



DEPARTMENT OF THE ARMY
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
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AEAGC-TD-OPD

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Training Guidance, FY 04-06

1. Supersession. This memorandum supersedes memorandum, HQ USAREUR/7A, AEAGC-TD-OPD, 7 November 2003, subject: USAREUR Command Training Guidance, FY 04-05.

2. Purpose. The FY 04-06 Command Training Guidance (CTG) and its enclosures provide the USAREUR Long-Range Training Plan for subordinate commanders to prepare their training plans according to FM 7-0. This training guidance—

a. Is a revision of previously published guidance. Although much remains the same, the focus has changed. We are an Army at war, and USAREUR forces must be prepared for commitment to the full spectrum of potential operational environments, from low-intensity to high-intensity conflict. USAREUR must be prepared to conduct security, stability, and support operations, and fight conventional battles from mid- to high-intensity levels. This includes reinforcing operations in other combatant command areas of responsibility (AORs).

b. Supplements AE Regulation 350-1, the capstone training regulation in USAREUR. When combined, the CTG and AE Regulation 350-1 form the basis for successful training in USAREUR. This document is linked to the overall USAREUR training strategy and incorporates our own service-component training, USEUCOM joint-training requirements, and combined training with NATO and partnership countries.

c. Emphasizes the Army Values and the Soldier's Creed. These are the standards to which every Soldier must be held. Soldiers must personify these standards in every action they take while serving our Nation.

3. Commander, United States European Command (USEUCOM), Training Guidance.

a. To support national defense requirements effectively, USEUCOM must be able to provide combat-ready land, maritime, air, and special-operations forces to the Allied Command Europe (ACE) and to field U.S. Forces in and out of theater for the full spectrum of operations. Current training concentrates on providing the knowledge and skills needed to sustain the coalition Global War on Terrorism (GWOT) while maintaining the ability to conduct full-scale contingency operations (CONOPS) when required.

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b. To reduce duplication of effort and maximize readiness, component-training programs must complement and smoothly integrate with the USEUCOM joint training program. The joint training program is designed to improve our readiness to operate in joint and combined environments successfully and to support our security-cooperation strategic concept.

c. Building and maintaining component core competencies remain the foundation of USEUCOM force readiness and will continue to have preeminence in this theater. In conducting core competency training, commanders should look for opportunities to execute joint, combined, and service interoperability training.

4. USAREUR Mission. As a forward-based land component, USAREUR demonstrates national resolve and strategic leadership by ensuring stability and security, and leading joint and combined forces in support of the combatant commander.

5. Mission-Essential Task List (METL). The USAREUR METL is as follows:

- a. Train tailored forces and headquarters for joint and combined operations.
- b. Rapidly project expeditionary forces prepared for joint and combined operations.
- c. Ensure force well-being.
- d. Operate theater sustainment and execute expeditionary logistics in support of Army, joint, and combined forces.
- e. Ensure regional security, access, and stability through presence and security cooperation.
- f. Provide C2 capabilities at echelon to enable joint and combined operations.

6. Vision Statement. The USAREUR Vision is as follows:

Freedom's Expeditionary Force!

- Transformed and ready.
- Projecting premier full-spectrum joint forces.
- Lean and agile, strategically postured.
- Guarantors of security, access, and stability.

An Army Forward ►► Any Mission, Anywhere!

7. CG, USAREUR/7A, Intent.

a. General. USAREUR is progressing through a period of major transition. With America's military engaged in the GWOT, FY 04 through 06 will bring significant challenges as both USAREUR and the Army transform for the future. Like never before, training excellence and deployment readiness will be essential to accomplishing our mission. Everyone in this command knows the requirement for well-planned and organized, tough, and realistic training—always conducted to standard. AE Regulation 350-1 has long been one of the Army's best guides to effective training. The regulation is currently under revision. Until an updated regulation is published, you should refer to USAREUR Operation Order (OPORD) 0002-04, USAREUR Redeployment, Reintegration, Reconstitution, and Retraining (R4) Operations; and OPORD 0004-04, USAREUR Global War on Terrorism Plan for Operation Iraqi Freedom 3 and Operation Enduring Freedom 6, for training requirements and standards pertaining to the GWOT.

(1) The Army Values and the Soldier's Creed must constitute our core competency. I embrace the Soldier's Creed and live by the Army Values. I expect and demand the same from every Soldier in USAREUR. In these times when so many of you are called away from home to serve our great Nation, you must never stray from these values or the Soldier's Creed. They will lead and help you to make the right decisions all the time, even in the fiercest moments of combat.

(2) Our training focus will be on the readiness of our major combat elements. In order to tailor forces committed to current operations, we must and will continue to designate units to achieve specific operational readiness capabilities. This will be done as soon as we can determine the likely theater of commitment. Maintaining the war-winning readiness of these units and operating a strategic sustainment base are our most important objectives. To accomplish them, we must be able to deploy rapidly, redeploy, and reconstitute combat-ready forces. In addition, we must be able to reconfigure and refocus our theater logistics capability quickly. At the same time, we will protect the force and meet quality-of-life standards for our Soldiers and our families.

(3) I am committed to managing and reducing personnel tempo (PERSTEMPO) and decreasing the amount of time leaders are away from their troops. Nonetheless, we are an Army at war and our Soldiers and our formations can expect frequent deployments to operational and combat zones. Managing PERSTEMPO requires us to accept some risk by letting commanders prioritize competing requirements to ensure that resources are provided for tasks that directly support mission accomplishment. We also must maximize the training benefit of our exercise programs by synchronizing or combining major events and eliminating those with little or no training value. For the average unit, this will mean more leaders are present for routine events like command maintenance. We must also cancel less important exercises and events to ensure we concentrate on our most important readiness missions.

(4) Sustaining our training-management systems will also be vital to our success. The Army has an effective, proven methodology in FM 7-0 and FM 7-1 that helps leaders concentrate their resources on the right tasks. Our quarterly and semiannual training briefings will continue to be the means for establishing training contracts between echelons of command. We want to ensure that units have as much predictability as possible in their lives and confidence in their training schedules, even during unpredictable times of war and conflict. I expect all leaders to continue to use the eight-step training model in the planning, preparation, execution, and assessment of training.

(5) Our Soldiers will have the proper equipment and training to carry out their mission in any environment. All Soldiers will be trained in basic Soldier skills and have marksmanship training to ensure they are lethal with their personal weapon and confident in their ability to use it. All Soldiers are sensors. They must be aware of and sensitive to their operational environment and conditioned to provide human intelligence routinely. Seeing something out of the ordinary must be like seeing a flare that energizes Soldiers into action to prevent or mitigate enemy action. The bottom line is that all Soldiers must be aggressive, well-trained, prepared to defend themselves, and more aware of their environment.

b. Training Priorities. USAREUR's training program encompasses the following two priorities:

(1) **Mission Set Training.** The number one training priority in USAREUR is training and preparing designated USAREUR units for operational missions in support of the GWOT. We will leverage the full capabilities and competencies of USAREUR to provide resources for this effort in accordance with the following priorities: 1) forces deploying to OEF, 2) forces deploying to OIF. Mission set training will base individual Soldier and unit training requirements and standards on Army, United States Central Command (USCENTCOM), and USAREUR published deployment-readiness criteria.

(2) **Capabilities-Based Training.** The second training priority in USAREUR is conducting capabilities-based training for forces not committed to the GWOT. These forces may be apportioned to known operation plans (OPLANs) in other combatant command areas of operation and will focus their training on stated unit modification table of organization and equipment (MTOE) capabilities, concentrating on mid- to high-intensity conflict, and selected low-intensity conflict tasks.

8. CG, USAREUR/7A, Training Guidance.

a. Training Tracks. In recognition that units cannot be prepared to do everything, we have adjusted our training guidance to provide focus and clarity for the two following training tracks:

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(1) Track 1: Mission Set Training Model. Units committed to future known or ongoing operations such as OIF and OEF will follow this track for the rest of FY 04 and FY 05 to achieve readiness for their deployment. Training for these units will be full spectrum; however, it will concentrate on specific theater requirements. Once individual and collective tasks are complete, the deploying unit will be certified for deployment through an externally controlled, collective-training event based on the size and type of unit. Certification authority is two levels above the unit to be certified, and the certifying officer will be a colonel commander or higher. Certification is defined as a letter signed by the certifying officer stating that the unit is certified for deployment. AE Regulation 350-1 provides the format for this letter. I will certify USAREUR major subordinate commands (MSCs). We will specify and provide theater requirements for individual Soldier readiness to unit training and certification. This will have minimal effect on light infantry organizational training, but will likely have a major effect on other forces normally oriented on mechanized or mobile warfare operations.

(2) Track 2: Capabilities-Based Training Model. Units that are not committed to security, stability, and support operations such as OIF and OEF over a known “next” fiscal year must be focused and prepared during the current fiscal year for conventional missions according to their MTOE organization and existing OPLANs. These units will concentrate on conventional capability, readiness, and METL-specific training. Units will conduct individual and crew qualification, the appropriate gunnery density, and a capstone-readiness training event such as a Combat Training Center (CTC) rotation. This training will be full spectrum (low-intensity to high-intensity conflict) and prepare units for future operations. The Capabilities-Based Training Model described in AE Regulation 350-1 is designed for Track 2 units. This model does not include a deployment phase, because once the unit is identified for deployment, it will be designated as a Track 1 unit and will conduct training according to specific theater requirements.

b. Categories of Training. Commanders must schedule and develop training events that balance the requirements of the training priorities. All training events, regardless of their type, must be designed and structured to maximize the training benefit for the Soldiers and units involved. Enclosure 1 provides a list of GWOT training categories to help commanders preparing for deployment to OEF or OIF plan unit training. Commanders must use this list to identify categories of tasks on which to concentrate unit training programs to meet the needs of a specific theater (OEF or OIF). After identifying applicable categories, commanders will refer to Annex T of the USAREUR GWOT OPORD for tasks linked to the categories. Annex T provides a detailed list of theater-specific tasks and identifies the minimum, mandatory tasks that must be included in training. Commanders are strongly encouraged to train on additional tasks that they may be required to execute as determined by their mission analysis.

c. Responsibilities for Training. After they identify the training track for their unit, commanders will determine the tasks in which their units must be trained. Units should train in executing mandatory tasks as well as tasks that they may need to execute. Commanders will use

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Annex T to the USAREUR GWOT OPORD for guidance on determining where they should plan to conduct unit training (for example, at home station, in a maneuver coordination area (MCA), at a major training area (MTA) (Grafenwöhr or Hohenfels)). Training at home station and in MCAs, as well as gunnery training at an MTA, is the responsibility of the training unit commander. Seventh Army Training Command (7ATC) will provide resources for this training. For certification training such as mission-rehearsal exercises (MREs), the commander two levels above the unit being certified is responsible for planning and preparing for the training event. The Combat Maneuver Training Center (CMTC) will provide training support through certification exercises for deploying units, whether at the Hohenfels Training Area or at an MCA for functional unit deployments. CMTC rotations will require training on tactics, techniques, and procedures based on the current threat, lessons learned from experiences in the GWOT, and projected future conditions and threats.

d. Rear Detachment Training. Every officer and noncommissioned officer (NCO) selected to serve as a rear detachment commander (RDC) or rear detachment noncommissioned officer in charge (NCOIC) at a brigade, battalion, or separate company will attend the RDC Course before assuming assigned duties. The RDC Course is a resident course at Vilseck, Germany. The Combined Arms Training Center (CATC) Web site at <https://www.catc.7atc.army.mil> provides information about the course. Designated RDCs and rear detachment NCOICs normally will attend the RDC Course 1 to 3 months before assuming RDC duties. They may assume duties before attending the course only with the approval of the first general officer in their chain of command or a colonel in a brigadier general slot. If the exception is approved, the approving authority will ensure the RDC attends the next available course. Successful rear detachment operations are critical to the mission accomplishment of deployed units. RDC training will ensure these leaders are prepared for the challenges they will face while in command.

e. Redeployment, Reintegration, Reconstitution, and Retraining (R4). Successful integration of Soldiers and reconstitution of units redeploying from a 1-year operational deployment is of primary concern for USAREUR. USAREUR OPORD 0002-04, USAREUR Redeployment, Reintegration, Reconstitution, and Retraining (R4) Operations (which superseded and incorporated all incremental updates to OPORD 1003V-03, and other GWOT-related orders / FRAGOs and modifications), provides the USAREUR 270-day R4 model. The "USAREUR Reintegration Model" briefing at <http://www.per.hqusareur.army.mil/reintegration/briefings/Slides/USAREUR%20Reintegration%20Model%20-%20Website.ppt> provides additional details on the background for the model so leaders can understand the intent for each of the components. This model is based on a battalion-size unit. It ensures redeploying units return safely to their European garrisons, reenergize the fighting spirit of their Soldiers, nurture the health of families, and return the equipment and Soldier / unit training to a state of readiness for future combat operations.

(1) Redeployment. Redeployment begins with the return of advance parties (ADVONs) from the USCENTCOM AOR to Germany and Italy. Decisive in this phase is the safe movement of personnel and equipment to home stations in the USEUCOM AOR. During the redeployment phase, units will simultaneously execute in-theater, AOR-specific redeployment requirements according to applicable Combined Forces Land Component Command (CFLCC) redeployment orders. Phase I ends with the arrival of the unit's equipment at its respective home-station installation.

(2) Reintegration. Reintegration begins before redeployment (actual movement to the USEUCOM AOR) with deployed forces conducting DA-required and CFLCC-directed reintegration tasks and unit rear detachments conducting reintegration and reintegration-support tasks at home stations in Europe. Decisive in this phase is the safe, deliberate, and structured reintegration of Soldiers and civilians with their families and communities. During this phase, units will execute a half-day schedule for the first 7 days (including weekends) to complete reintegration tasks and to gradually reintroduce deployed personnel to their families and communities before full-time block leave. Commanders therefore must develop plans to make this happen. Appendix 15 of Annex C to USAREUR OPOD 0002-04, available at http://www.g3.hqusareur.army.smil.mil/Divisions/OpsDiv/Ops_Shared_Files/HotTopics/OIF%2011%20DEPLOYMENTS/ORDERS/OPORD%200002_04%20Redeployment%20Annexes/c2%20-%20appendix%20%20to%20c%20lrv.doc, provides detailed guidance and tasks for reintegration; the Reintegration Web page at <http://www.per.hqusareur.army.mil/reintegration/> provides links to both POCs and references for specific issues related to reintegration; the *Soldier, Civilians & Family Members' Reintegration Guide*, which is available through normal publications channels and online at <http://www.per.hqusareur.army.mil/reintegration/downloads/Final%20Draft%20Document%20Small.doc>, provides specific details for leaders, Soldiers, and everyone else involved in reintegrating our personnel. This guide is continuously updated by the USAREUR G1 and is especially critical for rear detachments as they prepare for reintegrating their members. Bell Sends Message #10-04 at <http://www.hqusareur.army.mil/BellSendMsgs/Bell%20Sends10-04.doc> reemphasizes the criticality in my mind of this phase for not only our deployed Soldiers and civilians, but for their families and communities as well. On completion of required reintegration tasks, personnel deployed for 1 year are authorized at least 30 days' leave; those deployed for 180 days or less are authorized at least 2 weeks' leave. This phase lasts 45 days and is noncompetitive with other tasks and phases. Phase II ends when Soldiers return from leave and complete all reintegration tasks.

(3) Reconstitution. Reconstitution begins with the arrival of equipment at installations and designated general support (GS) maintenance facilities in Germany and Italy. It continues through a 45-day period after the unit's main body has completed reintegration (R+90). Decisive in this phase is the procurement of replacement class 2, 7, and 9 items; the deliberate and thorough execution of equipment maintenance; and the reconstitution (equipment readiness) of the force's equipment in preparation for training and follow-on-missions. Equipment reconstitution starts with contracted organizational and direct support (DS) maintenance

activities while the unit undergoes reintegration. After reintegration is complete, contract maintenance remains in place to support unit maintenance efforts during the reconstitution period. During this maintenance-intensive period, the priority is property accountability, the maintenance of Soldier kits (for example, individual weapons, night vision goggles, organizational clothing and individual equipment (OCIE), protective masks), and vehicle equipment maintenance. On completion of equipment reconstitution, unit personnel will revert to conducting routine maintenance with contracted augmentation until all outstanding reconstitution tasks are complete. Phase III ends when combat arms units achieve R1 / S1 and noncombat units achieve R2 / S2.

(4) Retraining. Retraining begins with units initiating home-station training (HST) (90-day window) after the reintegration and reconstitution periods. Units may still be completing reconstitution during retraining. Decisive in this phase is the individual and collective retraining of USAREUR units. Initially, units conduct individual through crew-level training, including common task training (CTT), individual MOS-specific training, small arms gunnery, and crew / squad-level training. Once HST is complete, units will execute an appropriate gunnery density (level 1 gunnery for combat units) at the Grafenwöhr Training Area (GTA) or Baumholder Training Area (BTA). Following gunnery training, units will execute a capstone-training event (external evaluation (EXEVAL) as appropriate), which will also serve as a ready-force certification exercise. This phase ends on completion of a capstone-training event with units ready for follow-on operational missions no later than 270 days after redeployment.

f. Global War on Terrorism. USAREUR is at the forefront of the GWOT. Although many references are made to OEF and OIF in the same context, they are two different operations in two different operational areas within the GWOT. The recently developed Annex T to the USAREUR GWOT OPOD provides theater-specific training requirements and a training-support plan. This annex provides theater-specific (OIF and OEF) individual, leader, and collective tasks and certifications that must be accomplished before deployment, as well as tasks that commanders are encouraged to include in their training plans based on anticipated missions and available training time. We must ensure our Soldiers receive first-class training and preparation for future deployments. USAREUR units face a complex mission as part of the GWOT, not only with maneuver units, but also with functional organizations—such as military police and military intelligence units—that need rigorous, concentrated training, and certification before deploying.

g. Service-Component Training. Our number-one training priority in USAREUR is to prepare units to deploy, fight, and win the major theaters of war. We must be able to conduct and support a variety of missions, simultaneously or in rapid succession. Tough, realistic, and battle-focused—these are the watchwords that guide our training program.

(1) Weapons Qualification, Gunnery, and Maneuver Training.

(a) Individual and Crew-Served Weapons Qualification. A Soldier's ability to effectively use his or her assigned individual or crew-served weapon in combat is critical. Commanders must use challenging and realistic marksmanship programs that train all their Soldiers under various conditions, ranging from daytime; limited visibility; and nuclear, biological, and chemical (NBC) environments. Incorporate the use of organic night vision devices (NVDs) when conducting this training. High-quality, preliminary marksmanship instruction (PMI) is the foundation of the training program. Maximize the use of training devices, such as the Weaponeer, the Engagement Skills Trainer (EST), and the Small Arms Virtual Trainer (SAVT), to reinforce and enhance PMI. Every Soldier in USAREUR must qualify twice a year with his or her individual weapon as outlined in AE Regulation 350-1. The USAREUR goal is to have 50 percent of assigned personnel achieve expert qualification according to the standards of the respective weapon field manual. Leaders must understand the requirements of DA Pamphlet 350-38 in order to determine and allocate the resources necessary to instill this critical skill.

(b) Gunnery Training. Commanders will use comprehensive, preliminary gunnery-training programs to prepare crews for annual and semiannual qualifications. Stress the importance of degraded-mode and battlesight gunnery techniques and provide training in these tasks using the variety of devices or simulators available. Crews must know how to "fight their weapon system" without hesitation if a given component fails or a capability is lost. M1A1, M2A2, and M3A2 crews and platoons will conduct their record qualification at the GTA, unless approved for Baumholder qualification by the appropriate division commander. AE Regulation 350-1 provides critical training events for heavy maneuver companies to ensure they are able to meet USAREUR's overall training objectives. Maintaining digital proficiency is just as critical as maintaining marksmanship proficiency. We must sustain our skills in order to achieve and maintain information dominance.

(c) 3-Day War. Battalion and squadron commanders will develop "3-Day War" scenarios for their platoons for execution before the CMTC live-fire exercise (LFX). The intent of the 3-Day War is for platoons to train in one or a series of tactical scenarios that concentrate on exercising the platoon battle tasks and drills that directly support their company or troop METL. Battalion-level commanders will incorporate into the training event a table XII (day and night run) gunnery and a force-on-force scenario using TADSS and will certify each platoon as trained.

(d) CMTC Live-Fire Exercise. The USAREUR goal is for all commanders of infantry or armor companies and cavalry troops to conduct a CMTC LFX once each year. It is imperative that these company commanders be given the opportunity to live-fire their companies at least once during their command tour. The focus of this training will be on the company or troop

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under battalion-task-force or squadron control, with only one company or troop executing at a time. The LFX will take the form of a world-class, combined-arms exercise and involve CMTC observer/controller (O/C) coverage and instrumented training feedback. Battalion and brigade commanders will serve as senior O/Cs for this event. CMTC LFXs will be scheduled with the 7ATC G3.

(e) Combat Training Center Program. The CTC Program is the cornerstone of training in USAREUR. Its components include the Battle Command Training Program (BCTP) and CMTC rotations. Commanders will continue to base training programs at their respective echelons during these capstone-training events.

1. The USAREUR goal is for commanders and battle staffs of maneuver-battalion task forces, squadrons, brigades, and brigade-level functional units to execute a CMTC rotation at least once during their command tours. Rotations will be executed in an operational environment tailored to meet known mission profiles if a unit is a Track 1 unit preparing for deployment. Large functional units (battalions and brigades) will undergo a collective training event. This training event will include seminars, vignettes, and situational training exercises (STXs), as applicable, and will leverage the live and constructive training environments.

2. 7ATC will continue to establish the framework for the operational environment, which best supports and replicates the dynamic battle space our forces encounter on today's complex battlefields (for example, unpredictable adversaries; asymmetrical threats; civilians on the battlefield; the media, international organizations; non-Governmental organizations; and a highly adaptive, free-thinking, capabilities-based opposing force). Furthermore, 7ATC will tailor the training scenario to meet Track 1 GWOT (OEF and OIF) deployment requirements in coordination with affected commanders two levels up. The United States Army Training and Doctrine Command (TRADOC) Contemporary Operational Environment (COE) will be the basis for developing the training environment for capabilities-based training events for Track 2 units.

3. Commanders must meet the requirements and milestones in USAREUR Regulation 350-50 to ensure that rotations are designed to support the stated training objectives and are provided the proper resources. Units and Soldiers need and deserve predictability in order to properly prepare for CMTC rotations. All CMTC rotations will be scheduled with 7ATC and posted on the MTA calendar (encl 2). To prevent disrupting National Guard Overseas Deployed Training (ODT) augmentation support and the contracting of other battlefield effects and services, changes to scheduled rotations should not take place during a given fiscal year. I expect divisional and task force general officers to be in residence at the CMTC during battalion-level maneuver periods in order to train and mentor our most precious resource: our subordinate leaders and Soldiers.

(2) Deployment Readiness. USAREUR continues to refine its deployment base and the training support needed for deployment readiness. In the future, AE Regulation 525-1 (currently under revision) will prescribe responsibilities, procedures, standards, and timelines for deploying forces. AE Regulation 525-2 will prescribe responsibilities, procedures, standards, and timelines for the Emergency Deployment Readiness Exercise (EDRE) Program. Deployment readiness also includes the integration of personnel recovery. Concentrate on meeting the USEUCOM requirement to train all USAREUR personnel on the Code of Conduct (level B) by 30 September 2004.

(a) Immediate Ready Force (IRF). The requirement to maintain an IRF remains. USAREUR must always be capable of any mission, anywhere. Based on USEUCOM and USAREUR Contingency Plans 4311 and 4402, USAREUR forces are task-organized into tailored IRF packages. V Corps, United States Army Southern European Task Force (USASETAF), and 5th Signal Command maintain an IRF program to ensure the readiness and availability of forces to meet forced-entry, initial-entry, and follow-on requirements. AE Regulation 525-1-1 provides the training, tasks, and responsibilities for the IRF. The USAREUR IRF will periodically conduct EDREs culminating with a deployment-training event. These training events will test the IRF's ability to deploy within established guidelines and integrate heavy and light forces into unilateral and combined combat scenarios. Commanders two levels above will coordinate O/C coverage for these events, based on a schedule provided by V Corps that deconflicts any rehearsal with deployments. The USAREUR IRF must be prepared to provide combat forces capable of deploying rapidly throughout the USEUCOM AOR or other combatant-command AOR to support any contingency operation or emerging threat, as demonstrated by the deployment of the IRF in support of OIF in March 2003. We will work with USEUCOM to modify or eliminate IRF requirements when forces are unavailable because of deployments.

(b) Deployment Training. Make deployments second nature to our Soldiers. Commanders will include deployment training in their training plans. Deployments to the CMTC, the GTA, and the BTA must be used as opportunities to conduct training on deployment-related tasks. Your training must be comprehensive and address all deployment modes. Deployment planners and coordinators must exercise and maintain proficiency with the Joint Operations Planning and Execution System (JOPES) and the Joint Forces Requirements Generator (JFRG). Unit movement officers must exercise and maintain proficiency with the Transportation Coordinator's Automated Information for Movement System (TCAIMS-II). Commanders must ensure that they and their units have a complete understanding of their requirements for deployment processing at the installation staging area, Deployment Processing Center (DPC), and port of embarkation. In coordination with the 21st Theater Support Command (21st TSC), 7ATC has produced an instructional videotape about the DPC. In addition, both the DPC and GTA have full-size aircraft mockups to support deployment training. When executing movement by land, sea, or air from the central region to contingency theaters of operation, deploying forces will follow AE Regulation 525-1.

(c) Standards of Conduct in Armed Conflict. Commanders must ensure their subordinate leaders and Soldiers are trained on the standards of conduct in armed conflict. Soldiers must know all appropriate components of these standards, specifically the law of armed conflict, the rules of engagement (ROE), and the rules on the treatment of enemy prisoners of war (EPWs) and detainees from the point of capture through detention. This training will be conducted in the manner depicted in Table 1, Standards of Conduct in Armed Conflict Training. Commanders must be vigilant to ensure Soldiers maintain proficiency in these competencies.

1. Law of Armed Conflict (LOAC). USAREUR forces will comply with the LOAC during all phases of operations classified as armed conflict by the United States. For operations not legally classified as armed conflict (for example, NATO peacekeeping operations in the Balkans), USAREUR forces must comply with the spirit and principles of the LOAC. This requirement is imposed by law and is the right thing to do. Failure to adhere to the letter, spirit, and principles of the LOAC degrades public support for our mission, encourages reciprocal abuse by our enemies, wastes valuable combat resources, and increases the cost of reconstruction after the conflict. Commanders and leaders must train Soldiers according to AR 350-1, DA Pamphlet 27-1, and FM 27-10. Commanders must also train subordinate leaders and Soldiers to standard on compliance with the LOAC and on how to respond to orders that violate the LOAC using The Soldier's Rules in AR 350-1, paragraph 4-14b, as their guide.

2. Application of Combat Power and Rules of Engagement (ROE). ROE are rules governing the application of combat power for mission accomplishment and the exercise of the inherent right and obligation of self defense. All deploying commanders, with the help of the unit staff judge advocate, will ensure all personnel are adequately trained on both the standing rules of engagement (SROE) specified in Chairman of the Joint Chiefs of Staff Instruction 3121.01A and the ROE for the deployed AOR. The OIF ROE is at <http://www.iraq.centcom.smil.mil/sipr.cfm?dir=e:inetpub\wwwroot\sections\SJA>. The OEF ROE is at http://www.cjtf76.centcom.smil.mil/SJA_web/operational%20law/ops_law.htm. ROE training also applies to U.S. Forces in the USAREUR AOR to support all antiterrorism, force protection, and fort to port / port to fort operations. USAREUR Regulation 525-13 provides rules for the use of force. When Soldiers are forced to use combat power, they must be knowledgeable in all aspects of the ROE and the treatment of captured individuals. All personnel who are captured will be treated as EPWs according to Article 4 of the Geneva Convention Relative to the Treatment of Prisoners of War as explained by FM 27-10.

Table 1 Standards of Conduct in Armed Conflict Training			
Standards of Conduct	Unit Area	Local Training Area	Major Training Area
Law of Armed Conflict	Leader-taught seminar with the assistance of the unit staff judge advocate.		
Application of Combat Power and Rules of Engagement	Leader-taught seminar with the assistance of the unit staff judge advocate. Classroom instruction will include vignettes for the applicable AOR (OEF or OIF).	Leader-supervised situational training exercises (STXs) apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	Mission-rehearsal exercises (MRXs). Events are incorporated into the major events list (MEL) that assesses individual, leader, and unit response to ROE situations.
Transportation and Movement of EPWs and Detainees	Leader-taught seminar with the assistance of the unit staff judge advocate. Classroom instruction will include vignettes for the applicable AOR (OEF or OIF).	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MRXs. Events are incorporated into the MEL that assesses individual, leader, and unit handling of EPWs.
Internment and Detention of EPWs Applicable to units conducting internment and detention operations (military police and military intelligence units)	Leader-taught seminar with the assistance of the unit staff judge advocate. Classroom instruction will include vignettes for the applicable AOR (OEF or OIF).	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MRXs. Events are incorporated into the MEL that assesses individual, leader, and unit handling of EPWs and detainees in a detention facility.

3. EPWs and Detainees.

a. Transportation and Movement of EPWs. Once the application of combat power has ceased and EPWs have been taken, Soldiers must treat EPWs according to DOD Directive 2310.1. At all times Soldiers must treat EPWs and detainees according to the Geneva Convention Relative to the treatment of Prisoners of War as explained in DA Pamphlet 27-1 and USCENTCOM and USEUCOM instructions. More information on policy and procedures for handling EPWs and detainees in the USCENTCOM AOR is available at <http://www.iraq.centcom.smil.mil/sipr.cfm?dir=e:inetpub\wwwroot\sections\SJA> for OIF and at http://www.cjtf76.centcom.smil.mil/SJA_web/operational%20law/detainee_operations_general.htm for OEF. Commanders, other leaders, and Soldiers must understand the applicable provisions of Articles 12, 46, 47, and 48 of the Geneva Convention Relative to the Treatment of Prisoners of War under which EPWs can be transferred to the custody of a foreign power or accepted from coalition forces.

b. Internment and Detention of EPWs. Commanders of units involved in internment and detention operations are responsible for training their Soldiers to treat detainees and EPWs according to the Geneva Convention Relative to the Treatment of Prisoners of War. According to this convention, detainment facilities must have, to the greatest extent possible, every practicable safeguard relative to hygiene and health. Captured persons whose status as an EPW is in doubt will be treated as an EPW until a tribunal convened pursuant to Article 5 of the Geneva Convention Relative to the Treatment of Prisoners of War determines their actual status (EPW, civilian internee, status unknown, or noncombatant (who are released)). Additionally, Articles 84 and 85 of the Geneva Convention Relative to the Protection of Civilian Persons in the Time of War states that detainees must be separated from EPWs and criminals. These and other requirements pertaining to the handling of detainees are found in AR 190-8 and FM 3-19.40. Under no circumstances will EPWs or detainees be subjected to cruel, inhumane, or degrading treatment.

(3) Sustaining METL Proficiency During Deployed Operations. While deployed, units must continue to conduct training on executing their wartime METL to the extent possible and practical. Commanders must maximize the use of deployed training resources provided by the 7ATC Training Support Activity, Europe (TSAE), to achieve the best possible sustainment training.

(4) Battalion External Evaluations (EXEVALs). The goal is for all USAREUR battalions to conduct an EXEVAL each year. If a unit has been deployed for a year, corps and division commanders will adjust this as necessary during the first year after the unit's return. EXEVALs will be conducted in a field live or constructive environment with properly trained O/Cs and evaluators providing training feedback. CMTC rotations and leadership-training program exercises meet this annual requirement. Echelons-above-division units are encouraged to conduct battalion EXEVALs each year. Corps attack helicopter battalions are also required to receive an annual EXEVAL by taking part in CTC rotations or in a CTC-related, deep-attack operation exercise.

(5) Mission Rehearsal Exercises (MRXs). These exercises prepare units for upcoming deployments, including those in support of OIF or OEF. USAREUR remains responsible for conducting MRXs for Stabilization Force (SFOR) and Kosovo Force (KFOR) rotations to validate unit predeployment training. These exercises will continue to take place at the CMTC.

(6) Nonlethal Capabilities Training. Military police units and units preparing for CONOPS requiring this capability will train on nonlethal weapons tasks. USAREUR will maintain nonlethal weapons training capability by establishing two-person nonlethal training cadres at V Corps, 21st TSC, USASETAF, and maneuver brigades. Maneuver battalions will maintain at least one instructor at all times who is trained to teach the Interservice Nonlethal Individual Weapons Instructor Course (INIWIC). The role of this cadre is to provide a subject-

matter expert (SME) to train the unit on nonlethal training should the need to employ nonlethal weapons occurs. The 7ATC has a comprehensive training-support package to meet all training requirements for individual, leader, and collective nonlethal capabilities.

(7) Urban Operations and Military Operations on Urbanized Terrain (MOUT)

Training. Commanders will continue to emphasize training in urban environments and integrate the conditions of urbanization into their training. We have access to several facilities (U.S. and host-nation) to meet our urban-operations training requirements. In addition, 7ATC has access to a MOUT training-support package and can obtain allocations for the NATO Fighting in Built-Up Areas/MOUT Instructor Course.

(8) Force-Protection Training. Force protection remains a top priority for units in the European theater. Commands must understand and fulfill the training requirements related to the force-protection conditions. Make sure your Soldiers are fully screened, trained, and authorized to execute critical force-protection tasks according to USAREUR Regulation 525-13 and Army in Europe Command Policy Letter 23. Commanders of area support groups and base support battalions, under the authority of the United States Army Installation Management Agency, Europe Region Office (IMA-E), will conduct comprehensive force-protection exercises. General-officer senior tactical commanders are the critical link to ensuring tactical-unit support is provided to installation force-protection requirements. Commanders of deploying units must integrate force-protection training into predeployment training plans. This training must include the tactics, techniques, and procedures necessary to ensure that our Soldiers respond in an appropriate manner to the broad range of situations they are likely to encounter.

h. Joint Training and Component Exercises. As USAREUR, V Corps, and subordinates continue to return from OIF and OEF, their ability to participate in high-level exercises in FY 05 will be challenged. I support the following exercises; however, I will reassess each of them after we have a clearer estimate on the ability of USAREUR and V Corps to engage and execute after completing a complex year in combat while supporting possible future rotations. Even with continued OIF and OEF rotations, FY 04 through FY 06 will require some level of participation in the Commander, USEUCOM, Joint Training Program. The 1st Armored Division Warfighter Exercise (WFX) and the USASETAF MRX are two exercises that will prepare these USAREUR units for known or possible future missions. We are relooking the importance of other scheduled exercises. The specifics of the joint training and component exercise program will be published at a later date by USAREUR G3 Exercise Division.

(1) 1st Armored Division WFX. 1st Armored Division will execute its WFX in early FY 06 (Dec 05). V Corps staff will plan, coordinate, and execute this exercise. HQ USAREUR/7A and USAREUR MSCs will also be required to support the WFX.

(2) USASETAF MRX. This is a United States Joint Forces Command (USJFCOM)-directed exercise. USJFCOM and USAREUR will conduct the exercise with BCTP support. This MRX is conducted during the second quarter of FY 05 to certify USASETAF as a JTF. The USAREUR staff will plan, coordinate, and execute this exercise in concert with the Joint Warfighting Center (JWFC). Other USAREUR MSCs will be required to support the MRX.

i. Combined Training. USAREUR commanders are increasingly called on to lead complex, multinational operations in challenging environments. USAREUR has unique multinational training opportunities and responsibilities. USAREUR trainers must be aware of the changing nature of combined training and must be skilled in using a program of diverse security-cooperation activities to enhance combined training. Enclosure 3 provides combined exercises involving USAREUR during FY 05 and 06. Security-cooperation events should include out-of-sector training to enhance training opportunities and increase deployment readiness throughout USAREUR. The training focus is for platoon, company, and battalion collective events to expand on HST that concentrates on individual, crew, and squad tasks. Planners for out-of-sector training must ensure that such training opportunities also fulfill training requirements prescribed by AE Regulation 350-1 to maximize efficiency. This will allow us to strike a balance between security cooperation and our METL-based training requirements. As the proponent for training, 7ATC will approve all out-of-sector training locations (AE Reg 350-10) and events (AE Reg 350-1).

(1) NATO Combined Training Programs. Our leadership role in multinational relationships in NATO is of central importance. The NATO-adopted Defense Capabilities Initiative (DCI) identifies five general program areas to improve alliance capabilities: Effective Engagement (the ability to engage an adversary successfully in all types of operations, from high to low intensity), Interoperable Communications, Mobility and Deployability, Survivability (the ability to protect forces against current and future threats), and Sustainability. The DCI priorities give us the opportunity to synchronize our training with the needs of our allies. We must continue to emphasize this unique aspect of USAREUR training.

(a) NATO Readiness Exercises. USAREUR will continue to work with Supreme Headquarters Allied Powers Europe (SHAPE) and USEUCOM to focus exercises on crisis management and conflict resolution rather than on Article V scenarios (NATO scenarios for combat and noncombat operations) and to enhance simulation capabilities in NATO exercises. This will improve USAREUR's interoperability, flexibility, and mobility of multinational formations.

(b) Partnership for Peace Exercises (PfP). PfP exercises develop the capabilities of partner-nation forces to operate with NATO and U.S. Forces. PfP exercises are scheduled by NATO and USEUCOM and conducted by NATO or USEUCOM component commands. PfP exercises enhance coalition interoperability while providing engagement and readiness training to U.S. units.

(c) **Operational Engagement.** Operational engagements allow USAREUR units to conduct training in conjunction with the execution of NATO missions, particularly in the Balkans. Operational engagements provide units interoperability experience as a result of performing mission-related tasks (staff planning, combined patrols, and other operations) with our allies and partners. Combined MRXs are another example of operational engagements that provide interoperability training and experience to the USAREUR and foreign units that take part.

(2) USEUCOM Combined Training Programs.

(a) **In Support Of (ISO) PfP Exercises.** ISO PfP exercises are scheduled by USEUCOM and conducted by USAREUR. These exercises develop the capabilities of partner forces to better operate with NATO, the United States, and other partner nations. They also enhance coalition interoperability and provide readiness training to U.S. units.

(b) **Medical Outreach Exercises (Medical Capabilities (MEDCAP) Exercises, Medical Central and Eastern Europe (MEDCEUR) Exercises, and MEDCAP Exercise MEDFLAG).** These exercises improve interoperability, enhance medical capability, and provide humanitarian assistance and humanitarian civic assistance. They involve disease surveillance, preventive-medicine training, scientific exchange, and mass-casualty training.

(c) **State Partnership Program (SPP).** Under the SPP, the United States and European and African nations have established partnerships between State Army National Guard units and host-nation armies. The intent of the SPP is to conduct Army National Guard bilateral events and exchanges in support of the Theater Security Cooperation Plan. To date, 23 States have been partnered with 21 nations with proposals for future relations between other States and countries. USAREUR has been tasked to provide Title 10 support to specific SPP events in Bulgaria, the Czech Republic, Estonia, Latvia, Macedonia, Poland, the Republic of Georgia, Slovakia, and Slovenia in FY 05 and FY 06.

(3) USAREUR Combined Training Programs.

(a) **Exchanges.** Exchange programs allow individual units from allied or partner nations to host or be hosted by USAREUR counterparts for the purpose of combined training. These programs provide unit training and enhance interoperability with foreign militaries.

(b) **Project Partnership.** Project Partnership helps develop relationships and enhance interoperability between the United States and its NATO allies. This program, which is based on our NATO relationships, is adapting to significant changes, such as partnerships with new NATO members and the ongoing restructuring of the *Bundeswehr* and the Italian Army. The intent of Project Partnership is to enhance operability with NATO allies by concentrating

training activities to support the NATO-adopted DCI and to create a cohesive atmosphere between USAREUR and allied units. This program may be extended in the future to include select, non-NATO countries. While operational deployments restrict the execution of these programs, current examples of changing or newly established partner relationships include the 1st Armored Division with the Hungarian 25th Mechanized Brigade, the 1st Infantry Division with the Hungarian 7th Mechanized Brigade, the 173d Airborne Brigade with the Polish 6th Air Assault Brigade, 21st TSC with both the German Joint Support Command and the Polish 10th Logistics Brigade, and the 130th Engineer Brigade with the Polish 5th Engineer Regiment. In addition, the military cooperation initiative with Poland will greatly affect Project Partnership as USAREUR determines how best to support the initiative.

(c) Bilateral Exercises. Bilateral exercises improve U.S. interoperability with partner nations through mutual understanding of national doctrine and JTTPs, and also provide readiness training for U.S. Forces. The USAREUR-Russian Land Forces Planning Exercise (TORGAU), which will be conducted in May 2005, is a significant bilateral addition. We have entered a period of substantive cooperation with Russia. I intend to conduct TORGAU annually to maintain momentum. Additionally, BULWARK 05 and IMMEDIATE RESPONSE 05 will establish a USAREUR presence in a host nation and will test the infrastructure needed for continued training events while initiating contacts with host nations.

j. Consequence-Management Training. USAREUR will conduct major consequence-management exercises, which must be integrated into the USAREUR Annual Exercise Program. In addition, IMA-E and tactical commanders must ensure that local consequence-management plans are exercised annually with required USAREUR forces-, interagency-, and host-nation involvement and participation. In coordination with IMA-E, senior tactical commanders must develop effective plans to train for and execute mass-casualty evacuations for many situations. These include man-made catastrophes, natural disasters, terrorist attacks, and other hostile acts. Training will be conducted and executed according to USAREUR Functional Plan 4345-03.

k. Leader and Individual Training.

(1) Leader Development. Leader-development programs must address the needs of officers, warrant officers, NCOs, and civilians. Commanders must publish and distribute their plans and ensure all leaders in their command understand them.

(a) USAREUR leader-development programs are designed and implemented at battalion and higher level. These programs must concentrate on improving the fighting force. To do this, leader-development programs must be—

1. Battle-focused.

2. Tailored to provide training in leadership skills required by the unit METL and to meet the professional-development needs of subordinates.

3. Linked to a common framework, such as battlefield operating systems or the nine leadership competencies explained in FM 7-0.

(b) Leader-development programs must build a strong chain of command. The commander's intent for the program must be clearly stated. Commanders must create a command climate that supports open, candid, and effective communication built on trust, respect, and confidence. They must also develop adaptive, flexible leaders who understand the parameters of decision-making. Essential training objectives of a leader-development program include—

1. Making maximum delegation of authority the standard.
2. Building disciplined initiative.
3. Developing operational flexibility.
4. Fostering innovation.
5. Creating an environment in which leaders and Soldiers are not afraid of making mistakes.
6. Stressing the importance of accountability.

(2) Officer Professional Development (OPD) and Noncommissioned Officer Development Program (NCODP).

(a) **OPD.** Commanders will design their OPD programs to foster the warfighter spirit. Use your OPD program to reinforce among your officers the fact that we belong to a guild of warfighters with a common bond. You must train immediate subordinates to take your place and perform your job in combat. To be a high-quality learning experience, OPD events must be well planned and supported by sufficient resources; they must not be considered routine training events. Use proper planning and coordination to ensure that all OPD events are executed to a high standard.

(b) **NCODP.** The NCODP must emphasize the same principles as OPD programs. A strong NCO support chain is the key to accomplishing the unit mission effectively. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility. NCODPs teach NCOs how to expand their leadership skills and perform collective combat tasks. NCOs must understand the tasks and standards at one grade above their own in order to communicate tasks and standards to their Soldiers. As with OPD, use proper planning and coordination to ensure that all NCODP events are executed to a high standard.

(3) Sergeants Time Training. This training is a vital part of any unit's weekly training plan and provides an excellent opportunity to build combat-ready junior leaders, squads, and teams. I expect commanders at all levels to protect this training by maximizing participation and minimizing distracters. Army in Europe Command Policy Letter 7 supplements AE Regulation 350-1 and provides clear guidance on my expectations for Sergeants Time Training.

(4) Physical Fitness Training. Physical fitness is a cornerstone of building warriors who can fight and win on the modern battlefield. Commanders and leaders must review and follow the guidance in Army in Europe Command Policy Letter 8. Units must have creative and innovative physical training programs. Merely passing the Army physical fitness test should not be the goal; Soldiers must be fit to survive in combat. Leaders at all levels must encourage Soldiers to improve their personal physical fitness on their own as part of the ethic of being a combat-ready Soldier. We must instill in our Soldiers the mental and physical strength required to survive and win in combat.

(5) Sexual Misconduct Prevention Training. Sexual assault is a violent crime that has no place in our Army. It is incompatible with our Army values and our standards of professionalism and discipline. Every member of our team deserves to be treated with dignity and respect. Commanders will execute all three phases of the USAREUR Sexual Misconduct Awareness Campaign, and will incorporate sexual-assault prevention training into individual and MRX training before all deployments. Use this program to reinforce our continued commitment to the well-being of our force.

(a) Phase I, Prevention. The most critical phase is prevention. Commanders will conduct effective and meaningful preventive sexual harassment training semiannually as prescribed by AR 600-20. In addition, commanders will conduct semiannual sexual-assault prevention training as outlined on the USAREUR "Sexual Misconduct, Not in Our Army" Web site at <http://www.per.hqusareur.army.mil/sexualmisconduct>. Commanders must continue to train on the prevention of sexual misconduct while deployed.

(b) Phase II, Crisis. Commanders must train their Soldiers on how to react after an incident. Additionally, all Soldiers must be aware of victim's rights and leaders must understand the critical significance of providing immediate medical treatment and support to every victim. Leaders must know the victim advocate agencies, both at home station and when deployed. Commanders must train their leaders to execute a "battle drill" that includes assessing the victim, protecting the victim's privacy, protecting the crime scene, making notifications, and subsequently ensuring the victim is fully supported by victim advocate agencies.

(c) Phase III, Recovery. As part of the unit-training program, both Soldiers and leaders must be trained on the processes to interface with both legal and medical (mental and physical) organizations necessary to complete the victim's recovery.

(6) Maintenance Training. Maintenance training is an area that requires constant command emphasis and involvement. Given the wear and tear on our equipment in OIF, this is vital. Leaders face many challenges related to maintenance knowledge and proficiency. CATC recently developed a series of courses that provide sustainment and reinforcement training for mechanics, operators, and maintenance managers. These courses are offered in residence at CATC and by mobile training team (MTT).

(7) Drivers Training. Drivers training remains an important requirement for commanders of battalions and separate companies. Our drivers must be properly trained and licensed. Commanders will ensure that their drivers training programs are comprehensive by including various components, ranging from operator maintenance to driving under various conditions. Because of a recent increase in accidents in the Army related to driving with NVDs, commanders will place special emphasis on this area. CATC recently developed a unit drivers training course, available on computer diskette, for battalion and separate company-level drivers training NCOs. This course provides NCOs the tools they must establish to maintain high-quality unit-training programs.

(8) USAREUR Institutional Training Requirements. CATC will continue to provide training courses to meet the requirements in enclosure 5. The requirements for institutional training in USAREUR will continue to increase as TRADOC changes the structure of the institutional training base. Soldiers will have the opportunity to attend more Noncommissioned Officer Education System (NCOES) courses and other senior NCO development courses (for example, the Battle Staff Noncommissioned Officer Course and the First Sergeant Course) in theater rather than attending them in residence. The decentralized approach to institutional training in the Army requires commanders at all levels to be aware of and monitor the progress of their Soldiers enrolled in these courses. Enclosure 5 provides the CATC schedule of courses.

(9) Off-Duty Education. Off-duty education is an important way to improve the overall skills and abilities of the fighting force. The development of individual Soldiers improves their performance and enables them to reach their career goals. We must support off-duty education.

9. Training Resources. Our primary leadership mission is to ensure we develop the Soldiers and officers who will lead our forces in future engagements and missions. By creating an integrated relationship between live, virtual, and constructive training tools, we can provide field commanders the best-trained Soldiers, leaders, and units possible. The development of new simulation and simulator technology will provide us the essential tools not only to train our individuals and crews, but to allow USAREUR air and ground units to train together for a variety of combat, stability, and support operations. Simulators and simulations will never fully replace live training events. Soldiers require a baseline of hands-on experience that can be gained only through realistic training on actual equipment in tough, demanding conditions. This baseline, called situational experience, is the basis for success. Only when this solid foundation of

situational experience is established can we begin to fully exploit the tremendous potentials of simulators and simulations to enhance mission readiness.

a. Distributed Learning (DL) and MTTs. DL increases educational opportunities for both Soldiers and DA civilians. Commanders will enforce the requirement to provide duty time for Soldiers to complete DL courses that they would normally attend at stateside institutions in a temporary-duty status. DL facilities use interactive, multimedia technology and the Internet to bring instruction from TRADOC schools and CATC to Soldiers in USAREUR. Commanders can support the growth and benefit of DL by identifying their needs and developing internal strategies to meet unit-training requirements. CATC will continue to provide selected courses by MTT to meet unit needs for high-demand courses. In some cases, when an MTT is approved, a resident course may have to be canceled because of conflicting requirements for resources and manpower.

b. Live Training Environment. Commanders will continue to use live training as the environment of choice. However, commanders will use the other environments for preliminary or “gate” training events to ensure the most benefit is obtained from the live-training event. USAREUR MTAs may be used to meet live-training requirements. Local training areas provide limited support to live training above the platoon level. Commanders can meet the objectives of their training programs by maximizing the use of these resources and complementing them with the use of other non-U.S.-controlled training areas. Excellent training aids and devices are available in theater that are capable of adding realism and providing high-quality training feedback during live-training events. Local training support centers also have GWOT-specific training aides, devices, simulators, and simulations (TADSS) to support training, and will do all they can to support the training needs of commanders.

c. Virtual Training Environment. The virtual environment is a major part of the USAREUR HST program and should seriously be considered as a supplement to live training when developing your overall training strategy. Virtual systems are the primary means for training individual through company collective tasks to prepare for live training. Although platoon and company collective-training capabilities in USAREUR are limited, commanders should seek the opportunity to leverage available resources in their training programs.

d. Constructive Training Environment. USAREUR has the most robust simulations program in the Army. USAREUR’s Warrior Preparation Center (WPC) and USAREUR Battle Command Training Center (UBCTC) provide outstanding constructive simulations capability that commanders can leverage to meet training needs. Simulation assets from either location can be deployed to support training events, as shown in the VICTORY STRIKE series of exercises. Because of its extensive modeling and simulation program, the WPC has an excellent analytical capability that can be used for CONOPS and training requirements. Furthermore, the WPC has established hardware and software connectivity with USAFE to facilitate air-ground integration

training. The constructive environment will remain the primary means of training division through JTF echelons, but it can be exploited to support critical component of battalion- and brigade-level training. USAREUR's simulation infrastructure at the WPC, UBCTC, and home-station locations allows commanders to practice "blocking and tackling" in a synthetic environment so that live training will be more effective and efficient. Except for actual field employment, constructive simulations provide the only means to train brigade- and higher-level units on the use, exploitation, and integration of Army Battle Command and joint command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems.

(1) As noted above, commanders in USAREUR are fortunate to have access to a variety of constructive simulation tools within the theater. Commanders should become familiar with these tools and effectively integrate them into their training strategies. The modeling and simulation experts in divisions and within the WPC and the UBCTC are ready to help commanders develop constructive training programs. The key tools that commanders should be familiar with are the Corps Battle Simulation with Run Time Manager (CBS-RTM), the Digital Battlestaff Sustainment Trainer (DBST), the Joint Deployment Logistics Model (JDLM), and the Joint Conflict and Tactical Simulation (JCATS).

(2) USAREUR is leading the Army in linking live virtual and constructive training environments. Commanders are encouraged to explore ways of enhancing training and making it more effective through the integration of multiple training environments. At the CMTC, we will integrate the live and constructive environments to stimulate C4ISR systems realistically and to extend the CMTC "dirt" so brigade commanders can fight their full brigades with one task force in the "box" and the others in simulation. This will also be a capstone digital training event for brigade commanders and will require full participation of all C4ISR systems.

(3) Map and graphics support for simulation models and CONOPS is provided by the TerraSim Laboratory at the GTA. This is a 7ATC-operated, digital-terrain laboratory that is devoted to building and manipulating digital terrain for training and CONOPS. This terrain laboratory has a state-of-the art capability that may be used by commanders at any level.

e. USAREUR Lessons Learned Operating System. The USAREUR Lessons Learned Operating System (<https://www.ullos.army.mil> or secure <http://www.ullos.hqusareur.army.smil.mil>) stores analyzed observations collected from exercises, operations, and other events in which USAREUR units have participated. These observations, combined with the online data available from the Center for Army Lessons Learned (CALL), are accessible to commanders to support training and readiness programs and are extremely valuable in developing operational readiness capabilities for a specific theater.

f. Training Ammunition. All training ammunition is closely procured, distributed, and authorized each fiscal year by the Deputy Chief of Staff, G3, DA. Major Army commands and subordinate units receive all authorizations through the DA Training Ammunition Management Information System - Redesigned (TAMIS-R). USAREUR Regulation 700-130 explains how to obtain access to the TAMIS-R. Authorizations for class 5 to support training are based on authorizations in DA Pamphlet 350-38. Battalion and company commanders must know the qualification requirements for weapons organic to their unit and forecast authorizations provided in the TAMIS-R to meet training objectives.

g. NATO and Foreign Training Areas and Ranges. We are beginning to move more of our exercises and training into eastern and southern Europe. This initiative provides excellent deployment training and supports USEUCOM's security-cooperation strategy. It also allows our units to exploit combined-arms training opportunities in areas where constraints on training may be less severe. Finally, it breaks some of our longstanding training paradigms by forcing Soldiers to think on their feet as they train on completely new terrain. AE Regulation 350-10 provides a list of foreign training areas and ranges, their capabilities, and scheduling procedures. These training areas require close coordination and agreements with the host countries. Commanders should therefore plan early (approximately 12 to 36 months in advance depending on the echelon) to ensure that training areas are available.

10. Training Management.

a. Training-Management Process. Planning and preparing for training is hard work, but greatly improves readiness and increases predictability. We must make the doctrinal training-management process work within the context of the USAREUR training environment.

(1) FM 7-0 and FM 7-1 state that training will be "locked in" 6 weeks in advance. Changes to the schedule within 3 weeks before the training should be avoided, except to accommodate taskings approved by me or the first general officer in the chain of command.

(2) AE Regulation 350-1, appendix E, provides a single-source reference for all mandatory training and certification requirements in USAREUR through a series of easy-to-understand tables. We must all remember that we cannot do everything. For this reason, commanders will carefully assess their units' needs and prioritize their training programs to concentrate on requirements that are the most important.

(3) Commanders will use the eight-step training model to organize and record planning progression. This kind of detail ensures proper preparation for upcoming events, maximizes the efficient and effective use of time and resources, and provides a means for creating continuity for similar training events in the future.

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(4) All commanders from company / detachment level through brigade-level command and their NCOICs (first sergeants and command sergeants major) must attend a USAREUR pre-command course before assuming their duties. These courses ensure leaders receive the best preparation possible for the most challenging and rewarding positions in their careers. The CATC Web site at <https://www.catc.7atc.army.mil> provides information about these courses.

(a) Company Commander/First Sergeant Course (CCFS 25). Every officer and senior NCO scheduled for assignment as commander or first sergeant of a company, troop, battery, or detachment must attend the Company Commander/First Sergeant Course before assuming duties. Officers and NCOs will attend the course 2 to 4 months before assuming command or first sergeant duties. Officers and NCOs may assume duties before attendance only with the approval of the first general officer in their chain of command or a colonel in a brigadier general billet.

(b) The USAREUR Pre-Command Course (CA 65). Every officer and senior NCO scheduled for assignment as commander or command sergeant major of a squadron, battalion, brigade, regiment, or group must attend the USAREUR Pre-Command Course. The course is held at Patrick Henry Village in Heidelberg, Germany. Officers and NCOs will attend the course up to 4 months before (but no more than 60 days after) assuming command or command sergeant major duties. Only I can approve exceptions. Spouses are encouraged to attend and will be placed on invitational travel orders.

(5) Finally, we must manage our training within the parameters of the bilateral agreement made between USAREUR and the German Federal Ministry of Defense (FMOD) in 1993. This agreement stipulates that live-fire outside specified times requires an approved waiver from the FMOD. Commanders should plan their MTA training accordingly.

b. Focused Collective and Individual Training Time. Leaders must be allowed to dedicate time to train their Soldiers and small units on tasks they determine are necessary based on the unit METL and their training assessments. Battalion and brigade commanders will protect and provide resources for these training periods by using “red-amber-green” or “red-green” training cycles as outlined in FM 7-0. Commanders are also responsible for protecting and ensuring the quality of Company Commanders Training and Sergeants Time Training.

c. After-Action Reviews (AARs) and Training Assessments. Commanders will make AARs a planned activity in all training events and ensure that leaders are certified to conduct AARs. Observations made during AARs will be used to support unit-training assessments. Commanders must conduct regular training assessments as part of their training-management reviews. Frequent, informal assessments made during training meetings or after training events and formal assessments performed after major training events will give commanders an accurate overview of unit proficiency. Training assessments keep the unit-training program relevant and ensure training resources are used effectively. AARs provide us an opportunity to reinforce the Army Values, particularly in the context of combat operations. Our leaders and Soldiers must understand that these values form the bedrock on which our professional norms are based.

11. Training Enablers.

a. Equipment Maintenance and Accountability. Maintaining equipment at TM 10/20 standards is a commander's responsibility. We must instill in our Soldiers pride of ownership in their equipment. All personnel must understand and meet their responsibilities for equipment maintenance and accountability. The commander's presence in maintenance areas; excellence in shop operations and services; a comprehensive, post-operations training event, recovery and inspection program; and "by-the-book" preventive maintenance checks and services (PMCS) are needed for effective materiel readiness.

b. Safety. The job of Soldiering is tough and inherently dangerous. For this reason, commanders must continue to stress the importance of safety with their Soldiers, civilians, and family members.

(1) Commanders will execute the USAREUR seasonal and holiday safety campaigns as vigorously as they execute their wartime missions. They will ensure their Soldiers complete all seasonal safety campaign training requirements. Information on the Winter Safety Campaign and the Summer Safety Campaign is available on the USAREUR Safety Web site at <http://www.per.hqusareur.army.mil/services/safetydivision/main.htm> or on the USAREUR homepage by clicking on the USAREUR Safety Web site link. This Web site provides important information on vehicle safety and driving, off duty recreation, hot and cold weather injury prevention, wellness information (suicide prevention and alcohol abuse), heater safety, and safety during field and garrison training. We cannot afford to lose critical Soldier time to preventable accidents during the ongoing GWOT.

(2) Aviation operations in particular involve an inherently higher risk than most ground operations. Because of this, commanders of units involved in aviation operations will emphasize protecting the force. In addition, commanders, supervisors, and safety managers at every level must comply with all policy related to aviation safety defined in AR 95-1, AR 385-95, FM 3-04.300, and Training Circular 1-210.

(3) Before every ground and aviation training event, commanders will conduct risk assessments and take appropriate action to reduce risks and manage residual risk according to FM 100-14. The DA Commander's Safety Course (CSC) is a 30-hour, Web-based program of instruction that is critical to ensuring that commanders know how to apply the principles of risk management.

(a) Company-grade officers will complete the CSC before assuming command. The first colonel in the chain of command will certify that officers have successfully completed the CSC before assignment as company, troop, or battery commanders.

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(b) Brigade- and battalion-level command designees will complete the CSC before attending the Fort Leavenworth pre-command course. The Army Training Requirements Resources System (ATRRS) will enroll pre-command designees automatically in the CSC. On enrollment, pre-command designees may register for the CSC and check course-completion status online at https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm.

c. Force Modernization.

(1) USAREUR has already received M1A1 Abrams Integrated Management (AIM) tanks. Additional conversions of Longbow Apache Helicopters are being made. Future communication systems, such as the Secure Multichannel Anti-Jam Terminal and the Super-High Frequency Tri-Band Advanced Range Extension Terminal (STAR-T) at the theater level, will enhance our capability.

(2) All these systems will require new equipment training. We must give our Soldiers the time needed to attend this and other associated training as each system is fielded. Enclosure 3 provides major force-modernization-related fieldings for FY 04 through 06.

12. Conclusion.

a. USAREUR is the Army's largest forward-deployed, strategically positioned, power-projection force. Our Soldiers are the most highly respected and best trained warriors in the world. They have proven that they are agile, flexible, and responsive. Maintaining their training excellence begins with tough and realistic training, always conducted to standard. While FM 7-0 and FM 7-1 provide the doctrinal foundation for managing and supporting our training, AE Regulation 350-1 establishes our requirements and sets the standards. AE Regulation 350-1, however, requires updating. Until this regulation is updated, you should refer to OPORD 0002-04, USAREUR Redeployment, Reintegration, Reconstitution, and Retraining (R4) Operations; and OPORD 0004-04, USAREUR Global War on Terrorism Plan for Operation Iraqi Freedom 3 and Operation Enduring Freedom 6, for training requirements and standards pertaining to the GWOT.

b. Our training program is designed to sustain and strengthen our component core competencies. It also ensures USAREUR's ability to provide joint, capable land forces to USEUCOM or any other joint or combined headquarters as directed. It tailors and adapts the theater strategic sustainment base to support power-projection operations anywhere in the world. In this way, it enables USAREUR to respond to crises and contribute to regional stability throughout the USEUCOM and USCENTCOM AORs. While doing so, our training program also ensures that we protect the force and maintain a high quality of life for our Soldiers, civilians, and family members.

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c. In all that we do, we must develop trust, from Soldier to Soldier, leader to led, and unit to unit. We are training and preparing the next generation of leaders; our future generals and command sergeants major are among us now. We must consistently improve and train hard to grow as a team. Treat every training event as if it were your last before deployment. In all that you do, you must exemplify the Soldier's Creed at all times. Remember, you serve the people of the United States and live the Army Values.

d. We are an Army at war. Our Nation is at risk and we have been called on to defend our Constitution. These are proud times for our Soldiers, civilians, and family members. We have made and will continue to make a positive difference for the future of our country. This is why we have an Army. Our children deserve our commitment and sacrifice to ensure their future. I look forward with confidence as we set conditions to continue our contribution to defeat our enemies in the GWOT. Let's keep moving into the future. Any Mission, Anywhere!



B. B. BELL
General, USA
Commanding

5 Encls

1. GWOT Training Categories
(<https://www.aeaim.hqusareur.army.mil/library/ltr/pdf/gwotcat.pdf>)
2. USAREUR MTA Calendar
(https://trms.7atc.army.mil/site/library/lib_doc_download.asp?doc_id=2327)
3. USAREUR Master Plan (SIPR address is http://www.g3.hqusareur.army.mil/divisions/plansdiv/plans_shared_files/usareur%20master%20plan/current%20copy)
4. AE Regulation 350-1, appendix E, table E-1 (USAREUR Consolidated Common Military Training Requirements) (<https://www.aeaim.hqusareur.army.mil/library/reg/ur350-1d.htm#TE-01>)
5. 7ATC School Schedule (<https://www.catc.7atc.army.mil>)

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