanship Training School, IMTC
COL REDENTOR E CABANIZAS INF (GSC) PA	- Director, Land Warfare Center, CAC
COL AUDIE A MONGAO INF (MNSA) PA	- Director, Training Development Center, CAC
LTC RUDY M ESCOPALAO (FA) PA	- Director, Combat Fitness and Wellness Development Center, CAC
COL JULIUS A TOMINES INF (MNSA) PA	- Director, Maneuver Center, CAC
COL ROMEO E CABANALAN OS (GSC) PA	- Director, Sustainment Center, CAC
COL JAMEL P SAMONTE SC (GSC) PA	- Director, Command and Control Center, CAC
LTC RONIE T EBARITA INF (GSC) PA	- Director, Protection Center, CAC
LTC ROMMEL B LAZARO FA (GSC) PA	- Director, Fires Center, CAC
CMS Robert M Wanawan (Inf) PA	- Commandant, Non-Commissioned Officer School, ALDEC

### UNIT COMMANDERS

COL EDGAR G MANGABAY INF (GSC) PA	- Group Commander, Visayas Army Training Group
COL CIRIACO A LOMAS-E JR INF (GSC) PA	- Group Commander, Mindanao Army Training Group
LTC BERNARD T RAGUS FS (GSC) PA	- Acting Commanding Officer, Headquarters Service Battalion

### TRADOC STAFF

LTC REY B OCAMPO (CAV) PA	- G1
MAJ MARK ANTHONY L LASAM (MI) PA	- G2
MAJ DENNIS A SANTOS (INF) PA	- G3
MAJ MARIA VICTORIA C MATILLANO (QMS) PA	- G4
LTC WILLIAM G SABADO (CAV) PA	- G5
MAJ DAVID R SACLOTE (SC) PA	- G6
MAJ MARVI O PARTULAN (CAV) PA	- G7 and Chief, Gender and Development Office
CPT RHEA E MAIGUE (AGS) PA	- Chief, OFM
MAJ ROBER JOY B OLIVARES (CE) PA	- Command Engineer
MAJ ARIEL B MARQUEZ (OS) PA	- Command Provost Marshall
CPT DANIEL L LAYNES (JAGS) PA	- Command Staff Judge Advocate
LTC ESMAIL M MAMA (OS) PA	- Command Adjutant
CPT JONATHAN C MENOR (CE) PA	- Command Registrar
MAJ JOHN MARVIN C LAT (CE) PA	- Command Real Estate Officer
MAJ JHAYSON O AVILA (FA) PA	- Special Disbursing Officer
CPT RANDY T PATAYAN (MC) PA	- Commanding Officer, Medical Dispensary
LTC EMMANUEL P CUADRA (DS) PA	- Commanding Officer, Dental Detachment

The kind of soldiers you have today,  
is equal to the investment you have given,  
on their training and education.

# Support and Invest in TRADOC for a better future of the ARMY.



*Source of Army Standards*

