Training

Training in the Army in Europe

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*This regulation supersedes AE Regulation 350-1, 19 May 2005.

For the CG, USAREUR/7A:

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Summary. This regulation provides training policy for the Army in Europe and must be used with AR 350-1. The policy in this regulation was previously published in USAREUR Regulation 350-1. This policy has been revised to provide commanders, other leaders, and Soldiers clear guidance on Global War on Terrorism wartime training priorities and requirements.

Summary of Change. This revision modifies training requirements for information management personnel (para 3-1c(4)(d)).

Applicability. This regulation applies to commanders of USAREUR major subordinate and specialized commands (AE Reg 10-5, app A), commanders of U.S. Army garrisons, and DA civilians involved with training in the Army in Europe.

Supplementation. Organizations will not supplement this regulation without USAREUR G3 (AEAGC-TD-DOT) approval.

Forms. This regulation prescribes AE Form 350-1A. AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS).

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at *https://www.arims.army.mil*.

Suggested Improvements. The proponent of this regulation is the USAREUR G3 (AEAGC-TD-DOT, DSN 475-7603/7453). Users may suggest improvements to this regulation by sending DA Form 2028 through the USAREUR G3 (AEAGC-TLO), Unit 29351, APO AE 09014-9351, to the Seventh Army Training Command (AEAGC-TD-DOT), Unit 28130, APO AE 09114-8130.

Distribution. B (AEPUBS).

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**CHAPTER 1
INTRODUCTION**

1-1. PURPOSE
This regulation—

    a. Prioritizes military training requirements from the individual Soldier to the joint task force (JTF) level. It does not limit the commander's scope in implementing this training at any level of command, but provides guidance on those areas that require the commander's focus.

    b. Is intended to be descriptive in nature, but some requirements are prescriptive.

    c. Provides guidance on how units in the Army in Europe might train with joint, multinational, and emerging coalition partners in a joint, coalition warfighting environment.

    d. Specifies the training support available to commanders as they prepare trained and ready forces for the Global War on Terrorism (GWOT).

    e. Synchronizes training requirements outlined in other Army in Europe training publications and the training policy in Army in Europe command policy letters.

    f. Provides a training strategy based on leveraging available training resources.

    g. Provides guidance to support agencies that support the commander's training.

NOTE: Commanders who do not believe they can adhere to the requirements of this regulation because of their mission or configuration will request exceptions during quarterly training briefings (QTBs) or semiannual training briefings (SATBs).

1-2. REFERENCES
Appendix A lists references with hyperlinks to the references.

1-3. EXPLANATION OF ABBREVIATIONS AND TERMS
The glossary defines abbreviations and terms.

1-4. USAREUR VISION
The USAREUR Vision is as follows:

USAREUR is 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!

1-5. USAREUR MISSION
As a forward-based land component, USAREUR demonstrates national resolve and strategic leadership by ensuring stability and security while preparing joint and combined forces to support the combatant commander.

1-6. USAREUR 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 command and control (C2) capabilities at echelon to enable joint and combined operations.

1-7. INTENT FOR TRAINING
We are an Army at war, and our forces must prepare for commitment to the full spectrum of potential operational environments, from low-intensity to high-intensity conflict, as our Army continues to fight the GWOT. Units in the Army in Europe will therefore train to conduct security, stability, and support operations, and to fight conventional battles from mid- to high-intensity levels. This includes reinforcing operations in other combatant command areas of responsibility (AORs).

a. General. Our priority is conducting training that concentrates on warfighting skills. Our training focus is on preparing innovative warriors to defeat a determined adversary. As we train, we must imbue our Soldiers with the Warrior Ethos and train them in a context that shows "joint" as being more lethal and important than "Army" alone. This regulation provides guidance for training from the individual Soldier through the JTF level and provides guidance to those who support commanders as they train their Soldiers.

(1) Our Soldiers require the proper training to carry out their mission in any environment. All Soldiers will be trained on basic Soldier skills. All Soldiers must be "riflemen first," and we must ensure they are lethal with their personal weapon and confident in their ability to use it. All Soldiers must be aggressive, well-trained, prepared to defend themselves, and aware of their environment.

(2) Our training focus emphasizes war-winning readiness of all Soldiers and units in the Army in Europe. Maintaining that war-winning readiness and operating a strategic sustainment base are our most important objectives. To accomplish these objectives, we must be able to deploy rapidly, fight and win decisively, 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) To reduce duplication of effort and ensure readiness, our training program must complement and integrate with USEUCOM joint training initiatives. The joint training initiatives are designed to improve our readiness to successfully operate in joint and combined environments while supporting the USEUCOM security cooperation strategy.

(4) We often have the opportunity to train with joint, coalition, NATO, and emerging partners. We must leverage these opportunities to train while contributing to the theater security cooperation strategy.

b. Priority of Training. The reality of our current environment is that we will be required to execute multiple, complex tasks simultaneously, and do them all to standard. We must remain aware of the importance of each of the following as we prepare for combat in an environment of constrained resources:

(1) Training for War. The contemporary strategic environment presents many challenges. Forces and ideologies hostile to the United States have studied our past successes and continuously attempt to strike us at times and places and in ways that they hope will place us at a disadvantage. We are an Army service component command; as such, we will expertly execute our Title 10 responsibilities for any combatant commander who requires our trained and ready Soldiers and units in the GWOT. We will rapidly mobilize, tailor, and deploy ready forces and then sustain them as required. We will contribute to USEUCOM security cooperation efforts to promote and enhance regional security and other partnerships. We will continue to excel in joint and combined operations while operating a strategic sustainment base for forces and formations exiting or transiting through our theater. Our ability to project and sustain combat power is as important as generating it.

(2) Training in a Transforming USAREUR. To ensure future warfighting effectiveness, USAREUR has committed to a course of transformation. This transformation is long term and essential to helping us win future battles and campaigns. Transformation provides a rapidly deployable force capable of enormous lethality and dominance. We embrace all Army transformation efforts and lead them when possible. Every member of the Army in Europe has a responsibility to help ensure our Army sets and travels the proper course for the Army of tomorrow while training to a high level of war-winning readiness today.

c. Training Excellence.

(1) Commanders and other leaders must provide their Soldiers well-planned, resourced, organized, tough, and realistic training based on battlefield requirements and geared toward winning the GWOT.

(2) We have a proven, effective Army methodology in FM 7-0 and FM 7-1 that helps leaders concentrate their resources on the right tasks. Our QTBs and SATBs (app B) establish a training contract between echelons of command. We must provide Soldiers predictability to the maximum extent possible in their lives and confidence in their training schedules—especially while engaged in the GWOT.

(3) Support agencies must support commanders for their wartime mission. Support regulations and resources must enable more rigorous and high-quality training for the commander.

(4) Finally, we must train and operate as a joint and coalition force. While we maintain our traditional competency to fight as Soldiers, as Army formations, and as Army component commands, we will prepare to operate as a joint coalition task force fighting under the C2 of a unified combatant commander.

d. Summary. Our Nation is at war and we have been called on to defend our Constitution. We have made and will continue to make a positive difference for the future of our country. 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 they are agile, flexible, and responsive. Maintaining their training excellence begins with tough and realistic training that is conducted to standard.

1-8. COMPOSITE RISK MANAGEMENT (CRM)

a. General. As USAREUR fights the GWOT, it continues to lose Soldiers, civilians, and equipment to combat action and accidents that decrement combat readiness. As we transform to meet current and future operational needs, we must foster an understanding of risk management to preserve combat power. CRM combines both tactical threat-based risk management and accidental hazard-based risk management into a comprehensive assessment of exposure. CRM places emphasis on sustaining readiness and managing all risks logically, shifting from accident-centric to Soldier-centric. CRM works only when it is an integral part of troop-leading procedures at all levels. Failure to follow the standard and failure to enforce the standard repeatedly surface as factors in fatal accidents. Unit leaders must conduct composite risk assessments for all operations, training events, and exercises. Leaders will continuously assess variable hazards during the execution of operations.

b. CRM Execution. CRM supplements the focus on the main operation with consideration of other hazards to give a complete picture of exposure (fig 1-1). A unit conducting a mission must consider the enemy threat in its area of operations, but also must consider its equipment capabilities in the area as well. For example, if it is raining, should the unit travel near a canal or will the road support the unit's vehicles if it becomes muddy or flooded? Soldier experience, operating tempo leading to fatigue, and the speed of the mission along with other factors must be considered to preserve the unit's combat power. Leaders will continue using risk assessment matrixes when conducting CRM to assess the hazards associated with the unit's mission.
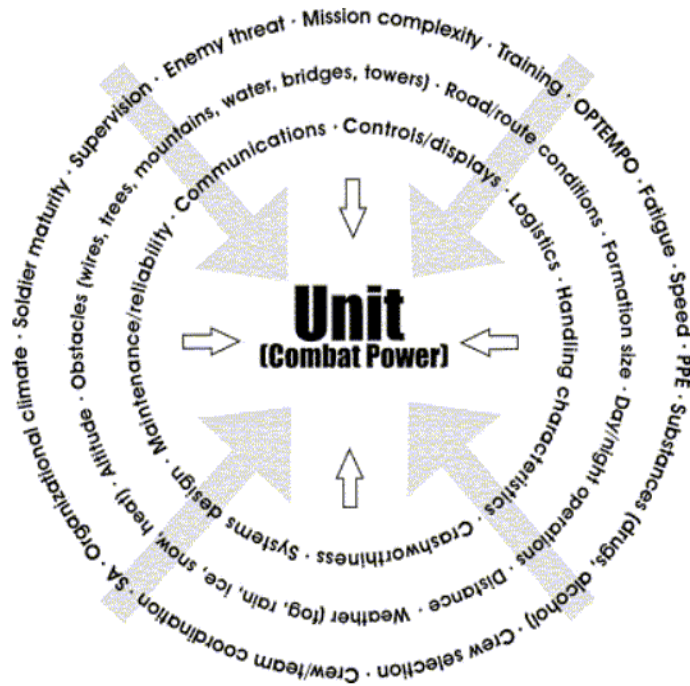
Figure 1-1. Composite Risk

CHAPTER 2
USAREUR TRAINING STRATEGY

2-1. USAREUR TRAINING PROGRAM
Training for the GWOT is the top priority in the Army in Europe and all leaders must train and prepare for operational missions. We must leverage all our full capabilities and competencies to provide resources for this effort. Mission set training will base individual Soldier and unit training requirements and standards on Army-supported combatant commander and USAREUR published deployment-readiness criteria. The second training priority in the Army in Europe is conducting capabilities-based training for forces not committed to the GWOT. These forces may be preparing to rebase in the European theater or permanently move back to the continental United States (CONUS), or may be apportioned to known operation plans in other combatant command areas of operation. Units not committed to training for GWOT deployment will focus their training on METL and stated modification table of organization and equipment (MTOE) capabilities, concentrating on mid-to high-intensity conflict with selected low-intensity conflict tasks determined as necessary by their commanders.

2-2. TRAINING CATEGORIES
Appendix C provides a list of GWOT training categories to help commanders preparing for deployment plan unit training. Commanders will use this list to identify categories of tasks on which to base unit training programs to meet the needs of a specific theater. After identifying applicable categories, commanders will refer to annex T of the USAREUR GWOT Operation Order (OPORD) for tasks linked to the categories. Annex T provides a detailed list of theater-specific tasks and identifies the minimum mandatory tasks commanders must include in training. Commanders will use these tasks to develop and schedule training events based on their units' requirements. All training events, regardless of type, must be designed and structured to ensure training benefit for the Soldiers and units involved. Commanders will also train on additional tasks they determine are necessary after they conduct specific mission analyses.

2-3. RESPONSIBILITIES FOR TRAINING
Commanders and other leaders will decide which tasks to train. Time for training is limited. Therefore, commanders must assess their unit's competencies to avoid redundant training and concentrate on critical tasks. For certification training, such as mission-rehearsal exercises (MREs), the commander two levels above the training unit is responsible for planning, preparing, and certifying the training. Seventh Army Training Command (7ATC) provides training support through validation exercises for deploying units, brigade combat teams (BCTs), or theater-enabling commands (TECs). Figure 2-1 outlines training and certification responsibilities.

USAREUR Training Responsibilities

USAREUR
Trains and Certifies Joint Task Force and Division Commanders and Staff
Training and Certification Resources: EBCTC; JWFC; BCTP; USAREUR Staff Ride Program; NATO and PfP Exercises

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CORPS/3-STAR JTF
Trains and Certifies Brigade Commanders and Staffs
Training and Certification Resources: EBCTC; JWFC; BCTP; CTC Rotations; Engagement Activities With Allied Partners

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DIVISION/2-STAR JTF/OCP
Trains and Certifies Battalion Commanders and Staffs
Training and Certification Resources: FTX; CPX; CTC Rotations; CMTC LFX; Command Inspection Program (CIP); OPD/NCODP; Tactical Exercice Without Troops (TEWT)

BRIGADE LEVEL/THEATER-ENABLING COMMAND (TEC)
Trains and Certifies Company Commanders
Training and Certification Resources: FTX; CTC Rotations; CMTC LFX; OPD/NCODP; CIP

BATTALION LEVEL
Trains and Certifies Platoon Leaders
Training and Certification Resources: Battle Drills; FTX; CTC Rotations; Table XII LFX; OPD/NCODP; CIP

COMPANY LEVEL
Trains and Certifies Crews, Squads, and Individuals
Training and Certificaiton Resources: Battle Drills; STT; CTT; Table I-VIII LFX; Company White Week FTX; CTC Rotations; Convoy Live-Fire Exercise

Figure 2-1. Training Responsibilities

2-4. QUARTERLY AND SEMIANNUAL TRAINING BRIEFING REQUIREMENTS

a. Quarterly Training Briefing. QTBs allow commanders to discuss upcoming deployment training and how they are preparing Soldiers for combat. QTBs provide the forum in which senior and subordinate commanders make a training contract. Training expectations are briefed to commanders two echelons up (for example, battalion commanders will brief division commanders; company commanders will brief brigade-level commanders). When used appropriately, QTBs provide a great opportunity for senior commanders to develop junior leaders, clarify guidance, and reinforce the unit training philosophy. FM 7-0 (*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/6287-1/fm/7-0/fm7-0.htm*) provides specific guidance on QTBs and a sample format.

b. Semiannual Training Briefing.

(1) General.

(a) The Commanding Generals and Command Sergeants Major (CSMs) of V Corps, 21st Theater Support Command, United States Army Southern European Task Force (USASETAF), and 5th Signal Command will give training briefings twice a year to the CG, USAREUR/7A. USAREUR-level brigades and TECs will brief the DCG/CofS, USAREUR/7A, twice a year.

(b) The intent of the SATB is for the commander and CSM to brief the unit's posture on all collective training in respect to full-spectrum operations, establish unit training goals, resolve training issues, and identify resources needed to accomplish the stated objectives. As with the QTB, senior and subordinate commanders use the SATB to make a training contract. This contract establishes priorities, ensures unity of effort, and synchronizes actions to achieve high-quality training and efficient resourcing. This contract requires the senior commander to protect the subordinate unit from unprogrammed training detractors. It also requires the subordinate commander to execute the approved training to standard. The SATB should link the subordinate commander's current METL assessment to a projected assessment and a plan to bring the unit to the projected assessment.

(c) Commanders will schedule SATBs with the USAREUR CG Scheduler not later than the end of the first month of the applicable window ((a) above). Once scheduled, the meeting will not be rescheduled unless directed by the CG, USAREUR/7A. The SATB should last no longer than 3 hours (2 for the briefing and 1 for discussion and questions).

(2) SATB Content—Commanders. Commanders will address the following topics in any order and may add other topics that they believe are essential to the SATB:

(a) Commander's guidance and major concerns.

(b) Commander's philosophy or vision.

(c) Command METL, battle tasks, and the commander's current and projected assessments.

(d) Command mission.

(e) Contract for the next 6 months between the CG, USAREUR/7A, and the commander.

(f) Command safety status: number of safety officers required and trained, significant accidents and incidents, and lessons learned.

(g) Leader-development program: guidance, stated objectives, and key events.

(h) Training conducted in the previous 6 months (training calendar).

(i) Training planned but not conducted and training conducted but not programmed or briefed during the last SATB.

(j) Training strategy for the next 12 months, including the short-range training calendar for the next 12 months (organized by quarter) and force-modernization actions. Commanders will highlight all training events assessed as high or extremely high risk.

(k) Other topics as directed by the SATB tasking message.

(3) SATB Content—CSMs. CSMs will address the following topics in any order and may add other topics that they believe are essential to the SATB:

(a) CSM training issues.

(b) Individual and collective training.

(c) Key-weapon qualification statistics, highlights, and concerns.

(d) Major-weapon-system qualification (if applicable).

(e) Noncommissioned Officer Development Program (NCODP) refinement from the commander's leader-development program briefing.

(f) Personnel tempo (PERSTEMPO) status.

(g) Primary Leadership Development Course (PLDC) attendance and order-of-merit list status.

(4) Staff Coordination. After the SATB is scheduled, the commander will contact the Operations and Plans Division, Directorate of Training (DOT), Headquarters, 7ATC (DSN 475-6620), to coordinate the submission of a read-ahead packet to the CG, USAREUR/7A.

(5) Read-Ahead Packet. Commanders will provide read-ahead packets to the DOT 2 weeks before the SATB. The packet must be approved and released by the commander or chief of staff.

(6) Read-Ahead Packet Format. Read-ahead packets must include the following items in the following order:

(a) A point paper for the CG, USAREUR/7A, that provides the following:

1. Major points (provided by the command).

<u>2</u>. Issues for CG, USAREUR/7A, action (provided by the command). Issues must define what the commander expects from the CG, USAREUR/7A. The issue must also identify the principal staff officer in the command who can speak for the command on the points made.

<u>3</u>. The USAREUR position (information papers developed by HQ USAREUR/7A staff offices and approved by staff principals or deputies). An information paper must be completed for each issue and must include recommendations for CG, USAREUR/7A, consideration.

(b) Command SATB slides (provided by the command).

(c) Review of the commander's comments in unit-status reports from the last 6 months (provided by the DOT).

(d) Last SATB point paper from the command (provided by the command).

(e) Status of key taskers from the previous SATB (provided by the Office of the Secretary of the General Staff, HQ USAREUR/7A).

(f) Commander's training philosophy (provided by the command).

(g) Command training guidance (provided by the command).

(h) Seating chart (provided by the command).

(i) Biographies of briefers (provided by the command).

CHAPTER 3
TRAINING IN THE ARMY IN EUROPE

3-1. INDIVIDUAL SOLDIER TRAINING

a. General. All Soldiers must have key skills for the GWOT. Descriptions of basic skills are listed below. Commanders must ensure training programs are in place so that Soldiers become proficient in these minimum skills.

b. Battlefield Readiness.

(1) Physical Condition. A Soldier's physical condition provides the foundation for his or her combat readiness and is an integral part of every Soldier's life. A base fitness level allows Soldiers to operate for long periods of decreased physical training activity while deployed. Commanders must routinely challenge Soldiers to meet the physical demands of combat.

(a) Physical Fitness. Physical training programs (FM 21-20) must do more than prepare Soldiers for the Army physical fitness test. The goal of a unit's physical training program is to prepare each Soldier for the physical demands of the GWOT battlefield so that the Soldier and unit succeed. Leaders must understand the principles of exercise and the components of fitness (cardiorespiratory endurance, muscular strength, muscular endurance, flexibility, and body composition) and apply them to a physical training program that is geared toward the environments of the battlefield. Physical fitness programs must relate to tactical missions and combat tasks. Programs must increase stamina, endurance, and strength, and enhance whole body fitness. Units will conduct at least four demanding physical training sessions each week.

(b) Physical Readiness. To contribute to the physical readiness of the Soldier, commanders will address the specifics of the GWOT operating environment as they design their physical training sessions. These include but are not limited to the following:

<u>1</u>. Combat Zone Conditioning. Training must prepare the Soldier for all environmental conditions. Wearing body armor, Kevlar, load-bearing vests (LBVs), mission-oriented protective posture (MOPP) suits, cold-weather gear, and rucksacks help prepare Soldiers for operations in demanding urban or mountainous environments. Commanders must prepare Soldiers for the conditions under which they will operate. This preparation conditions the body to operate with additional weight and restrictions to movement and reduces the psychological stress caused by reduced sensory acuity when wearing body armor.

<u>2</u>. Foot Marches. Foot marches (FM 21-18) prepare Soldiers for the physical demands of the battlefield while allowing junior leaders to practice leadership skills. All units are encouraged to conduct one 10-kilometer foot march each quarter and one annual 20-kilometer foot march (completed within 4 hours). During the march Soldiers must wear body armor, Kevlar, LBV, and a rucksack (minimum 35 pounds), and tactically carry their individual weapons. As Soldiers increase in proficiency, commanders may add additional requirements, such as tactical movement or night movement with or without night vision goggles (NVG).

3. Water Survival. Soldiers have died in the GWOT by drowning in rivers and canals during combat operations. Drown-proofing and related vehicle rollover drills give Soldiers confidence in water when loaded down with individual equipment, such as body armor, Kevlar, LBV, and rucksack; or while riding in a vehicle. Soldiers must be confident in the water to reduce their panic if unexpectedly submerged. Commanders will assess the level of training each individual needs through classification and evaluation. This assessment will determine the unit's requirements as outlined in Training Circular 21-21 (class 3: basic survival, class 2: intermediate survival, class 1: advanced swimming). Water-survival training should be conducted within 180 days before deployment.

4. Specific Environmental Training. Commanders must replicate the environment they believe they will operate in as much as possible (FM 21-20, chap 12). This environmental replication includes training at high altitudes or in arid conditions, or operating in extreme temperatures. Not all environmental conditions are available for training in the Army in Europe. However, Soldiers with a high level of fitness will adapt to specific environmental conditions quicker than Soldiers who are sedentary.

(2) Mental Readiness. We must mentally prepare our Soldiers to operate in an ambiguous and dangerous environment. Soldiers need to learn to accomplish new and difficult tasks outside their comfort zone by stressing their mental faculties and improving their technical skills.

(a) Development of Mental Confidence.

1. Combatives Training Program.

a. Soldiers who have discipline, confidence, and personal courage enhance unit readiness. Combatives training (FM 3-25.150) contributes to these traits. Therefore, this type of training should be an essential part of the unit training strategy. For Soldiers to achieve and sustain proficiency levels in combatives, units may incorporate this type of training into an organized program, including situational training exercises (STXs) and unit collective training.

b. Commanders must ensure combatives instructors are properly trained to conduct safe and professional combatives training. The Army Combatives School at Fort Benning is currently the only certification program for instructors. All noncommissioned officers (NCOs), regardless of unit, are allowed slots in the school. This course may not be scheduled through the Army Training Requirements and Resources System (ATRRS); units must contact the school by e-mail (combatives@benning.army.mil) to schedule course attendance.

2. Pugil Training. Pugil training (FM 3-25.150) mentally prepares Soldiers for close combat by simulating combat with a rifle and bayonet. Units may use pugil training to complement initial bayonet training. Units will designate NCOs to instruct pugil training and commanders must certify NCOs before instruction. Units should conduct pugil training before bayonet training.

3. Bayonet Training. In many close-combat situations, such as urban operations, small arms and grenades are the weapons of choice. However, Soldiers must often engage the enemy in confined areas or where noncombatants are present. In these instances, the bayonet may be the ideal weapon in which to engage the enemy. Soldiers must transition immediately and instinctively using the appropriate techniques based on the situation and the weapons at hand for close combat. Units authorized bayonets should conduct semiannual bayonet training (FM 3-25.150).

4. Conditioning Obstacle Course. Conditioning courses use difficult obstacles to develop the mental and physical abilities that cultivate the Soldier's confidence level. The conditioning course has low obstacles that must be negotiated quickly. Running the course can test the Soldier's basic motor skills and physical condition. After Soldiers receive instruction and practice the skills, they will run the course against time. Units should prepare their Soldiers for obstacle courses by conducting conditioning exercises. Units should consider conducting conditioning obstacle courses annually (FM 21-20, chap 8).

(b) Self-Awareness. Individuals and leaders who understand their own limits make rational decisions and know when to delegate authority. Soldiers and leaders must be trained on the effects of deprivation and how to overcome those effects. Sensory deprivation training (for example, night, cave, and sewer training; heights) is an example of self-awareness training. Units must train Soldiers to overcome their natural fears. Common fears include darkness, enclosed spaces, water, and heights. This training may be conducted in conjunction with other training. Special considerations must be taken to ensure the appropriate safety controls are in place before training is executed.

(c) Combat Stress. Controlling combat stress is often the deciding factor between victory and defeat in all forms of human conflict. Stress is a fact of combat. Controlled combat stress (properly focused through training, unit cohesion, and leadership) gives Soldiers the necessary alertness, strength, and endurance to accomplish their mission. Leaders may implement combat-stress awareness training at the individual level and incorporate it into training events. Units should strive to conduct semiannual instruction on the indicators and risk mitigation of combat stress and embed combat stress scenarios into tactical training (FM 6-22.5).

c. Combat Skills.

(1) Weapons Skills. Every Soldier is a rifleman first. Each Soldier must be comfortable with and proficient in the use of his or her weapon. Soldiers gain confidence in both their weapon and their leaders from effective marksmanship instruction (fig 3-1). Commanders and NCOs must ensure the marksmanship and weapons-handling abilities of their Soldiers. Commanders must use challenging and realistic marksmanship programs that replicate combat conditions (for example, day; night; complex terrain; urban environments; nuclear, biological, and chemical (NBC); rain; snow; smoke). Commanders will incorporate the use of organic NVG when conducting training, but also ensure Soldiers know how to use their weapons unaided or with secondary illumination (for example, illumination rounds, spotlights, vehicle lights).
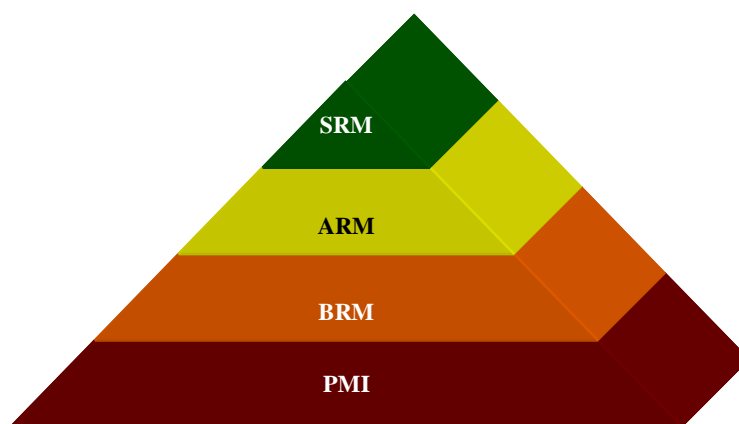
Figure 3-1. Marksmanship

(a) Preliminary Marksmanship Instruction (PMI). High-quality PMI is the foundation of the training program. Commanders should maximize the use of training devices, such as the Laser Marksmanship Training System (LMTS), the Engagement Skills Trainer (EST), and the Small Arms Virtual Trainer, to reinforce and enhance PMI. Units must conduct PMI before attempting to qualify Soldiers on their weapons.

(b) Basic Rifle Marksmanship (BRM). The most basic skill on which true competence builds is weapons qualification. A Soldier's ability to effectively use his or her assigned individual or crew-served weapon in combat is critical for success. Qualification will be conducted with body armor, Kevlar, and LBV. As a minimum, Soldiers will qualify twice a year on their assigned weapons. More repetition and more range firing are preferred. Rifle-range qualification is only a preliminary step in the Army in Europe (FM 3-22.9).

(c) Advanced Rifle Marksmanship (ARM). Once Soldiers are competent and confident with their weapons, they must become proficient to engage with that weapon in the tactical environment under all conditions. The EST must be used by all Soldiers before conducting advanced rifle marksmanship. Soldiers must be proficient in using all weapon sights (day and night), infrared aiming lights, reflex sights, various firing stances, and various positions (for example, elevated, off back deck, tower, from inside a vehicle). Leaders will also include training on burst fire, practice of nondominant side shooting, tactical magazine changes, and reduction of target-exposure time (on computerized ranges). Making the conditions more rigorous increases the competence and confidence of Soldiers with their weapons. The goal is for advanced marksmanship training to be the minimum level of marksmanship for all units in the Army in Europe (FM 3-22.9).

(d) Urban Operations Marksmanship. Short-range marksmanship makes Soldiers more lethal in the urban environment. Urban combat is violent, destructive, and filled with ambiguity. Urban terrain severely constricts maneuver, reduces engagement distances, and creates a 3-dimensional, 360-degree threat environment that requires aggressive, flexible, and ingenious application of combat power. Commanders should condition Soldiers to a 360-degree environment using blanks and simunitions. Home station remains the fundamental venue for urban operations training through the integration of the live and virtual training environments. The Training and Resource Management System (TRMS) website (*https://trms.7atc.army.mil*) provides information on all available urban operations training resources (FM 3-06).

(e) Short-Range Marksmanship (SRM) Training. SRM has three components, each increasingly more complex. SRM training should be conducted by all units in the Army in Europe annually (FM 3-22.9).

1. Reflexive-Fire Training. This training provides the fundamental skills required to conduct short-range marksmanship and is especially useful for Soldiers and units that will operate in an urban environment. It involves the practical application of the four fundamentals of SRM (firing stance and ready positions, aiming techniques, aiming points, and trigger manipulation). FM 3-22.9 provides the tasks, conditions, and standards for conducting reflexive-fire training.

2. Target Discrimination Training. Target discrimination is a required skill in combat and should be incorporated into training programs. Soldiers must be given specific target engagement criteria and all Soldiers must conduct a dry and blank-fire run before the live-fire iteration. This training should be conducted before any deployment.

3. Short-Range Marksmanship Qualification. Soldiers should conduct SRM qualification annually. This qualification is commonly known as close quarters marksmanship. In the Army in Europe, Soldiers will conduct a blank-fire or simunition exercise under the same conditions (but not the same target array) as the actual qualification. Soldiers qualified on SRM can increase the training rigor by using protective masks, operating in smoke, or using NVG (with appropriate safeguards).

4. Shotguns. All Soldiers assigned a shotgun will meet the individual qualification requirements semiannually. Individual requirements consist of those task identified in Soldier Training Publication (STP) 19-95C1-SM. Shotgun training should emphasize ballistic shotgun breaching of doors with the M1200 shotgun every 12 months. Qualification on dynamic breaching will be conducted according to STP 19-95C1-SM, task #191-381-1254. Soldiers must be qualified before conducting shotgun ballistic breaching.

(f) Sniper and Squad-Designated Marksman (SDM). Repetitive training on long-range marksmanship and field craft skills ensures the best probability of effective engagement and the minimum risk of detection.

1. Squad-Designated Marksman. SDMs use the standard M16 or M4 to engage targets from 300 to 500 meters. SDMs must sustain and sharpen their skills regularly. FM 3-22.9, chapter 7, addresses SDM training. SDMs can continue to hone their skills at home station with the LMTS-compatible Sniper Training System (STS), which is available from local training support centers (TSCs).

2. Sniper Training. Snipers (M1A1, M23, M24, and M8 riflemen) must master and sustain critical mission skills to accomplish their objectives. Qualification of sniper teams is the focus of this training. Sniping skills perish quickly; therefore, sniper teams must sustain and sharpen these skills regularly. Commanders must designate snipers who have longevity in the unit and are capable of conducting missions in individual two-person teams. DA Pamphlet 350-38 outlines the frequency and ammunition requirements needed for conducting sniper training. FM 23-10, chapter 9, includes a sample 5-day sniper sustainment program. Snipers can continue to hone their skills at home station with the LMTS-compatible STS, which is available from local TSCs.

(g) Nonlethal Weapon (NLW) Employment. The use of nonlethal weapons is a requirement on today's battlefield. It is a requirement that qualified instructors conduct all training. Each unit will have unique training requirements based on the mission, unit type, and deployment area. Brigade-level units will have one NLW training team (two trained and certified instructors). Battalions with NLW equipment will maintain at least one trained and certified instructor. Instructors will be certified through the Interservice Nonlethal Individual Weapons Instructor Course (INIWIC). INIWIC attendance may be scheduled through ATRRS. Nonlethal munitions will at no time be fired at an individual or groups of individuals during training. Proper training on nonlethal munitions includes explaining and demonstrating taser use on mannequins and showing films that demonstrate the effects of these devices. Instructors will conduct semiannual training on the use of shields, batons, and tasers with fully equipped Soldiers in the proper uniform (FM 3-22.40).

(h) Additional Individual Weapons. Soldiers should train on hand grenades (FM 3-23.30), anti-tank weapons (FM 3-23.25 and FM 3-22.37), claymore mines (FM 23-23), and demolitions (FM 5-250). On the battlefield, Soldiers may use munitions other than their own weapon and must be competent to use them safely. Commanders will incorporate training on these weapons into training events.

(i) Secondary Weapons. Secondary weapons training should include, as a minimum, familiarization on all crew-served weapons within the unit for every Soldier. As many Soldiers as possible should qualify on at least two individual weapons found in their unit (for example, M4, M9, M16, M249).

(j) Non-U.S. Weapons Familiarization. The focus for this training is for Soldiers to be familiar with non-U.S. weapons found in their potential operational AOR. Soldiers are exposed to a variety of weapons when deployed. Soldiers should be able to identify non-U.S. weapons and know the safety features on them (for example, clearing the weapon and placing it on safe). Identification training should be conducted 180 days before deployment with hands-on training during the relief in place and transfer of authority process inside the AOR.

(k) Small Arms Master Marksman (SAMM).

1. In our contemporary operating environment, against an adaptive enemy, every Soldier must be prepared and trained to identify, react, and place effective fire to destroy the enemy. The USAREUR Small Arms Master Marksman Program produces small arms subject-matter experts who form the nucleus of experts who will conduct company marksmanship training programs. This program concentrates on ensuring all our units (especially combat support (CS) and combat service support (CSS)) have master marksmen who ensure proper small arms training for assigned Soldiers. Lessons learned from battlefield observations show that small arms weapons proficiency is the key to our survival in the GWOT. The objectives of the Small Arms Master Marksman Program are to—

a. Evaluate and assess personnel in weapons handling; provide basic and preparatory marksmanship training (grouping, patterning, and zeroing); provide training on qualification firing tables, field-firing techniques, optics (M145, AN/PAQ-4C), aiming devices, and reflexive firing; and preventive maintenance.

b. Develop and implement range safety, convoy training lanes, range principles, mechanics of range reconnaissance, and surface danger zone and construction.

c. Conduct and supervise all aspects involved in the execution of live-fire training, for both static live-fire and live-fire maneuver training. Specific tasks include range setup and preparation before firing, conducting familiarization fire, conducting advanced optics fire using various systems, and reflexive firing (close quarter marksmanship).

d. Develop a convoy live-fire scenario according to AE Pamphlet 350-100, chapter 4; and implement operational risk management throughout.

e. Instruct and evaluate personnel on all aspects of small arms and crew-served weapon systems by certifying with the EST.

2. SAMMs will help commanders—

a. Provide instruction on the fundamental elements of marksmanship, pre-marksmanship instruction, and environmental marksmanship (for example, short-range marksmanship, live-fire techniques).

b. Plan, coordinate, and supervise unit small arms training programs.

c. Plan and execute convoy live-fire training.

d. Schedule, prepare, and operate small arms ranges.

3. The standard for the Army in Europe is for each battalion to have at least one SAMM; the goal is to have one for each company-sized unit. This is especially important for CS and CSS units.

4. 7ATC is required to provide resources for and run the Small Arms Master Marksman Course.

(2) Weapons-Clearing Procedures Training. Soldiers must know proper weapons-clearing procedures and conduct training exercises in garrison to reinforce proper weapons-handling and weapons clearing (AE Pam 385-15, para 49). Soldiers will carry individual weapons with blank firing adaptors and loaded magazines (blank ammunition) during exercises in training areas, billets, and motor pool areas. This is also a perfect garrison training opportunity. Weapons-clearing training will concentrate on muzzle awareness, proper clearing procedures, and the prevention of negligent discharges.

(3) Combat Lifesaver (CLS). Immediate, far-forward first aid is essential on a widely dispersed battlefield to prevent Soldiers from dying. Every vehicle crew and squad will have at least one CLS with a CLS bag. CLSs will recertify annually. Battalion commanders must incorporate CLS in all tactical STXs. Casualty evacuation must be included as an STX task.

(4) Communications. As frequently as monthly, commanders should conduct communication exercises (COMMEXs) that exercise all organic communications equipment and systems. Commanders will also ensure information management and security personnel are trained and certified in their duties. Communication exercises may be executed in conjunction with the unit's command maintenance program.

(a) Tactical Radios. During the unit COMMEX, units will establish a tactical radio net to verify equipment operability and operator competence (STP 7-11B1-SM-TG). All Soldiers will place a Single Channel Ground and Airborne Radio System (SINCGARS) radio into operation and operate in both the single channel (task #113-587-2070) and frequency hop (task #113-587-2071) mode. Similarly, units will also operate squad radios and any other individual radios they are equipped with in all modes available. Units equipped with high-frequency radios will operate radios using all antenna configurations available, including field-expedient wire antennas. All training with tactical radios will be conducted in the secure mode if organic cryptographic (crypto) equipment is available. Units will conduct drills in rekeying crypto equipment both with fill devices and using over the air rekey (OTAR) procedures.

(b) Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Systems. As part of the COMMEX, operators must exercise powering up C4ISR systems; entering the appropriate networks (whether physical or electronic); passing, sending, and receiving information from every system in the network; and shutting down the systems properly. Training includes practicing the tactics, techniques, and procedures (TTP) necessary to ensure all computer systems that connect to the network have the proper security operating configurations in accordance with the current USAREUR computer baseline configuration or the configuration specified for program managed systems. Units equipped with Blue Force Tracking (BFT) or Asset Visibility Tracking systems will operate these systems in accordance with radio frequency limitations required by host countries. The intent is to operate these systems whenever the vehicle they are installed in is operated to ensure operator proficiency.

(c) Single Channel Satellite Communications (SATCOM). Units equipped with SATCOM systems will establish a tactical radio net to verify equipment operability, operator competence, and crypto keying and rekeying procedures. Units will operate all SATCOM radio nets in the secure mode using training crypto and transmission security (TRANSEC) key material. All ultrahigh frequency SATCOM training will be conducted using single-channel 25 kilohertz (kHz) and 5 kHz modes, and the 25 kHz and 5 kHz Demand Assigned Multiple Access (DAMA) modes of operations. Units will request SATCOM resources through the USAREUR G6.

(d) Information Management Personnel. Information assurance security office and system administrator personnel will receive formal training and certification within 90 days after being appointed to their respective duties. Certification training will be arranged through the USAREUR G6.

(5) Navigation. Mounted and dismounted land navigation is critical. Units must incorporate mapreading, unaided navigation, compass navigation, and terrain orientation in training. This training should involve mounted and dismounted land-navigation exercises in both day and limited-visibility conditions, and in urban and open terrain, both with and without a Global Positioning System. Orienteering, foot marches, and other training can supplement these exercises. This training should be conducted at least quarterly and in conjunction with all training and exercises (FM 3-25.26).

(6) Mine and Improvised Explosive Device (IED) Awareness. IEDs are a continually changing threat. Commanders must institutionalize IED training in all tactical training. Annex T of the USAREUR GWOT OPORD and the Joint Improvised Explosive Device Defeat Task Force (at *https://call2.army.mil/focus/ied_tf/index.asp*) provide up-to-date information on current IED threats by region.

(7) Drivers Training. Designated Soldiers must train to drive day, night, aided night, off-road, and in traffic. Commanders and other leaders will integrate rollover drills, seatbelt use, fire and water evacuation drills, and preventive maintenance checks and services (PMCS) into all training events. Drivers must become comfortable operating in all weather and road conditions. All assigned drivers must conduct on- and off-road training each month (using NVDs as appropriate). Commanders are required to establish an effective and formal drivers training program at battalion and separate numbered company level. Commanders must implement an appropriate drivers training program once deployed for equipment not on the unit MTOE (for example, the M1114 up-armored high mobility multipurpose wheeled vehicle (HMMWV)). Units must also implement an up-armored maintenance program (before, during, and after operations) that concentrates on the differences of the two types of HMMWVs. Up-armored training must concentrate on driving differences, rollover drills with escape routes, vehicle constraints, and recovery operations.

(8) Survival, Evasion, Resistance, and Escape (SERE). SERE level B training is the minimum training required for all Soldiers. Every Soldier in the Army in Europe will complete the SERE level B videocassette training within 3 months after their arrival in the European theater. The training package (10 videocassettes) is available from TSCs. Units will conduct SERE field exercises (ensuring positive control of conditions). Long-range surveillance units, aviators, and flight crewmembers will conduct SERE level C training when available (DOD Inst 1300.21).

(9) Expeditionary Intelligence Skills. We must obtain information and intelligence from all Soldiers. Every Soldier has a responsibility to collect and report information. We must train every Soldier to function as an effective sensor and train leaders and units to harvest and report this critical information in a timely manner. This means using an array of nontraditional, noncombat skills, understanding the capabilities and legal limitations of our intelligence assets, and leveraging these assets accordingly to accomplish the mission. To prepare our Soldiers, civilians, and leaders, USAREUR will establish an Expeditionary Intelligence Training Program (EITP) as part of the 7ATC in Grafenwöhr, Germany. The EITP will conduct resident and nonresident courses that concentrate on skills critical to expeditionary operations. Specific courses in tactical questioning and tactical collection will ensure that every Soldier is an effective and capable sensor. Courses to certify and validate Soldiers and their leaders in the latest interrogation techniques and detention operations and procedures will also be conducted following the latest DOD, DA, USEUCOM, and Army in Europe policy. Information on EITP courses will be made available to commanders as the program develops. The EITP offers a world-class intelligence-training program that is flexible, responsive, and dedicated to training mission-specific expeditionary intelligence skills to U.S. and foreign forces before deployment.

(10) Skills Competitions. Commanders will develop skills competitions (for example, competitions to qualify for the Expert Infantry Badge or Expert Field Medical Badge, tanker stakes, truck rodeos) with tasks, conditions, and standards, and use trained evaluators to qualify Soldiers for specialty badges. Competitions enhance individual Soldier knowledge of equipment and systems and give Soldiers incentives to become masters of their skill specialties.

(11) Common Task Test (CTT). Units will not conduct a single annual CTT training event. Commanders will incorporate CTT training into other exercises and certify Soldiers during training events throughout the year.

(12) Cultural-Awareness Training. Cultural-awareness training helps Soldiers understand how and why people think, act, and do what they do, and also what they think of us. The Army provides a diverse assortment of programs to help units give training on cultural awareness. The Center for Army Lessons Learned (CALL) (*http://call.army.mil/*) offers a variety of valuable training aids for various operational areas around the world. The United States Army Intelligence Center provides a series of in-depth courses relating to both Islamic culture and terrorist studies. Iraqi familiarization courses by the Defense Language Institute are available on compact disks at all TSCs. U.S. academics and contractors and Allied Middle Eastern countries provide mobile training teams (MTTs) through coordination with the DOT. The USAREUR G2 and the V Corps G2 also have limited capabilities to train leaders on cultural-awareness topics. Combat-deployable units will execute cultural-awareness training within 180 days before deployment.

d. Individual Replacement Training (IRT). Rear detachment commanders ensure inbound transient Soldiers and civilians being deployed into the operational AOR are trained and ready for combat. Rear detachments are responsible for Phase I training and scheduling Soldiers and civilians for Phase II conducted at 7ATC before deploying. Tasks for IRT are outlined by phase in table 3-1. Units preparing to deploy that receive individual Soldiers and civilians before deployment will conduct Phases I and II in the unit. Civilians will receive weapons training only if they are issued weapons. The first lieutenant colonel in the Soldier's chain of command will determine if a Soldier needs to attend IRT.

e. Standards of Conduct. The following four areas are all critical to unit functioning in both garrison and when deployed:

(1) 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 ROE, and the rules on the treatment of enemy prisoners of war (EPWs) and detainees from the point of capture through detention. Commanders must be vigilant to ensure Soldiers maintain proficiency in these competencies. Commanders must include the standards of conduct in each training event. This training will be conducted in the manner shown in table 3-2.

(2) Equal Opportunity (EO) and Prevention of Sexual Harassment (POSH). The Equal Opportunity Program is designed to ensure all people are treated with dignity and respect; but the objectives of the program can be met only through the united efforts of all personnel. Commanders will conduct this training each quarter according to AR 600-20. As a minimum, commanders will conduct two quarters of POSH training (for example, 1st and 3d quarters) and two quarters of EO training (for example, 2d and 4th quarters).

Table 3-1
Individual Readiness Training Tasks

Phase I (Prerequisites)	Phase II (General)	
Collective tasks identified by the unit commander	Antiterrorism/force protection level 1/category 2	Media awareness
CTT certification	Code of Conduct briefing	Medical threat briefing
Military occupational specialty (MOS)-specific individual tasks	Combat stress and suicide prevention	Military justice
PMI on assigned weapon	Convoy procedures	Mine and IED awareness
Protection Assessment Test System (PATS) test on individual protective mask	Country orientation briefing	NBC personal protective measures
	Field sanitation	Prevention of sexual harassment
	First aid and nine-line medical evacuation (MEDEVAC)	Radio/telephone operator
	Hot- and cold-weather injury prevention	Reacting to indirect fire
	Law of Armed Conflict	Rules of engagement (ROE)
	Maintaining operations security (OPSEC) and communications security (COMSEC)	SERE level B training
		Sexual assault prevention and response
		Specific environment training
		Weapons qualification

Table 3-2
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.	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MREs. Events are incorporated into the major events list (MEL) that assesses individual, leader, and unit response to ROE situations.
Handling EPWs and Detainees	Leader-taught seminar. Classroom instruction will include vignettes for the applicable AOR.	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MREs. Events are incorporated into the MEL that assesses individual, leader, and unit handling of EPWs and detainees.
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.	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MREs. Events are incorporated into the MEL that assesses individual, leader, and unit movement of EPWs and detainees.
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.	Leader-supervised STXs apply the classroom instruction. STX scenarios will be approved by the chain of command through the unit staff judge advocate.	MREs. Events are incorporated into the MEL that assesses individual, leader, and unit handling of EPWs and detainees in a detention facility.

(3) Sexual Assault Prevention and Response Program. Sexual assault is a violent crime that has no place in the Army. It is incompatible with Army values and standards of professionalism and discipline. Units in the Army in Europe will incorporate sexual assault prevention and response training into annual unit training, leader-development and professional military education programs, predeployment, reintegration, and responder training. Each battalion will appoint at least two unit victim advocates to provide support to victims throughout the medical, investigative, and judicial processes according to AR 600-20. HQDA currently teaches unit victim advocates through an MTT. This MTT must be coordinated through the USAREUR G1. More information is available at *http://www.per.hqusareur.army.mil/sexualassault/*.

(4) Consideration of Others (CO2). Leaders must raise individual awareness of leadership and human-relations issues that affect unit cohesion. CO2 training gives commanders and leaders a tool to enhance team-building and promote a positive command climate in their units. Commanders should include CO2-type activities during quarterly EO and POSH training.

3-2. LEADER DEVELOPMENT TRAINING

a. General. In the GWOT, leaders must be technically and tactically competent, confident, and self-disciplined to adapt to any environment. The following training programs contribute to developing our leaders and Soldiers.

b. Sergeants Time Training (STT). STT provides the best opportunity to build combat-ready junior leaders and teams. STT is dedicated training time—a precious resource—for the NCO Corps to train all Soldiers on critical combat skills and develop the Warriors Ethos in junior enlisted leaders. Leaders (officers and senior NCOs) will check STT to ensure the training is conducted to standard.

(1) Sergeants will conduct hands-on training with their elements on individual and small-unit collective tasks that will contribute to success on the battlefield.

(2) STT events should be based on a mission analysis of the unit's operational mission in support of the GWOT.

(3) STT will last 5 consecutive hours once a week. The foot march (to and from the training locations), nonstandard obstacle courses built specifically to create training situations based on the unit METL, and orienteering (FM 21-18 and FM 21-20) are the only authorized physical training events that may be executed as STT. Training will generally be conducted on Thursdays to coincide with Soldier and Family Time. Exceptions to this rule may be granted only by the first general officer in the chain of command.

(4) STT must be planned, prepared, rehearsed, and executed in accordance with the tenets of FM 7-0 and 7-1. Risk assessments will be conducted on all STT to sustain Soldier safety and minimize risk without affecting the training. STT is not opportunity training.

(5) Units should consolidate training for low-density MOS Soldiers no less than once a month. Senior NCOs in the most closely related low-density MOS in each battalion-level unit will serve as instructors. Training schedules must indicate when the STT is one where low-density MOS training will be given.

(6) The unit officer leadership will routinely provide oversight and assessment of STT by visiting training and by ensuring that the proper preparation is made to execute the training to standard.

c. Officer Training. Unit commanders will ensure officers in their units are training on tactical and technical skills related to combat requirements and professional growth. Unit commanders who train their subordinates one or two levels down will concentrate on wartime requirements for the officer corps. This training must be tactical exercises such as a tactical exercise without troops (TEWT). Staff sections will identify officer training methodologies that allow for participation of 25 to 50 percent of the officers.

d. Civilian Training. Given the increasingly important roles of civilians on the GWOT battlefield, training is integral to the success of civilians in the operational environment. Units must identify as early as possible the duty positions vacated during deployment and develop training accordingly. Appendix D provides general information on training civilian employees in the Army in Europe.

(1) Deploying Civilians. Deploying civilians need to be integrated into their deploying unit as soon as possible. Training for deploying civilians will include predeployment training (for example, first aid, NBC, Standards of Conduct) and mission-readiness exercises. Civilians who are individual augmentees will attend IRT. Civilians deploying with their unit will train on annex T tasks with their unit (AE Pam 690-47-1).

(2) Rear Detachment Civilians. Civilians staying in the rear detachment filling critical staff positions need training from the individual they will replace. Commanders will identify civilian replacements for critical staff positions before deployment notification in order to allow for proper training. These positions will most likely have increased responsibilities and scope of duties from their current position. For example, the unit's G3 deploys and is replaced by a civilian not deploying. If the duties and responsibilities change substantially, commanders must coordinate with their civilian personnel advisory center representative to address any resulting personnel issues.

e. Leadership Courses. Military education includes all courses provided by the Army in the European theater and CONUS that enhance individual skills, Soldier and officer education, and commander preparedness.

(1) Noncommissioned Officer Education System (NCOES). Professional development courses such as the PLDC, the Basic Noncommissioned Officer Course (BNCOC), the Advanced Noncommissioned Officer Course, and the Sergeants Major Course are prerequisites to increasing professional growth and development. Commanders will ensure all Soldiers are well prepared to attend NCOES schools when selected. The PLDC and BNCOC Phase I are currently the only courses offered in the European theater. Information about PLDC and BNCOC Phase I is under the NCO Academy on the 7ATC website (*http://www.hqjmtc.army.mil/*). Although not part of NCOES, Phase II of the First Sergeant Course and the Battle Staff NCO Course are conducted by video-teletraining from the United States Army Sergeants Major Academy through our distributed learning facilities. All enrollments must be entered into ATRRS by the unit school NCO. Phase I is a prerequisite to Phase II. Information is available through the TRMS (*https://trms.7atc.army.mil*).

(2) Company Commander/First Sergeant Course (CCFS). Every officer and senior NCO selected for duty as commander or first sergeant of a company, troop, battery, or detachment must attend CCFS before assuming duties or within 3 months after redeployment if the assumption of command occurs in a combat theater. Officers and NCOs may assume duties before attendance only with the approval of the first general officer in their chain of command. This course is offered by 7ATC and is available through ATRRS.

(3) USAREUR Pre-Command Course (UPCC). Every officer and CSM scheduled for assignment as commander or command sergeant major of a squadron, battalion, brigade, regiment, group, or U.S. Army garrison (USAG) must attend the UPCC. 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 the DCG/CofS, USAREUR/7A, or the CG, USAREUR/7A, may approve exceptions. Spouses are encouraged to attend and will be placed on invitational travel orders. This course is offered by 7ATC and is available through ATRRS.

(4) Rear Detachment Commanders Course (RDCC). Every officer and NCO selected to serve as a rear detachment commander (RDC) or rear detachment noncommissioned officer in charge of a brigade, battalion, or separate company will attend the RDCC before assuming assigned duties. The RDC and the noncommissioned officer in charge should attend the course together. The RDCC is a resident course in Vilseck, Germany. Course registration is available through ATRRS (AE Reg 600-8-108).

(5) Online Commander's Safety Course. All company-grade officers must take the Online Commander's Safety Course before taking command. Additionally, battalion and brigade level command designees must complete the course before attending the UPCC. The course is available at *https://safetylms.army.mil/librix/loginhtml2.asp?v=usasc*.

f. Leader Development Programs. Leader-development programs are for officers, warrant officers, NCOs, and civilians. Leader-development programs in the Army in Europe are designed and implemented at company level and above.

(1) Officer Professional Development (OPD). Commanders will design their OPD programs to foster the warfighter spirit and to reinstill in their officers that they belong to a guild of warfighters with a common bond. Commanders should conduct quarterly OPD sessions (for example, brown-bag lunches) for commissioned and warrant officers on topics related to professional development, personal growth, and warfighting skills.

(2) Noncommissioned Officer Development Program. Commanders will focus their NCODP on building the warrior spirit and contributing to the professional and personal growth of all NCOs. A strong NCO support chain is the key to accomplishing all unit missions effectively. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility in any and all environments. NCODPs should be focused on the fundamentals of warfighting, performing collective combat tasks, and how to expand leadership skills. NCOs must understand the tasks and purposes at one grade above their own in order to communicate effectively to their Soldiers. Commanders should conduct quarterly NCODPs.

(3) Civilian Professional Development (CPD). Training civilians is integral to preparing them for leadership roles and future challenges. Commanders must use the Executive Core Qualifications (ECQs) and underlying leadership competencies when developing employees for leadership roles. ECQs are outlined on the Civilian Personnel Directorate website. Commanders will develop a program to maintain a highly skilled workforce of leaders and functional experts. Professional development will include coaching, counseling, and mentoring; ensuring that performance evaluations and individual development plans are completed in a timely manner; and encouraging and improving both formal and informal training. Units with civilians assigned or attached should conduct quarterly CPD. The Civilian Human Resources Agency, Europe Region, website at *http://www.chra.eur.army.mil/* provides more information on civilian professional development. Information on Leader Development and Army Sponsored Leadership Training can be found on the USAREUR G1 Civilian Personnel Directorate website at *http://www.per.hqusareur.army.mil/cpd/*.

(4) Observer/Controller (O/C) and Observer/Trainer (O/T) Development. Trained O/Cs and O/Ts provide doctrinally sound observations and training feedback that enable units to improve their combat readiness by addressing what happened, why it happened and how to improve. Leaders should use their professional development programs (for example, OPD, NCOPD, brown-bag lunches) to train O/Cs and O/Ts. The use of combat veterans as O/Cs and O/Ts should be maximized to leverage this valuable resource.

3-3. CREW TRAINING

a. General. Every crew, whether for a tank, Stryker, Apache, Prophet, SATCOM, joint network mode, or a piece of equipment where two or more Soldiers work as a team, is a combat crew. Every crew contributes to success on the battlefield. For that reason, crews must be stabilized to the maximum extent possible. Training and exercises build cohesion within crews and allow members to observe the capabilities of their fellow crewmembers and the equipment they operate. Commanders must integrate "system gunneries" whenever possible and reasonable.

b. Weapons Systems.

(1) Direct-Fire (Kinetic) Gunnery.

(a) Direct-Fire Platform (Tank, Bradley, Stryker, Attack and Utility Helicopters). The conduct of gunnery tables must reflect the GWOT contemporary operating environment. Battalion and higher commanders have latitude in designing unit scenarios based on the type of guidance relative to both their weapon systems and the anticipated combat requirements. Target presentations must be realistic and will include enemy targets, friendly and civilian silhouettes, technical trucks, rocket-propelled grenade teams, battlefield clutter, and building facades. Commanders will emplace targetry that requires crews to use secondary weapon systems. Commanders will also integrate tactical C2 into gunnery events whenever possible. The Sabot Academy Pre-Master Gunner Course is a prerequisite to attending the Mobile Gun System (MGS), Abrams, or Bradley Fighting Vehicle/Bradley Infantry Fighting Vehicle Master Gunners courses. Corps and division master gunners will schedule seats for the Pre-Master Gunner Course after scheduling seats for the appropriate master gunner course through ATRRS.

(b) Direct-Fire Platform Requirements.

1. M1A1 Abrams Gunnery. FM 3-20.12 governs M1A1 Abrams gunnery training and qualification. Commanders must meet the prerequisites outlined in this manual to develop and test the proficiency of their units. All crews must achieve a retical aim of 201 with a completion of a certification gate exercise. Gunnery tables IV and VIII must be fired successfully before advancing to the next higher level of gunnery. Tables I, II, III, V, VI, and VII should be fired in sequence. The conduct of tank tables X through XII has changed to reflect the contemporary operating environment. Master gunners and battalion and higher commanders have latitude in designing their unit's advanced table scenarios. M1A1 units will conduct their record qualification at a USAREUR-certified range in Germany or at an expeditionary training site.

2. Bradley Gunnery. FM 3-22.1 does not specify certification gates for Bradley gunnery. Crews will fire Bradley Advanced Matrix (BAM) groups 1 and 2. Crews need to complete BAM 204 before moving on to M2/M3 Bradley live-fire gunnery. Master gunners and brigade commanders will have latitude in designing their unit's advanced table scenarios. M2A2 and M3A2 units will conduct their record qualification at a USAREUR-certified range in Germany or at an expeditionary training site.

3. Stryker Gunnery. FM 3-22.3, which provides gunnery doctrine and techniques for Stryker vehicles, is not yet published. The gunnery requirements, however, will be similar to that for Bradley gunnery. Stryker table VII is the crew qualification. Styker table VIII is the squad qualification. Commanders will determine seven collective tasks to be included with the gunnery.

4. MGS Gunnery. MGS crews (when fielded with the Stryker) will conduct the basic qualification course (table IV/Crew Proficiency Course) semiannually using the Tank Weapons Gunnery Simulation System (TWGSS) or dry fire (FM 3-20.13 (to be published)). Each crewmember must pass the gunnery skills test within 6 months before progressing to table IV. The crew must qualify on table IV before negotiating the intermediate qualification course (table VIII). A qualified crew is a vehicle commander and gunner combination that has met table VIII standards together. MGS crews will fire tables IX through XII annually. The focus is to develop tactical operations by incorporating the collective tasks for the unit's specific operating environment.

5. Helicopter Gunnery (Attack). Table VIII for attack helicopters is an annual requirement and the cornerstone of the unit gunnery training program. However, GWOT requirements may dictate more frequent gunnery training. Table VIII is valid only if conducted in a live-fire environment. The advanced aerial gunnery tables (IX through XII) will emphasize C2, situational awareness, tactical placement and movement in the battle area, target acquisition, engagement priorities, fire distribution, and discipline of fires. These scenarios must reflect the contemporary operating environment to include running fire, moving engagements, and requirements for air-ground integration (FM 3-04.140).

6. Helicopter Gunnery (Utility and Cargo). Units will conduct semiannual live-fire door gunnery qualification. Door gunners on utility and cargo helicopters must be trained to counter threats to the helicopter and crew on board, whether the helicopter is in the air or on the ground. Door gunners must be able to acquire and engage a variety of targets from many different flight profiles. The evaluation of door gunners must include a time standard to acquire, engage, and hit the target (FM 3-04.140).

7. Air-Ground Integration. The process of air-ground integration is the most complex and important aspect of an aviation unit's ability to support the ground commander. Air-ground integration will be exercised during all BCT 7ATC (Hohenfels or expeditionary training site) training. Commanders will exploit the Aviation Combined Arms Tactical Trainer (AVCATT) and Close Combat Tactical Trainer (CCTT) interoperability capability to train air and ground units on this task before deployment for training or combat action.

(c) Tank Crew Evaluator (TCE), Bradley Crew Evaluator (BCE), Stryker Crew Evaluator (SCE), and Mobile Gun System Crew Evaluator (MGSCE) Training and Certification. BCEs and SCEs must be certified or recertified within 3 months before any live-fire exercise (LFX). TCEs and MGSCEs must be certified or recertified within 6 months before any LFX. Battalion-level master gunners will certify crew evaluators. Newly arrived NCOs who were certified by their previous unit will be recertified by battalion or brigade master gunners before performing TCE, BCE, or SCE duties.

(d) Crew-Served Weapons. Units will qualify two crews for each crew-served weapon system (for example, 240B, .50 caliber, MK-19) with designated primary and alternate crews. Units will qualify additional Soldiers on crew-served weapons as time and resources permit.
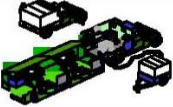
(2) Indirect-Fire Gunnery.

(a) Mortar Qualification. Mortars are often the weapon of choice for responsive fires, reduction of collateral damage, and to fire at high angles in urban terrain. Commanders must qualify their mortar crews according to FM 7-90 at least semiannually (more often if feasible) and consider using urban operations facilities as mortar-firing points to leverage battlefield conditions.

(b) Artillery Qualification. Artillery may often be the weapon of choice to provide counterfire in both urban and rural environments. Its range advantage over mortars gives artillery a distinct edge by producing a lower risk estimate distance, therefore minimizing collateral damage. Cannon artillery units will conduct table VIII crew qualification semiannually as a live-fire training event. More frequent live-fire opportunities are encouraged. Table VIII is a gate for all live-fire training conducted at the battery or battalion level. Multiple-Launch Rocket System (MLRS) and High Mobility Artillery Rocket System (HIMARS) units will conduct table VIII qualification annually. Because "hot platoons" are often employed for extended periods to counter mortar and rocket attacks in the GWOT, cannon artillery units will conduct table XII platoon qualification at least annually as a live-fire event. In addition to current table XII tasks, tasks and conditions that replicate a platoon in "hot platoon" status over an extended period must be included in the event. Paladin howitzer units will use the Fire Support Combined Arms Tactical Trainer (FSCATT) and the Guard Unit Armory Device Full-Crew Interactive Simulation Trainer (GUARDFIST) to train cannoneers and fire support Soldiers, respectively, on the use of special munitions used in the GWOT that are not available for training in the Army in Europe.

(c) Counterbattery and Countermortar Radar Certification. To counter the asymmetrical indirect-fire challenges they may face in the GWOT, Q37 and Q36 crews must be proficient in battle drills that ensure quick counterstrike. Radar crews must go through a rigorous annual certification process that incorporates proven TTP while linking these skills with C2 requirements (clearance of fires) and counterfire action. This coordination and certification process must include conducting live-fire missions through a quick-fire net with the full spectrum of "responders" (for example, artillery, mortars, helicopters, convoys) to counter the threat.

(3) Digital Gunnery. Some of our most effective weapons and combat multipliers are nonkinetic systems (for example, sensors, electronic warfare systems, the Army Battle Command System (ABCS)), C4ISR, and collaboration (for example, video teleconference, InfoWorkSpace, Multiple Interface Relay Chat, whiteboard, shared applications) and simulation tools. They are critical combat information systems that combat leaders at all levels must be proficient in using. Digital skills are highly perishable; therefore, digital training programs must instill a "gunnery mentality" in leaders and Soldiers. Digital gunnery encompasses all the levels of the USAREUR Digital Training Strategy (DTS) (fig 3-2). Commanders must ensure individual operators, staff sections, and integrated tactical operations centers operate and exchange information through digital systems.

Training Level		Locations/Facilitators	Venue
Level V System Integration (Integrated FTX)		WPC DOS-F CMTC/OOS	7ATC/ BCTP
Level IV System Integration (CPX, Gunnery)		Home Station BCTCs/OOS CMTC (LTP)	HST/ CPX
Level III System Integration (Staff Level)		Home Station BCTCs/OOS	HST/ DIGEX
Level II Message Transfer/ Interface		Home Station CATC	STT
Level I Keyboarding		Home Station CATC	STT

NOTE: The glossary defines abbreviations used in the figure.

Figure 3-2. Digital Training Levels

(a) Information and Electronic Warfare Systems (IEWSs). Commanders must be innovative in developing realistic and GWOT-relevant training for signals intelligence and electronic warfare systems operators and teams. The conduct of information and electronic warfare requires the demonstration of individual skills and technical proficiency, and the ability to integrate systems with collective intelligence skills. Commanders will integrate organic and supporting IEWS into all tactical training.

(b) Battle Command System Training. Battle command systems incorporate the full spectrum of information systems used by commanders and the supporting systems and networks. Training must be conducted on the ABCS and collaborative tools and on the tactical networks that support these systems. Training must exercise individual parts of and the entire tactical network. Commanders will ensure individual operators and their leaders are fully proficient in the application of the ABCS and collaborative systems. Each brigade and battalion-level organization with digital systems will maintain a digital master gunner. The digital master gunner and the commander will develop a training plan based on the commander's assessment of the digital program. The intent is to incorporate the use of battle command systems into all training operations in the same way as tactical communications are used in all operations.

1. Level I and II Digital Training. Leaders and operators should receive level I and II digital training within 90 days after reporting to a unit. Level I and II duties include data entry, display control, and system operation to accomplish specific assigned tasks. Operator training concentrates on the operation of the individual's assigned system. Operators must be able to place their systems into operation, access all software functions, and maintain and configure their hardware. Units will conduct levels I and II training monthly. Signal support personnel maintaining C4ISR systems must train to maintain all ABCSs in their unit.

2. Level III Training (Battle Command Decisionmakers). The unit decisionmaker must be familiar with the general capabilities of the ABCS and supporting systems and understand how they fit together to give him or her information and to exercise C2. Level III training will concentrate on entering and manipulating digital products (for example, maps, overlays, task organization, reports, blue force and red force situation, artillery and air defense overlays) that these systems generate. Level III training will be conducted each quarter (as part of command post exercises (CPXs) and field training exercises (FTXs)) and reinforced by regular use during collective training events.

3. Level IV and V Training. Level IV and V training is exercise-based and will be incorporated in all collective training (for example, CPXs, staff STX training, Combat Training Center (CTC) rotations). Maximum use of digital training facilities at 7ATC will allow commanders and staff to hone their digital gunnery skills during exercises. Successful level IV and V training exercises battle command systems through the use of the live, virtual, and constructive training environments.

c. Maneuver. Crews must train to operate their equipment as a team. All crews will operate in urban and rural areas and in both day and limited-visibility conditions. Training will concentrate on the use of terrain to enhance survivability, system capabilities, and communication among crewmembers. Commanders must use virtual trainers to reinforce crew duties in a tactical environment. There will be no administrative convoys or movements of tactical equipment. Commanders will plan and execute movements as tactical operations.

3-4. SMALL-UNIT TRAINING

a. General. Small units win combat engagements. Small-unit training must build cohesion, perfect the execution of battle drills, and develop small-unit leaders.

b. LFX (Squad/Section/Detachment/Platoon). Each small unit will execute a tactical live fire frequently, preferably at least semiannually, in a realistic scenario replicating the GWOT contemporary operating environment. Small units will use all organic weapons during the LFX and execute the live fire in day and night iterations.

c. Convoy Live-Fire Program. Units will conduct convoy live fire annually and within 180 days before deployment according to AE Pamphlet 350-100 and the Convoy Live-Fire DVD. This program is designed as a sequential training program for convoy training in the Army in Europe. The program consists of 12 convoy tables, from PMI (table I) to crew qualification (table VIII) to convoy LFX (table XII). The training program has specific gates and training requirements units must meet before conducting the convoy LFX.

d. STXs. STXs are focused training exercises that support small units in the performance of battle tasks linked to unit METL tasks. Urban operations, traffic-control points, and cordon and search are examples of STXs that small units will conduct to prepare them for combat operations. Units will conduct STXs as frequently as feasible, based on a mission analysis of required combat tasks.

3-5. COLLECTIVE TRAINING AT THE COMPANY LEVEL

a. General. Company-level training involves integrating nonorganic assets to enhance the unit's success in an operating environment. The focus is collective training events. This integration provides a formidable mix of lethality, mobility, and survivability required to execute decisive operations and requires commanders to have technical and tactical experience in employing nonorganic forces (for example, Bradley platoons cross-attached to tank companies or civil affairs teams attached to combat arms units).

b. FTX and LFX. The company-level FTX or LFX is focused on unit and weapons integration at the company-team level. The FTX or LFX strategy is intended to combine fire and maneuver from all weapon systems. The only difference between the exercises concerns the use of both simulations and instrumentation systems or live ammunition. The recommended components of this strategy include gunnery, integration of maneuver and fire, integration of specific combat, CS and CSS multipliers, and C2 training. Company-level units will execute scenarios relevant to the GWOT contemporary operating environment and to their mission. All company-level units will conduct LFXs at least annually during home-station training or at any 7ATC event.

c. Combat Maneuver Training Center (CMTC) Company-Level LFX.

(1) The CMTC company-level LFX is a world-class training event focused on the company-level commander and his or her unit. The CMTC LFX is conducted at the Grafenwöhr Training Area (GTA) Range 301/201 Training Complex. Brigade- or battalion-level commanders and their staffs concentrate their efforts on providing resources for and supporting all training requirements needed by the company-level unit executing the training. The goal of the CMTC LFX is to produce trained company-level units able to plan, coordinate, synchronize, and execute combined-arms combat across the full spectrum of operations. The CMTC LFX is based on the current operating environment and includes but is not limited to company-level LFXs closely simulating—

(a) Major combat operations.

(b) Stability operations and support operations (SOSO).

(c) Counterinsurgency operations.

(d) Urban operations.

(2) All live fires are fully instrumented and CMTC O/C-controlled. Each company is given a full and comprehensive after-action review (AAR) in accordance with CMTC exercise procedures. Soldiers and units develop confidence in their ability to execute battle tasks essential to all tactical tasks a Solider may execute across the full spectrum of operations. The CMTC LFX is a flexible, tactical, combined-arms scenario incorporating day and night defensive and offensive missions. Units should leave the exercise capable of immediate transition to combat or contingencies. TSC Vilseck provides Multiple Integrated Laser Engagement System (MILES) support for CMTC live-fire events.

3-6. COLLECTIVE TRAINING AT THE MANEUVER BATTALION LEVEL

a. General. Battalions conduct more training than exercises. These training events must be mission-focused and emphasize maneuver (movement and fire) and the integration of elements of the combined-arms team during kinetic and nonkinetic operations. Collective battalion-level training must include missions throughout the full spectrum of operations to introduce the complex challenge of time management and synchronization.

b. Combat Training Center Program. The purpose of the CTC Program is to provide tough, realistic, combined-arms training within the context of an approved scenario, with the capability to determine "ground truth" with appropriate feedback on every mission. This program is designed to prepare the deploying unit for the full spectrum of operations in the GWOT. The result is a unit better prepared for combat. The goal is for battalion-level commanders to execute a CTC rotation (at any 7ATC site in Germany or within the context of an expeditionary event with Allies or emerging partners) within 180 days before deployment. Rotations are executed in an operational environment tailored to meet known mission profiles. This collective training event will usually include seminars, vignettes, and STXs before a combined-arms joint or multinational event (as applicable) and will leverage the live and constructive training environments. All these events will incorporate digital gunnery or an integrated use of C4ISR systems. Paragraph 3-8c provides examples of joint and multinational training at battalion level.

c. Nontraditional CTC Rotations. CS and CSS units may train as part of a combined-arms unit, but may also conduct nontraditional CTC rotations or theater security cooperation exercises during which the unit receives operational training.

d. CPX. The most effective CPXs are conducted in the field. In field operations, time-distance should realistically reflect the GWOT contemporary operating environment. Operations should be continuous and support the use of all organic and supporting communications equipment. Commanders must practice combined-arms integration and tactical emplacement and displacement of command posts. Units should conduct CPXs at least twice a year and within 180 days before deployment.

e. Aviation Training. Aviation battalions will participate in a CMTC rotation within 180 days before deployment in support of the GWOT. Aviation units will comply with the current deployment, exercise, and redeployment (DEXR) schedule, which allows 3 days to arrive, 5 days for STXs, 14 days for the exercise, and 3 days to redeploy. Modification of this DEXR cycle requires approval by the first general officer in the chain of command in coordination with 7ATC. Platoons will arrive with a "T" in platoon tasks as evaluated by the battalion or squadron commander. Units participating in a rotation will complete the USAREUR Leader Training Program before entering the rotation. Appendix F provides more information on aviation training.

3-7. COLLECTIVE TRAINING AT THE BRIGADE LEVEL

This training applies to BCTs, Stryker BCTs, TECs, units of action, and support units of action.

a. General. All USAREUR brigades are warfighting units. They all are engaged in the GWOT and their training program will concentrate on preparation for anticipated combat missions. Brigades usually conduct an equal mix of exercises and training events. Collective brigade-level training must include missions throughout the full spectrum of operations to introduce the complex challenge of time management and synchronization.

b. Brigade-Level Training.

(1) Brigades must deploy their headquarters and operate using their tactical systems in order to train for war.

(2) Constructive semiannual training events are critical to combat readiness.

(a) The constructive training scenario will replicate the expected warfighting the unit will engage in during its deployment. These scenarios will better prepare the unit before combat.

(b) Units will exercise C2 over realistic distances applicable to the specific type of unit and its relative and anticipated combat mission (employ maneuver coordination areas to achieve the required battle space).

(3) Brigades must leverage 7ATC training events by ensuring the proper attachments and C2 of combat multipliers.

c. Brigade Combat Team Training. BCTs combine exercises and training events. Exercises are designed to improve mission capability by training units and staffs as functional elements of the organizational level being exercised. Exercises provide a challenge that builds on the unit's capabilities with the aim of subsequent participation in more difficult and complex exercises and training events.

d. Combat Training Center Program. The purpose of the CTC Program is to provide tough, realistic, combined-arms training within the context of an approved scenario, with the capability to determine "ground truth," and with appropriate feedback on every mission. Commanders and battlestaffs of brigade-level units will execute a CTC rotation within 180 days before deployment. Rotations will be executed in an operational environment tailored to meet known combat mission profiles. This training event will include seminars, vignettes, and STXs; and joint and multinational training, as applicable. The training event will also leverage the live and constructive training environments. Paragraph 3-8c provides examples of joint and multinational training at brigade level. 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).

e. Deployment and Redeployment Training.

(1) Deployment Readiness. In a transformed Army in Europe, deployment skills are critical. USAREUR continues to refine its deployment base and the training support needed for deployment readiness. Based on USEUCOM and USAREUR contingency plans, USAREUR forces are task-organized into tailored immediate ready force (IRF) packages. AE Regulation 525-1-1 provides the training, tasks, and responsibilities for the IRF. During periods of heavy deployments, the requirement to have an IRF may be waived by the CG, USAREUR/7A.

(2) Deployment Training. Commanders will include deployment training as part of their training plans. Commanders will use all possible movements to training areas as opportunities to conduct training on deployment-related tasks. Training will address all deployment modes. Commanders must ensure 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. Both the DPC and GTA have full-sized aircraft mockups to support deployment training.

(a) Unit deployment readiness requirements differ for each type of unit. USAG commanders will support commander requirements to exercise the deployment support system and conduct predeployment processing, and will use garrison deployment and redeployment support modes (road, rail, sea, and strategic-air assets).

(b) Training on deployment procedures requires repetitive and challenging task orientation to ensure units responsible for staging and managing deployments are trained and ready. This training may include using the DPC at Rhine Ordnance Barracks and activating transportation-planning and movement-control cells.

(c) Commanders must ensure their units receive training in the following areas:

<u>1</u>. Aviation operations (FM 1-100).

<u>2</u>. Convoy operations (FM 4-01.45).

<u>3</u>. Port operations (FM 3-35.4).

<u>4</u>. Rail operations (FM 4-01.41).

<u>5</u>. Weapons orientation and discharges (FM 3-22.9).

3-8. JOINT TASK FORCE

a. General. The U.S. military is most effective when it brings all its capabilities to bear on the enemy. Department of Defense Training Transformation is intended to provide dynamic, capabilities-based training in support of national security requirements across the full spectrum of service, joint, interagency, intergovernmental, and multinational operations. This Training Transformation requires us to train joint at echelon.

b. Certification Exercises. V Corps, USASETAF, and divisions (and, after they are established, Task Force 5 Operational Command Post (Eastern European Task Force) and related operational command posts) will conduct a certification exercise before deploying into combat. These exercises will train our senior commanders to serve as a JTF headquarters commander, and train the staff and service component staffs to plan for a crisis and apply joint doctrine and TTP. This training will include appropriate multinational and interagency representation (for example, the Central Intelligence Agency, the Drug Enforcement Administration, the Federal Bureau of Investigation).

c. Joint Training at Echelon. All units will conduct joint and, when available, coalition training at echelon with embedded (routinely associated) elements as low as platoon level in a field environment whenever they train. Examples of embedded joint and coalition elements at echelon include the following:

(1) Battalion: Air Liaison Officer, Joint Tactical Air Controller, Joint Civil Affairs/Psyops Team, Polish Infantry Platoon.

(2) Brigade: Tactical Airlift Liaison Officer, Czech Chemical Decontamination Company.

(3) USASETAF and Task Force 5 (when established) operational command posts: United States Special Operations Command - Europe Liaison Team, Theater Air Control Party.

CHAPTER 4
FORCE REGENERATION
(REDEPLOYMENT, REINTEGRATION, RECONSTITUTION, AND RETRAINING (R4))

4-1. GENERAL
The successful reintegration of Soldiers and reconstitution of units redeploying from an operational deployment (combat or extended rotational training) is essential. USAREUR OPORD 0002-04, USAREUR R4 Operations, provides the USAREUR 270-day R4 Model (fig 4-1). This model is based on a battalion-sized unit. It ensures redeploying units return safely to their European garrisons or to the continental United States, reenergizes the fighting spirit of their Soldiers, nurtures the health of families, and returns Soldier and unit training and equipment to a state of readiness for future combat operations.

4-2. REDEPLOYMENT
Redeployment begins with the return of advance parties from the combat or training AOR. Decisive in this phase is the safe movement of personnel and equipment. During the redeployment phase, units will execute in theater AOR-specific redeployment requirements according to applicable redeployment orders. The redeployment phase ends with the arrival of the entire unit's equipment at its respective installation.
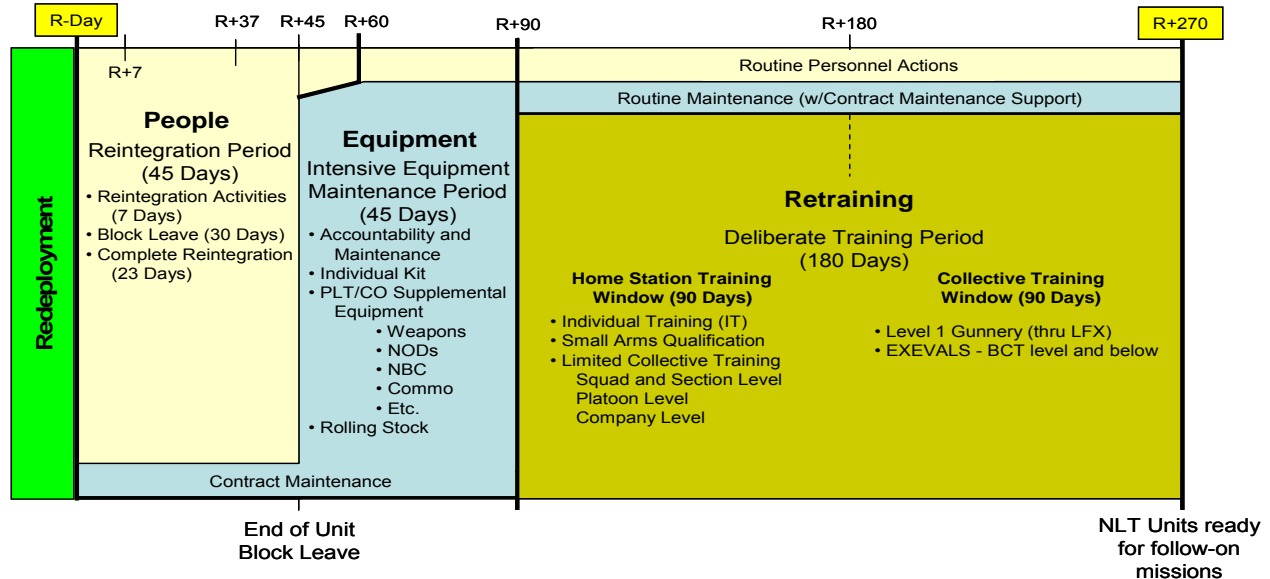
Figure 4-1. 270-Day R4 Model

4-3. REINTEGRATION

Reintegration begins before redeployment (actual return movement to the home-station AOR) with deployed forces conducting required and directed reintegration tasks, and unit rear detachments conducting reintegration and reintegration-support tasks. Decisive in this phase is the safe, deliberate, and structured reintegration of Soldiers and civilians with their families and communities. During reintegration, 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 block leave. On completion of the 7½-day reintegration schedule, units deployed for 1 year are authorized 30 days of block leave, and those deployed for 180 days are authorized 2 weeks of block leave. Commanders will not allow any additional activities to be conducted during reintegration. Phase II ends when Soldiers return from leave and have completed all reintegration tasks.

4-4. RECONSTITUTION

Reconstitution begins at the end of the 45-day reintegration period and continues through a 45-day period. Decisive in the reconstitution phase is the procurement of replacement class 2, 7, and 9 supplies; the deliberate and thorough execution of personal equipment, weapons maintenance, equipment maintenance, property accountability, and the reconstitution (equipment readiness) of the individual's combat kit and the unit's equipment in preparation for training and follow-on missions. Equipment reconstitution begins with contracted organizational and direct-support maintenance activities while the unit undergoes reintegration. At the completion of reintegration, contract maintenance remains in place to support unit maintenance during the reconstitution period. On completion of equipment reconstitution operations, unit personnel revert to conducting routine maintenance. Reconstitution ends after 45 days (total of 90 days after redeployment). Only equipment accountability and maintenance activities are permitted during this period (no training).

4-5. RETRAINING

Retraining begins with units initiating home-station training after the 90-day reintegration and reconstitution window. Units may still be completing some reconstitution during retraining. Decisive in this phase is the individual and collective retraining of units. Initially, units conduct individual- through crew-level training, including CTT training, individual MOS-specific training, marksmanship, and crew- or squad-level training. Once home-station training is complete, units will execute an appropriate gunnery density. After 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.

CHAPTER 5
TRAINING MANAGEMENT

5-1. TRAINING MANAGEMENT PROCESS
Training for the GWOT is the top priority in the Army in Europe. Preparing for training is difficult. Disciplined preparation however, improves readiness and increases predictability. We must make the doctrinal training-management process work within the context of the USAREUR training environment.

a. FM 7-0 and FM 7-1 state that training will be "locked in" 6 weeks in advance. Commanders must avoid changing the schedule within 3 weeks before the training, except to accommodate taskings approved by the first general officer in the chain of command.

b. Commanders will use TC 25-30 (*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5732-1/tc/25-30/toc.htm*) as a guide for planning, preparing, executing, and assessing training at the company level, which is the building block for all training and exercise schedules.

c. Appendix F provides a single-source reference for all mandatory and recommended training and certification requirements in the Army in Europe through a series of easy-to understand tables. Commanders will carefully assess their unit needs and prioritize their training programs to concentrate on requirements that are the most important, while avoiding redundant training on skills that the unit can already execute to standard.

d. Commanders will use the eight-step training model (fig 5-1) to organize and prepare for major training. This model ensures proper preparation and efficient and effective use of time and resources. This model also provides a means for creating continuity for similar training during deployment.

e. Commanders will manage training within the parameters of the bilateral agreement made between USAREUR, the German Federal Ministry of Defense (FMOD) (established in 1993), the Italian Ministry of Defense (established in 1959), and any other host-nation agreements made at expeditionary training locations.

Eight-Step Training Model

8. Retrain
7. AAR
6. Execute
5. Rehearse
4. Issue OPORD
3. Recon the Site
2. Train and Certify Leaders
1. Plan the Training
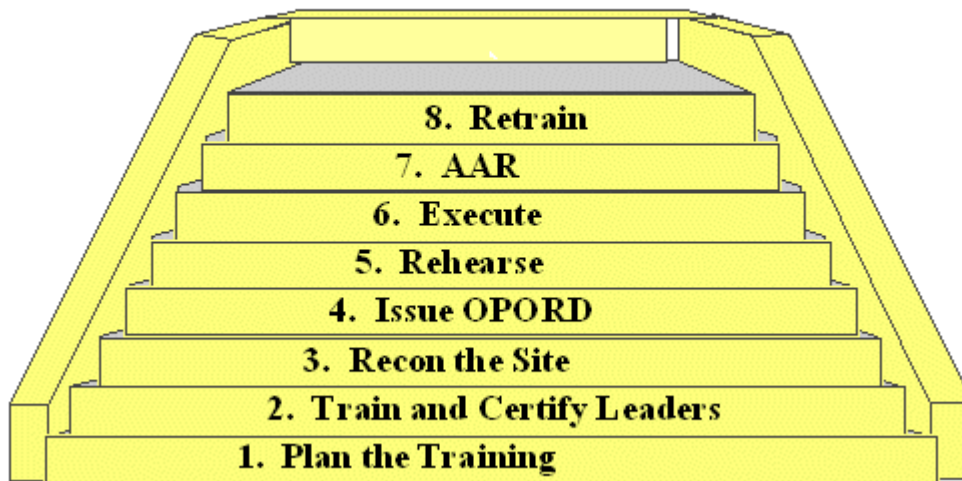
Figure 5-1. Eight-Step Training Model

5-2. TRAINING MANAGEMENT SYSTEMS

a. **Digital Training Management System (DTMS).** The DTMS has replaced the Standard Army Training System (SATS) as the automated digital training management system integrating key management functions. The DTMS tracks individuals participating in training by system and version, and maintains the certification status of those individuals. This system supports developing the unit METL to determine training requirements and the planning, resourcing, scheduling, and assessment of training. More information on the DTMS is available at *https://dtms.army.mil/*.

b. Eight-Step Training Model. The eight-step training model (fig 5-1) is a simple, progressive checklist approach to planning training that can be applied to critical wartime training events by all types of units. Leaders must use the eight-step training model in the planning, preparation, execution, and assessment of training. Commanders will use the eight-step training model to organize and record planning progression. This kind of detail ensures proper preparation for deployment and maximizes the efficient and effective use of time and resources.

(1) Step 1: Plan the Training. During this step, leaders assess the unit's wartime training tasks to evaluate the training level and shortfalls; develop specific, obtainable training objectives for the upcoming deployment; allocate time for the specified training; create scenarios and instructions to support the training objectives; identify required resources, including necessary training areas and possible trainers; use CRM; and develop training-support plans, thereby establishing the groundwork for high-quality training.

(2) Step 2: Train and Certify Leaders. The "train-the-trainer" concept ensures that those responsible for training the unit, whether they are NCOs, civilians, or Soldiers, are qualified and knowledgeable of the training subject matter and are able to provide proper instruction and certification to the unit. This step ensures that leaders understand and conduct training according to established doctrine and TTP from the GWOT, and have obtained lessons learned from other unit deployments to similar AORs. Combat veterans are a valuable resource whose experiences will contribute to best train Soldiers on combat tasks.

(3) Step 3: Recon the Training Site. Leaders will reconnoiter proposed training areas and facilities to ensure they can adequately support the proposed training and allow the unit to accomplish the desired training objectives. These training sites must replicate the combat environment to best support the deploying unit. During this step, leaders at all levels will check to ensure that all resources, training areas, and training-support plans are properly coordinated and prepared for execution. Modifications to the plan may occur during this step to maximize training effectiveness. Training that is not properly planned, coordinated, and supported with adequate resources wastes valuable training time and resources and should not be performed.

(4) Step 4: Issue a Complete Order for the Training Session. Leaders will ensure that subordinates have all available information to adequately perform the training mission. Through the order, the commander clearly identifies the training objectives, presents a clear mission statement, clearly defines the training event and how it will be conducted, and properly tasks subordinate leaders and those who will support the training. Vital to this step is a clear understanding by all of exactly what the training will accomplish, how the unit will accomplish it, which resources will be needed, and who is responsible.

(5) Step 5: Rehearse. Rehearsals are critical to the execution of any plan. All those involved in the training event will conduct a rehearsal to ensure understanding, synchronization, and preparation of the plan. Leaders will supervise rehearsals to ensure that those responsible for the training are prepared to conduct efficient, organized, and effective performance-oriented training. Rehearsals are not only for tactical training, but also for deployment operations in support of the GWOT (for example, rail operations, convoy operations, port operations).

(6) Step 6: Execute the Training. Commanders will ensure that training occurs on schedule. All Soldiers deploying with their unit will participate in training. This allows the commander minimum training distracters and leaders are able to assess the training level. This does not mean that leaders run the training; it allows the trainer to do his or her job while ensuring that the standard is met. Combat veterans are excellent resources for conducting wartime training.

(7) Step 7: Conduct an AAR. After the training, commanders will review the training objectives, assess the unit's training level in respect to the objectives, and obtain lessons learned to improve training and unit TTP. Commanders will record all input and file it for future use in other training events or unit standing operating procedures (SOPs). FM 7-1 (*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/6287-1/fm/7-1/fm7-1.htm*) and TC 25-20 (*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5731-1/tc/25-20/table.htm*) provide guidance on how to plan, prepare, and conduct effective AARs.

(8) Step 8: Retrain as Necessary Until the Standard is Achieved. This step is often neglected because of limited time or resources or other pressing tasks. This step, however, is usually the most critical. Training instills competency and confidence in Soldiers, units, and leaders and enables the unit to complete its mission. Commanders will honestly assess their units and ensure that their units train and retrain until the standard is met. Clear objectives, effective training, and continuous assessment are the keys to success on the battlefield in the GWOT.

CHAPTER 6
TRAINING RESOURCES

6-1. TRAINING RESOURCES

a. The training-support system helps provide training resources for all units and includes the full range of training products, management tools, and training technologies that contribute to the effective execution of training. Training support includes the products and materials, personnel, services, and facilities needed to implement and conduct training. It includes such functions and activities as managing, supervising, scheduling, operating, and maintaining training areas, maneuver areas, combat training facilities, institutional training programs and facilities, battle simulation programs and centers, simulator systems and facilities, and TSCs. Training support includes the reproduction and distribution of training products; the scheduling, design, fabrication, and manufacture of training aids, devices, and simulators (TADS) unique to the Army in Europe; and providing logistic and warehouse support to TSCs. Training-support resources are used in the Army in Europe to supplement or create realistic training environments from the individual Soldier through corps and JTF levels.

b. Unit commanders at all levels will receive information regarding training resources and the training-support system during the UPCC.

c. Training-support systems are used in the Army in Europe to supplement or create realistic combat environments from the individual Soldier through the JTF levels. These support systems help commanders leverage training opportunities through the efficient blend of the live, virtual, constructive, and distributed learning environments, which readily mesh with real-world command, control, communications, computers, and intelligence (C4I) systems and training objectives. Support agencies must build support systems that support the commander's wartime mission.

6-2. TRAINING ENVIRONMENTS
The USAREUR training environment combines live, virtual, constructive, and distributed training.

a. Live Environment. The live environment constitutes Soldiers, crews, and units conducting training in a field environment, using combat equipment, and exposed to the full effects of weather and terrain. The live environment may include the use of training aids and devices (such as MILES, the Deployable Instrumentation System - Europe (DIS-E), the Precision Gunnery System, TWGSS, the Exportable Instrumentation System, and a variety of others), to enhance training. The TRMS website (*https://trms.7atc.army.mil*) provides descriptions of and schedules for live-environment TADS.

  (1) Training Areas.

   (a) Local Training Areas (LTAs). LTAs are areas near U.S. installations that provide resources for training individual Soldiers, crews, squads, and sections. The TRMS provides an online source of information on LTA capabilities and the LTA agreement at *https://trms.7atc.army.mil*. USAREUR Regulation 350-220 provides policy on the structure, resources, facilities, and visual information products and services available for use by the U.S. Forces. It also prescribes command and staff responsibilities for conducting training on LTAs. Training conducted at LTAs is subject to the NATO Status of Forces Agreement (SOFA) and the Supplementary Agreement.

   (b) Major Training Areas (MTAs). Only two U.S.-controlled MTAs exist in the European theater: the GTA and the Hohenfels Training Area (HTA) in Germany. However, the opportunity to conduct exercises and training in other areas is increasing ((d) below).

    1. The GTA supports live-fire training of nearly all U.S. military equipment and limited, mounted maneuver training with nine-platoon or larger STX lanes. The TRMS website (*https://trms.7atc.army.mil*) (under *Library*) provides more information on the ranges at the GTA, GTA SOPs, the Hellfire Procedures Guide, and the Aviation Procedures Guide.

    2. The HTA provides realistic and demanding force-on-force training for U.S. Army brigade-level units and below stationed in Europe and units from Allied nations. More information is available at *http://www.cmtc.7atc.army.mil*.

    3. AE Regulation 350-10 prescribes policy and procedures for scheduling and using training facilities at Allied, emerging partner, and USAREUR MTAs. AE Regulation 350-10 also provides tables that list USAREUR training areas for all levels of training and Allied training areas. The TRMS website (*https://trms.7atc.army.mil*) provides more information on scheduling MTAs.

   (c) Maneuver Coordination Areas (MCAs). MCAs are public or private land used temporarily with permission under approved maneuver rights to conduct a military maneuver or training.

<u>1</u>. Germany is divided into a number of maneuver area coordination centers (MACCs). A map of MACCs is available at *http://www.vcorps.army.mil/g5/maneuver/macc/maccs.htm*.

<u>2</u>. V Corps manages MACCs for Germany to prevent overuse of land and conflicts in maneuver scheduling. More information on MACCs, procedures, and contact information is available at *http://www.vcorps.army.mil/g5/maneuver*.

<u>3</u>. USAREUR Regulation 350-22 provides detailed information on procedures for requesting the use of MCAs; pre-maneuver coordination requirements; policy, procedures, and requirements when using MCAs; and following up on damage claims and maneuver-impact procedures.

<u>4</u>. The Supplementary Agreement to the NATO SOFA, Article 45, with the approval of the German FMOD, gives the U.S. Forces the right to conduct maneuvers and exercises on non-U.S.-controlled land in Germany. USAREUR Regulation 350-22 provides information on MCAs.

<u>5</u>. The CG, 7ATC, will shape the training support in LTAs to provide commanders with positive support that enables more rigorous, high-quality training. Support agencies must build support systems that support commanders in their wartime missions.

(d) Out-of-Sector Training Areas. Although most training is currently being executed in Germany and Italy, the possibility of conducting exercises and training in eastern and southern Europe, and potentially North Africa, is increasing. The use of forward operating bases and locations in countries east and south of traditional training areas support this effort. Training in these areas will provide excellent deployment training while supporting the USEUCOM security cooperation strategy. Planners of out-of-sector training need to ensure their training requests meet existing requirements outlined in this regulation. This will allow USAREUR to balance security cooperation and GWOT training requirements. As the proponent for training, 7ATC is the approval authority for out-of-sector training locations and events.

<u>1</u>. The United States Army Training Support Activity, Europe (TSAE), can provide a fully deployable, instrumented, training-support package to units training anywhere in the USAREUR AOR. The TSAE is able to fully instrument up to a mechanized infantry-battalion-sized force and provide a fully instrumented AAR capability. Units may request the use of DIS-E through their servicing TSC.

<u>2</u>. The Exercise Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A, will coordinate the use of foreign training areas for Partnership for Peace (PfP) and bilateral exercises with the International Operations Division, Office of the G3, HQ USAREUR/7A, and the U.S. Embassy.

(e) SOFA and Host-Nation Restrictions. Units in the Army in Europe train in a unique environment affected by the NATO SOFA and other agreements. Supplemental, bilateral, and administrative agreements derived from the SOFA impose restrictions that limit the training units may conduct. Advance planning and coordination for theater resources, including host-nation permission, will contribute to successful training in a constrained training environment. As we continue to engage with new partners and in out-of-sector locations, it is critical that we have host-nation agreements in place for all training. 7ATC will work with the Agreements Division, Office of the Deputy Chief of Staff, G8, HQ USAREUR/7A, to ensure the necessary agreements are in place to support the required training.

<u>1</u>. Primary training restrictions relate to LTAs, MCAs, and firing hours. Restrictions and specific information on firing hours are in AE Regulation 350-10, USAREUR Regulation 350-50, and USAREUR Regulation 350-220; MTA SOPs; and local range SOPs.

<u>2</u>. German law requires that permits for range modifications and construction be submitted to the *Wehrbereichsverwaltung* (German Armed Forces Administration) for approval. Approval is required to ensure safety requirements are met.

b. Virtual Environment (Simulators). The virtual environment constitutes individual Soldiers, crews, and units training on systems that replicate all or part of their actual combat systems. Examples of individual and crew trainers are flight simulators, the unit conduct-of-fire trainer, the platoon gunnery trainer, the EST, the FSCATT, and the Patriot Conduct-of-Fire Trainer. An example of a maneuver collective trainer is the CCTT or the Mission Support Training Facility. The TRMS website (*https://trms.7atc.army.mil*) provides descriptions of and schedules for virtual-environment TADS.

c. Constructive Environment (Simulations). The constructive environment consists primarily of units and staffs using maps, role players, and computers to conduct training at battalion and higher echelons. Examples are joint conflict and tactical simulation (JCATS) and the Joint Deployment and Logistics Model. Simulation systems are effective tools for conducting mission planning and rehearsals. A commander can use a simulation system linked to real-world C4I systems to plan, conduct wargame-contingency operations, and rehearse the interaction of a newly formed JTF headquarters. To use simulation systems, commanders must understand the capabilities and limitations of simulations and fully analyze simulation-supported assessments of contingency-plan executions. The TRMS website (*https://trms.7atc.army.mil*) provides information on constructive-environment simulations.

      (1) Warrior Preparation Center (WPC). The WPC is a joint USAREUR and USAFE simulation center that provides operational and tactical battlestaff training environments. The WPC provides computer-assisted exercises (CAX) to numbered Air Forces units, Army in Europe units, and USAFE commands to train commanders and staffs in the areas of C4I and logistics.

      (2) Expeditionary Battle Command Training Center (EBCTC). The EBCTC at Camp Aachen in Grafenwöhr provides resources for BCT through JTF-level exercises. The 7ATC website (*http://www.hqjmtc.army.mil/*) provides information on EBCTC and CAX simulations. The TRMS website (*https://trms.7atc.army.mil*) provides information on locations of other simulation facilities.

    d. Distributed Learning and Training. The distributed learning and training environment constitutes individual Soldier, leader, staff, and small-group training that precedes or augments collective training. Distributed learning and training provides the required individual, leader, and staff knowledge, skills, and abilities that provide the foundation on which collective training is executed. Distributed training consists of traditional text, interactive multimedia, Web-based training, and video-teletraining. Commanders will plan for and use distributed training in the training cycle to ensure that their Soldiers have the required knowledge, skills, and abilities to conduct collective training. Individuals and leaders may use distributed training for professional self-development. The 7ATC will continue to provide selected courses by MTT to meet unit needs for high-demand courses. When an MTT is approved, a resident course may need to be canceled because of conflicting requirements for resources and manpower.

    e. USAREUR Lessons Learned Operating System. The USAREUR Lessons Learned Operating System 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 CALL, are accessible to commanders to support training and readiness programs and are extremely valuable in developing operational readiness capabilities for a specific theater.

CHAPTER 7
TRAINING ENABLERS

7-1. EQUIPMENT MAINTENANCE AND ACCOUNTABILITY
Recovery is a vital part of all training events and major deployments. Maintaining combat equipment and Soldier readiness is critical to our ability to react quickly to contingencies and other missions during this GWOT. Structured, planned recovery time rebuilds unit combat strength, morale, and readiness. Units develop phased recovery plans in conjunction with the tasks and scope of the 270-day R4 Model providing Soldiers time to clean and maintain their equipment after they return from training. Commanders will ensure that recovery periods are included in unit-training calendars and are structured. Commanders will also ensure that resources are provided to guarantee recovery time and maximize its benefits.

7-2. INTEGRATED AREA TRAINING MANAGEMENT
The damage caused by mounted maneuver vehicle training is reduced through the Integrated Training Area Management (ITAM) Program. The ITAM Program provides for land management that ensures training areas are in a condition suitable for training while preserving the environment. Early intervention helps maintain the fragile balance between the mission and the environment. The ITAM Program ensures compliance with the strict host-nation environmental laws, maximizes training-area space, and prevents future environmental-compliance-related bills. More information is available on the ITAM website at *https://itam.7atc.army.mil*.

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(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/4788-1/fm/22-100/toc.htm*)

FM 23-10, Sniper Training
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/4790-1/fm/23-10/toc.htm*)

FM 23-23, Antipersonnel Mine M18A1 and M18 (Claymore)
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/8432-1/fm/23-23/toc.htm*)

FM 27-10, The Law of Land Warfare
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/4790-1/fm/27-10/toc.htm*)

FM 100-14, Risk Management
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/4863-1/fm/100-14/default.htm*)

A-7. TECHNICAL MANUALS (TMs)

TM 9-2610-200-14, Operator's, Unit, Direct Support, and General Support Maintenance Manual for Care, Maintenance, Repair, and Inspection of Pneumatic Tires and Inner Tubes
(*https://www.logsa.army.mil/etms/data/A/045844.pdf*)

TM 38-250, Preparing Hazardous Materials for Military Air Shipments
(no link available)

A-8. TRAINING CIRCULARS (TCs)

TC 1-210, Aircrew Training Program Commander's Guide to Individual and Crew Standardization
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/7847-1/tc/1-210/chg1toc.html*)

TC 1-237, Aircrew Training Manual Utility Helicopter H-60 Series
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/21065-1/TC/1-237/TC1-237.HTM*)

TC 1-238, Aircrew Training Manual Attack Helicopter, AH-64A
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/21069-1/TC/1-238/TOC.HTM*)

TC 1-240, Aircrew Training Manual Cargo Helicopter, CH-47
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/21025-1/TC/1-240/TOC.HTM*)

TC 21-21, Water Survival Training
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5716-1/tc/21-21/tc21-21.htm*)

TC 21-305-2, Training Program for Night Vision Goggle Driving Operations
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/7856-1/tc/21-305-2/toc.htm*)

TC 25-20, A Leader's Guide to After-Action Reviews
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5731-1/tc/25-20/table.htm*)

TC 25-30, A Leader's Guide to Company Training Meetings
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5732-1/tc/25-30/toc.htm*)

TC 90-1, Training for Urban Operations
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/5737-1/tc/90-1/toc.htm*)

A-9. SOLDIER TRAINING PUBLICATIONS

STP 7-11B1-SM-TG, Soldier's Manual and Trainer's Guide - Infantry - MOS 11B - Skill Level 1
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/7303-1/STP/7-11B1-SM-TG/STP7-11B1-SM-TG.HTM*)

STP 19-95C1-SM, Soldier's Manual - Corrections Specialist - MOS 95C - Skill Level 1
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/9584-1/stp/19-95c1-sm/stp19-95c1-sm.htm*)

STP 21-1-SMCT, Soldiers Manual of Common Tasks Skill Level 1
(*https://atiam.train.army.mil/soldierPortal/atia/adlsc/view/public/6262-1/stp/21-1-smct/stp21-1-smct.htm*)

A-10. USEUCOM DIRECTIVES

USEUCOM Directive 55-11, USEUCOM Theater Command and Control Policy
(*http://pubs.eucom.mil/ED/55/ED55-11.pdf*)

USEUCOM Directive 55-29, USEUCOM Training and Exercise Program
(*http://pubs.eucom.mil/ED/55/ED55-29c1.pdf*)

A-11. ARMY IN EUROPE (AE) AND USAREUR PUBLICATIONS AND POLICY LETTERS

AE Regulation 55-4, Safe Movement of Hazardous Goods by Surface Modes

AE Regulation 95-1, General Provisions and Flight Regulations for Army Aviation

AE Regulation 190-13, Army in Europe Physical Security Program

AE Regulation 350-10, Allied and USAREUR Major Training Areas

AE Regulation 350-40, Expert Field Medical Badge Testing

AE Regulation 380-40, Safeguarding and Controlling Communications Security Material

AE Regulation 385-4, Tactical Overwater Operations

AE Regulation 525-1-1, Immediate Ready Force (IRF) Procedures

AE Regulation 525-13, Antiterrorism

AE Regulation 525-50, Arms Control Compliance

AE Regulation 600-8-3, Army in Europe Postal Operations Manual

AE Regulation 600-8-8, Military and Civilian Sponsorship

AE Regulation 600-8-101, USAREUR Soldier Readiness Program

AE Regulation 600-8-108, Rear Detachment Command

AE Regulation 600-55, Driver- and Operator-Standardization Program

AE Regulation 608-2, Family Readiness System

AE Regulation 612-1, Community Central In- and Outprocessing

AE Pamphlet 25-25, Army in Europe Information Technology Users Guide

AE Pamphlet 190-34, Drivers Handbook and Examination Manual for Germany

AE Pamphlet 350-100, Convoy Operations and Convoy Live-Fire Program

AE Pamphlet 350-205, Army in Europe Institutional Training

AE Pamphlet 380-40, Communications Security Custodian Guide

AE Pamphlet 385-15, Leader's Operational Accident-Prevention Guide

AE Pamphlet 385-15-5, Leaders Guide to Accident Prevention in Physical Training Running Formations

AE Pamphlet 690-47-1, Civilian Deployment Handbook

USAREUR Regulation 27-8, Law of War Program

USAREUR Regulation 350-1-2, Policy, Procedures, and Responsibilities for Combined Arms Training Center Courses of Instruction

USAREUR Regulation 350-3, USAREUR Tactical Intelligence Readiness Training (REDTRAIN) Program

USAREUR Regulation 350-22, Maneuver and Field Training Exercise Rights in Germany

USAREUR Regulation 350-50, Combat Maneuver Training Center

USAREUR Regulation 350-220, Home Station Training Support

USAREUR Regulation 385-10, Implementation of Hazard Communication Standard

USAREUR Regulation 385-14, Safety and Occupational Health Interface Program

USAREUR Regulation 385-55, Prevention of Motor Vehicle Accidents

USAREUR Regulation 525-27, Noncombatant Evacuation Operations (NEO)

USAREUR Regulation 690-6, Civilian Mobilization and Contingency Operations Planning and Execution

USAREUR Regulation 700-130, Training Ammunition Management

Army in Europe Command Policy Letter 3, Safety

Army in Europe Command Policy Letter 4, Information Assurance

Army in Europe Command Policy Letter 5, USAREUR Officer (Army Competitive Category) and Noncommissioned Officer Professional Development

Army in Europe Command Policy Letter 7, Sergeants Time Training

Army in Europe Command Policy Letter 8, Physical Fitness Programs

Army in Europe Command Policy Letter 10, Soldier and Family Time

Army in Europe Command Policy Letter 12, Army Family Team Building

Army in Europe Command Policy Letter 13, Sponsorship and Inprocessing

Army in Europe Command Policy Letter 14, Company Commander/First Sergeant Course

Army in Europe Command Policy Letter 19, Equal Employment Opportunity

Army in Europe Command Policy Letter 21, Counseling, Coaching, and Mentoring

Army in Europe Command Policy Letter 22, USAREUR Pre-Command Course

Army in Europe Command Policy Letter 23, Antiterrorism/Force Protection

Army in Europe Command Policy Letter 25, Civilian Employee and Leader Development

Army in Europe Command Policy Letter 26, Processing Equal Opportunity Complaints

Army in Europe Command Policy Letter 27, Equal Opportunity

Army in Europe Command Policy Letter 28, Suicide Prevention

Army in Europe Command Policy Letter 29, Prevention of Sexual Harassment

Army in Europe Command Policy Letter 30, Rear Detachment Commanders Course

Army in Europe Command Policy Letter 31, Victim/Witness Assistance Program

Army in Europe Command Policy Letter 35, Family Advocacy Program

A-12. MISCELLANEOUS

Army Training Requirements and Resourcing System
(*http://www.atrrs.army.mil*)

Center for Army Leadership
(*http://www-cgsc.army.mil/cal*)

Center for Army Lessons Learned
(*http://call.army.mil*)

Civilian Human Resources Agency, Europe Region
(*http://www.chra.eur.army.mil/*)

Combined Arms Training Center
(*https://trms.7atc.army.mil/tngspt/catc/default.asp* (requires an AKO password to access))

Combat Maneuver Training Center
(*http://www.cmtc.7atc.army.mil*)

Digital Training Management System
(*https://dtms.army.mil/*)

General Dennis J. Reimer Training and Doctrine Digital Library
(*http://atiam.train.army.mil/soldierPortal/appmanager/soldier/start?_nfpb=true&_pageLabel=rdlservicespage&rdlService_1_actionOverride=%2Fportlets%2FrdlService%2Fbegin&_windowLabel=rdlService_1*)

Integrated Training Area Management Mapper
(*https://itam.7atc.army.mil*)

Maneuver Area Coordination Centers (Map)
(*http://www.vcorps.army.mil/g5/maneuver/macc/maccs.htm*)

Maneuver Management
(*http://www.vcorps.army.mil/g5/maneuver*)

Officer Evaluation Reporting System
(*https://www.hrc.army.mil/site/active/tagd/oers/oers2.htm*)

Seventh Army Training Command
(*http://www.hqjmtc.army.mil/*)

Sexual Assault Prevention and Response Program
(*http://www.per.hqusareur.army.mil/sexualassault/*)

Training Resource Management System
(*https://trms.7atc.army.mil* (requires an AKO password to access))

United States Army Combat Readiness University
(*https://safetylms.army.mil/librix/loginhtml2.asp?v=usasc*)

United States Army Military Police Corps
(*http://www.wood.army.mil/usamps*)

United States Army Physical Fitness School
(*https://www.infantry.army.mil/usapfs/index.htm*)

United States Army Publishing Agency Directorate
(*http://www.usapa.army.mil/*)

United States Army Records Management and Declassification Agency
(*http://www.rmda.belvoir.army.mil*)

United States Army Sergeants Major Academy
(*https://www.bliss.army.mil/usasma/*)

United States Army Training and Doctrine Command Pamphlet 525-73, Concept for Nonlethal Capabilities in Army Operations
(*http://www.fas.org/irp/doddir/army/p525-73.htm*)

United States Army Training Support Center
(*http://www.atsc.army.mil*)

USAREUR Automation Training Program (UATP)
(*https://www.uatp.hqusareur.army.mil*)

Warrior Preparation Center
(*http://www.usafe.af.mil/direct/wpc*)

Civilian Personnel Directorate
(*http://www.per.hqusareur.army.mil/cpd/*)

SECTION II
FORMS

DA Form 2028, Recommended Changes to Publications and Blank Forms

AE Form 350-1A, United States Army in Europe Certificate of Completion

APPENDIX B
RESERVE COMPONENT TRAINING PROGRAMS

B-1. GENERAL

a. The goal of Reserve Component (RC) integration is to produce RC units and individuals ready to mobilize, deploy, fight, and win in support of the U.S. Army's requirements and missions. Proper and effective RC program management is required to meet this goal and to support the high operating tempo (OPTEMPO) and personnel tempo (PERSTEMPO) in the European theater.

b. Integrating the RC into USAREUR missions meets the spirit of the Total Force policy of the Secretary of Defense and the Chief of Staff of the Army. The capabilities and strengths of the RC are force multipliers that help USAREUR meet its training standards and forge a sound relationship between training and mission support. Commanders at all levels will consider using RC augmentation whenever possible to support or replace key components when training or providing mission support.

c. The leaders of the sponsoring active-component unit will determine if RC units and Soldiers are required to participate in Sergeants Time Training (para 3-2b). When planning for this training, leaders will be sensitive to RC timelines and ensure coordination for RC integration is made in a timely manner.

d. All RC mission-essential task lists (METLs) will be integrated across the spectrum of contingency operations, mission support, and mission sustainment.

B-2. RESPONSIBILITIES
Senior RC advisers (the CG, 7th Army Reserve Command; the Senior Army National Guard Adviser, USAREUR; and the Chief, Army Reserve Division, Office of the Deputy Chief of Staff, G3, HQ USAREUR/7A)—

a. Are responsible for the coordination and oversight of all Army RC training programs in the Army in Europe.

b. Will provide scheduling, funding, and integration information to their POCs.

NOTE: Each major subordinate command in the Army in Europe has an RC operations staff that performs functions similar to those of the senior RC advisers at HQ USAREUR/7A level.

B-3. OVERSEAS MISSION SUPPORT AND OVERSEAS DEPLOYMENT TRAINING
Overseas mission support (OMS) and overseas deployment training (ODT) programs provide the largest Reserve force multiplier in the European theater. OMS and ODT program management must be conducted according to AR 350-9. Units deployed in an OMS or ODT status require doctrinally correct training scenarios and proper evaluation.

APPENDIX C
GLOBAL WAR ON TERRORISM TRAINING CATEGORIES

C-1. GENERAL
Commanders must schedule and develop training events that balance the requirements of training priorities. All training events, regardless of type, must be designed and structured to maximize the training benefit for the Soldiers and units involved.

C-2. TRAINING CATEGORIES

a. The Global War on Terrorism (GWOT) training categories in table C-1 help commanders preparing for deployment to 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.

b. After identifying applicable categories, commanders will refer to annex T of the USAREUR GWOT Operation Order for the tasks linked to the categories. Commanders are strongly encouraged to train on additional tasks they may be required to execute as determined by their mission analysis.

Table C-1 Training Categories	
Aeromedical Procedures	Integrating Joint Fires and the Enlisted Terminal Attack Controller (ETAC)
Air Assault and Air Mobility Operations	Intelligence/Link Analysis
Aviation Operations	Interagency Operations
Bilateral Exercise and Negotiations Training	Internment and Resettlement Operations According to the LOAC
Combined Arms Combat Operations in Urban Areas	Language Familiarity and Interpreter Training
Conducting Operations in Desert Environments	LOAC and Rules of Engagement (ROE)
Conducting Precombat Checks and Precombat Inspections	Media Relations
Convoy Operations	Mine, Improvised Explosive Device (IED), and Unexploded Ordnance (UXO) Training
Counterguerrilla Operations	Multinational Operations
Cultural Awareness Training	Nonlethal Weapons
Employing Demolitions	Patrolling Techniques
Employing Operations Security (OPSEC) and Communications Security (COMSEC)	Preventing Hot- and Cold-Weather Injuries
Evacuating Damaged Equipment	Psychological Operations
Executing Base Camp Defense, Fixed Point Security, and Force Protection Operations	Reacting to Contact
Field Sanitation Operations	Route Security and Clearance
Handling Detainees According to the Law of Armed Conflict (LOAC)	Search and Attack Operations
Information Operations	Sexual Assault and Harassment Prevention
Integrating Air-Ground Operations	Weapons Training
Integrating Civil-Affairs Operations	

APPENDIX D
DEPARTMENT OF THE ARMY CIVILIAN TRAINING AND EDUCATION

D-1. GENERAL
U.S. civilian employees have an important role in U.S. military operations. They perform critical duties in every functional area of combat support and combat service support. Civilians serve alongside deployed uniformed personnel and provide the critical skills necessary to maximize the fighting capability of the combatant Soldier and increase mission success during the Global War on Terrorism. It is DA policy that U.S. civilian employees support the military in carrying out its missions.

D-2. INDIVIDUAL DEVELOPMENT PLANS
Commanders and managers will ensure that the professional development of civilian employees is an integral part of daily management practices. To do this successfully, supervisors and managers must be familiar with the civilian training cycle and recognize their responsibility to establish individual development plans (AR 690-400) for subordinate staff.

    a. Organizational Training. Organizational training needs are prescribed by law, executive orders, Federal regulations, DOD policy, and HQDA policy, and are based on the missions unique to the major Army command or installation. Organizational training needs support the mission, goals, and objectives and are generally those with a "long-term return" on the training investment; they assess future developmental needs in required areas of competency (for example, progressive leadership development training).

    b. Occupational Training. Occupational training needs are determined by functional chief representatives. The Army Civilian Training, Education, and Development System (ACTEDS) (AR 690-950) defines learning objectives, development activities, functional training, and education requirements for specific career programs. The training plans provide specific educational and training objectives for intern- to manager-level positions.

    c. Individual Training. Individual training needs are identified by employees, supervisors, and managers and include training that is needed to perform assigned or planned duties.

APPENDIX E
AVIATION TRAINING

E-1. PURPOSE
This appendix supplements the guidance in Training Circular (TC) 1-210, aircrew training manuals (ATMs), and Army Training Management System publications, particularly AR 350-1, FM 7-0, FM 7-1, and AE Regulation 95-1. This appendix will be used with these publications to develop unit, aircrew, and individual training programs. Individuals responsible for developing training programs must have a working knowledge of these publications.

E-2. WAIVERS
Waivers to ATM requirements or requirements prescribed by this regulation are discouraged. Waivers may be approved only for specific periods and only for circumstances beyond individual or unit control. Waivers needed because of resource constraints such as inadequate facilities or training areas constitute a requirement for improving local conditions, stationing changes, or force-structure changes.

E-3. AVIATION TRAINING IN THE EUROPEAN THEATER

a. According to AE Regulation 95-1, aviation training progresses from individual skill development, through collective training for crews and sections, to training for companies, battalions, and brigades. Training for all units (company through brigade) must culminate in an external evaluation (EXEVAL). All aviation battalions and below will participate in a Combat Training Center (CTC) rotation within 180 days before deploying in support of the Global War on Terrorism (GWOT). Brigades should participate in a Battle Command Training Program exercise within 180 days before deployment.

b. The Combined Arms Training Strategy (CATS) published by the United States Army Training and Doctrine Command is a training resource and guide that commanders use to execute company- and battalion-level training. The CATS does not limit the unit by making it comply with an exact iteration at a specified time or place, but allows lateral adjustments when needed to compensate for the limited availability of opposing forces; observer/controllers (O/Cs); training aids, devices, and simulators (TADS); and training areas.

c. Commanders are responsible for determining training frequencies based on an assessment of the unit mission-essential task list (METL) and the unit's strengths and weaknesses. AE Regulation 350-10 provides procedures for scheduling the use of foreign ranges to support training. The limited maneuver space and the NATO Status of Forces Agreement require commanders to be innovative in accomplishing this demanding training in a restrictive environment.

d. Aviation units will train as part of the combined-arms team with a continuous emphasis on air-ground integration. To enable this training, aviation battalions must seek training opportunities with brigades whenever possible. In addition, all aviation training exercises must include a ground component to practice the synchronization of operations and to ensure aviation operations complement ground operations and to prevent fratricide.

e. In accordance with Aviation Safety Directive/Guidance issued by the Vice Chief of Staff of the Army (VCSA) in January 2005 (*http://www.armytimes.com/story.php?f=1-292925-589474.php*), commanders will ensure that junior aviators continue to build the requisite flight experience for tactical and technical expertise. As a goal, battalion commanders must require their company commanders to achieve pilot-in-command (PC) status before they deploy into combat, and should ensure platoon leaders achieve 500 flight hours before moving to a staff position.

f. Units will conduct deployment training at least once a year. This training will concentrate on strategic, theater-airlift training.

g. Table E-1 provides aviation training requirements and prescribing directives.

E-4. AVIATION TRAINING GOALS
USAREUR aviation training goals are as follows:

a. Develop and sustain combat-ready aviation units capable of executing their wartime and peacetime missions.

b. Increase multiechelon and combined-arms training, with emphasis on air-ground integration.

c. Maximize the use of simulation.

d. Maximize required flight training during service missions.

e. Lower aviation-mishap rates.

Table E-1 Aviation Training Requirements		
Frequency	Subject Area	Reference
Semiannually	Aviation weather briefing	AE Regulation 95-1
Annually	Accident reporting	AR 385-40
	ASE	AR 95-1
	Aircrew coordination	TC 1-210
	Aviation life-support equipment	AR 95-1 and FM 3-04.508
	Code of Conduct, SERE	AR 350-1 and AE Regulation 350-1
	Environmental (desert, mountain, overwater before deployment, snow and cold-weather operations, water safety)	AR 350-1, TC 1-210, TC 21-21, AE Regulation 350-1, and AE Regulation 385-4
	ERFS operations (if applicable)	SOF messages
	Fratricide	TC 1-210
	Hazard communication	29 CFR 1910.1200(h)
	Hazard reporting	AR 385-95
	Nuclear, biological, and chemical (NBC)	AR 350-1
	Composite risk management	TC 1-210
	Threats, electronic warfare, mode IV, identification friend or foe (IFF)	AR 95-1
Every 3 years or less (When personnel turnover is high, a 2-year cycle is recommended.)	Aeromedical (altitude physiology, health maintenance, illusions in flight, night vision, noise in aviation, protective equipment, spatial disorientation, stress and fatigue, toxic hazards in aviation)	FM 3-04.301

E-5. AVIATION TRAINING PRIORITIES
In addition to the training requirements prescribed by AR 95-1, TC 1-210, and individual aircraft ATMs (for example, emergency procedures, aircrew coordination, individual and crew flight tasks), USAREUR aviation training priorities are as follows:

    a. Mission set training.

    b. Helicopter gunnery.

    c. Survival, evasion, resistance, and escape (SERE) training.

    d. Aircraft survivability equipment (ASE) training.

E-6. STANDING OPERATING PROCEDURES
Written training standing operating procedures (SOPs) are the backbone of a unit's internal standardization. Unit training SOPs must include as a minimum the training requirements specified in AR 95-1, AR 385-95, TC 1-210, and AE Regulation 95-1; and specific areas as determined by the commander as required to meet unit missions.

E-7. TACTICAL FLIGHT TRAINING REQUIREMENTS
Tactical skills provide the basis for a unit's all-weather, around-the-clock combat capability. During this era of the GWOT, tactical flying and crew coordination are vital. Daylight nap of the earth (NOE) flying, high-altitude flying, and encountering dust and obscurants en route or during takeoffs and landings all add significant hazards to flight profiles. Aviation unit commanders will determine the tactical training requirements as a part of the METL-development process and include them in individual aircrew training programs and the unit-training plan.

E-8. PERIODIC ACADEMIC TRAINING AND BRIEFING REQUIREMENTS
In accordance with the VCSA Aviation Safety Directive/Guidance, aviation battalion commanders will hold weekly pilot briefings. These briefings are considered officer training (para 3-2c). The topics will facilitate and feed into tactical and technical individual and collective training.

E-9. SPECIAL TRAINING

Special emphasis should be placed on night operations, high-altitude and high-gross-weight operations, NOE flying, and operations under limited visibility or poor weather conditions.

a. Extended Range Fuel System (ERFS) Operations. The use of ERFSs will be restricted to self-deployment (ferrying) missions and noncombat Aircrew Training Program training for AH-64s. UH-60 distinguished visitor, medical evacuation, cross-country, and self-deployment (ferrying) flights using the ERFS must be conducted according to safety of flight (SOF) messages and the Army ERFS policy.

b. Back-Up Control System (BUCS) Training. AH-64 commanders with BUCS-equipped aircraft will establish a BUCS training program. This will include annual academic training and flight to ensure all aviators are familiar with operating characteristics and limits of the BUCS.

c. High-Gross-Weight and High-Altitude Operations. Aviation commanders will include high-gross-weight and high-altitude operations in the unit-training plan. As a minimum, this should be included as a special-mission task during readiness-level progression and trained within 180 days before deployment in conjunction with other predeployment training.

d. NOE Procedures. NOE is the preferred flight profile for tactical helicopter units. NOE procedures will be completed in accordance with the appropriate aircraft ATM and local flying SOPs. NOE procedures should be used wherever and whenever appropriate.

e. Night Training.

(1) General. Commanders should conduct as much night training as possible in consideration of seasonal and current night-flying conditions.

(2) Apache Night Vision Goggles (NVG) Training. AH-64 unit commanders are encouraged to establish an NVG training program for all assigned copilot gunners and dual-seat aviators. As a minimum, commanders will qualify a cadre of instructor pilots to allow unit training on NVG according to operational mission requirements. Designated AH-64-qualified aviators will maintain NVG currency according to TC 1-210 and TC 1-214.

f. Fixed-Wing Aviators. Aviators of fixed-wing aircraft will attend an aircraft-compatible, flight-simulator refresher-training course at least every 18 months.

g. Air Traffic Services (ATS).

(1) General. ATS assets are a combat multiplier and essential to the aviation task force. Commanders should integrate tactical ATS force packages into aviation tactical collective training to develop working relationships and give controllers as much tactical experience as possible. Commanders will ensure that aircrews support fixed-base training and currency requirements by maximizing the use of ground controlled approach (GCA) and precision-approach radar at airfields.

(2) GCA Radar Requirements. According to United States Army Aviation Center Address Indicating Group (AIG) Message 93-18, rated GCA controllers must control 10 approaches each month to maintain currency in the facility. Five of these approaches may be simulated. Rated controllers may also count five approaches conducted while signed on with a trainee toward their currency requirements.

E-10. AVIATION COMBAT MANEUVER TRAINING CENTER (CMTC) ROTATIONS

a. Aviation battalions will participate in a CMTC rotation within 180 days before deployment in support of the GWOT. Aviation units will generally comply with the current deployment, exercise, and redeployment (DEXR) schedule, which includes 3 days to arrive, 5 days for an STX, 14 days for the exercise, and 3 days to redeploy. Modification of this DEXR cycle requires approval of the first colonel in the training unit's chain of command, in coordination with the CMTC Operations Group. Platoons will arrive with a "T" in platoon tasks as evaluated by the battalion commander. Units participating in a rotation will participate in the BCT's USAREUR Leader Training Program 90 days before beginning the rotation.

b. Training will focus heavily on air-ground integration during both the STX and force-on-force exercise according to the division aviation concept. During the STX, aviation platoons will execute missions in direct support of ground maneuver platoons with no staff interface requirements. Then, during the force-on-force exercise, the aviation battalion staff will plan and coordinate aviation support of ground maneuver operations.

c. Aviation battalions conducting CMTC rotations are required to adhere to air tasking orders (ATOs) with associated airspace control orders (ACOs) and special instructions (SPINS). Therefore, battalion commanders will verify all aircrews are trained on implementing ATO, ACO, and SPINS requirements before the STX.

d. CMTC rotations are not designed to include ATM flights. Therefore, units must request an exception to policy from the Senior Aviation Trainer (Falcon 07) to conduct ATM flights during the rotation.

e. The Grafenwöhr Training Area (GTA) and Hohenfels Training Area have STX opportunities for aviation companies and below. These areas have ample opportunities to train both day and night scenarios. Coordination must be done through the GTA Operations Aviation Branch, 7ATC (DSN 475-6912).

E-11. FLIGHT SIMULATOR TRAINING

a. Aviators who must meet AR 95-1 and ATM requirements should have first priority for the use of simulators, followed by those who must meet commander-directed requirements. All other aviators should have last priority.

b. The authorized staffing of simulator facilities is determined by support requirements. Aviation unit commanders will forecast training requirements each year and provide them to the simulator facility where training is to be conducted. Commanders will report for each fiscal quarter by the type of simulator, total flight hours needed, and projected dates for any weekend or evening support. Commanders of simulator facilities will use this information to develop command operating budgets. Commanders of aviation units will forecast travel and per diem requirements to support simulator training periods.

c. Simulator facilities will publish and distribute operating procedures and schedules to supported units. Units will coordinate actual simulator use. Once schedules are established, participating units will make every effort to ensure training periods are used. Simulator facilities should be notified of cancellations no later than 72 hours in advance.

d. Simulator operators will be an instrument evaluator (IE), instructor pilot (IP), maintenance test flight evaluator (ME), standardization instructor pilot, or unit trainer (AE Reg 95-1). Simulator facilities will develop a program of instruction (POI) to train unit personnel as operators. The POI will include standardization, currency, and refresher training criteria. All training will be documented and all operators will be evaluated annually. Simulator-operator training and evaluation records will be maintained at the simulator facility.

e. Installation standardization sections will regularly evaluate simulator training through announced and unannounced inspections.

f. The locations of simulator facilities in Germany are as follows:

(1) AH-64:

(a) Hanau.

(b) Illesheim.

(2) AH-64D: Illesheim.

(3) CH-47D: Mannheim.

(4) UH-1: Hanau.

(5) UH-60:

(a) Hanau.

(b) Illesheim.

APPENDIX F
TRAINING AND CERTIFICATION

F-1. GENERAL

a. Purpose. This appendix provides a single-source reference for all training and training-certification requirements in the Army in Europe. Commanders must prepare their units to accomplish their missions. The mandatory training frequency is not a distracter from mission-essential task list (METL)-based training. Instead, the established frequencies are based on the expected perishability of prescribed skill sets. Effective commanders find ways to integrate most of these training requirements into the normal training cycle while minimizing detraction from battle-focused training. For example, a commander may assess that training required to be done every 6 months may be completed by leaders at lower levels during the 6 months as opposed to the entire unit stopping all training to complete the requirement at one time. The commander is responsible for ensuring the unit receives effective training that enhances rather than detracts from METL proficiency.

b. Scope. This appendix includes all training, certification, and education requirements applicable to all units, agencies, and personnel in the Army in Europe. Staff proponents for Army in Europe publications that prescribe training requirements will ensure that these requirements are reported to the Deputy G3 for Training, USAREUR, for inclusion in this appendix. In addition, units that note training requirements not listed in this appendix will report discrepancies to the Directorate of Training, Headquarters, Seventh Army Training Command.

c. Organization. The tables are organized by echelon into the three following categories:

(1) Military Training: The instruction of personnel to improve their ability to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness.

(2) Certification/Inspection: To attest to meeting a standard, including qualification to perform certain duties.

(3) Military Education: The systematic instruction of individuals in subjects that will increase their knowledge of the science and art of war; the development of individuals according to Army goals, values, and directives.

d. Legend. The following describes terms and abbreviations used to define echelon, frequency, and training-requirement codes:

(1) Training Echelon.

(a) Duty: Partial unit training by duty-assignment program. Training conducted by selected personnel based on their duty.

(b) Inprocessing Training Center (ITC): Training conducted by inprocessing personnel at the servicing ITC.

(c) Leader: Leader training.

(d) Military Occupational Specialty (MOS): Partial unit training driven by the Soldier's MOS. Training for selected personnel based on their MOS.

(e) Unit: The complete unit. Training conducted for every unit, agency, and activity member.

(2) Training Frequency.

(a) A - Annual: Scheduled and conducted every year.

(b) S - Semiannual: Scheduled and conducted twice every year.

(c) Q - Quarterly: Scheduled and conducted once a quarter (four times a year).

(d) O - Other: Conducted before, during, or after a specified event or as determined by the commander's assessment of the need or after personnel turnover.

(3) Training Requirements Codes.

(a) C - Certification: Attend certification course, training, or both.

(b) H - Highlight and Awareness: Does not assume training in schools, but does require command emphasis.

(c) I - Integrated: Training that allows commanders flexibility to integrate events with related or other training. Integrated events are not intended as stand-alone training events.

(d) M - Mission: Periodic requirement for certain units depending on the unit METL.

(e) P - Program: Periodic requirements as part of a continuous or cyclical training program that includes periodic evaluation of proficiency (for example, physical fitness or weapons qualification).

(f) R - Refresher: Assumes that the Soldier has been trained to standard in schools, but requires occasional review to sustain a training level for all Soldiers.

(g) T - Time Sensitive: Training required within a reasonable period before an event or exercise.

F-2. MILITARY TRAINING REQUIREMENTS

Table F-1 lists all training requirements for units and Soldiers in the Army in Europe. The glossary defines abbreviations used in the table. The echelon identifies the level of training. The training requirements are grouped into tasks for units deploying to GWOT, tasks for units conducting capabilities-based (CB) training, or both. An *X* identifies the task as required. An asterisk identifies the task as not required, but commanders should have their units conduct this task at the recommended frequency. This table serves as a guide for commanders. They are responsible for determining training frequency and priorities based on their assessment of the combat readiness of their units. Where specific frequencies are listed, these are the minimum training requirements.

Table F-1 Consolidated Military Training Requirements							
Echelon	**Subject**	**GWOT**	**CB**	**Frequency**	**Reference**	**Applicability**	**Proponent**
Individual	Physical Fitness	X	X	S	AR 350-1	P. Record APFT.	G3
Individual	Combat-Zone Conditioning	X	*	O		I. Combat-zone conditioning will be integrated into training events.	G3
Individual	Foot Marches	*	*	Q/A	FM 21-18, FM 21-20	I, M, P. Units should conduct one 10-km march each quarter and one 20-km march each year.	G3
Individual	Water Survival	*	*	A/O	AR 350-1 TC 21-21, AE Reg 385-4	M. Units should conduct water-survival training each year and within 180 days before deployment. Units that have overwater operations as part of their METL will train as appropriate.	G1
Individual	Environmental Training	X	*	O	FM 21-20, chap 12	I. Units will integrate specific environmental conditions into training according to the environment in which they will operate.	G3
Individual	Combatives	X	*	O	AR 350-1, FM 3-25.150	I, P. Units should develop a program and integrate combatives into situational training exercises and collective training.	G3
Individual	Pugil Training	*	*	S	FM 3-25.150	I, P, R. Pugil training may complement bayonet training.	G3
Individual	Bayonet Training	X	*	S	FM 3-25.150	I, P, R. Bayonet training should be preceded by pugil training.	G3
Individual	Conditioning Obstacle Course	*	*	A	FM 21-20, chap 8	P. Training should develop Soldier physical and mental capacity on low-level obstacles.	G3
Individual	Sensory Deprivation	X	*	O		I. Training will prepare Soldiers to deal with heights, darkness, and similar conditions.	OCSURG
Individual	Combat Stress	*	*	S	FM 6-22.5	I, P. Units should give instruction on the indicators and mitigation of combat stress, and integrate scenarios into tactical training.	OCSURG

Table F-1
Consolidated Military Training Requirements

Echelon	Subject	GWOT	CB	Frequency	Reference	Applicability	Proponent
Individual	Weapon Skills	X	X	A/S	AR 350-1, DA Pam 350-38, FM 3-22.9	P. Units will conduct training on critical weapons skills.	G3
Individual	Nonlethal Weapons Qualification	X	*	S	FM 3-22.40	Qualified instructors will conduct training on shields and batons, and give instruction on tasers.	G3
Individual	Additional Individual Weapons	*	*	O		I. All units should be trained on all weapons such as hand grenades, claymores, and AT weapons.	G3
Individual	Secondary Weapons	*	*	O		I. All Soldiers should be familiarized on crew-served weapons in the unit.	G3
Individual	Non-U.S. Weapons	*	*	O		I, M. Units should conduct familiarization training 180 days before deployment with hands-on training during the RIP and TOA process inside the AOR.	G3
Individual	CLS	X	X	A	AR 350-1	Every vehicle crew and squad will have at least one CLS with a CLS bag. CLSs will recertify annually.	TSG
Individual	Communications	X	X	O	STP 7-11B1-SM-TG	All Soldiers will be able to place a SINCGARS radio into operation in both the single channel and frequency hop modes.	G3
Individual	Navigation	X	*	Q/O	FM 3-25.26	I, P. All Soldiers should be able to navigate mounted and dismounted with and without a GPS.	G3
Individual	Mine/IED Awareness	X	*	O	DA Pam 350-38, JIEDDTF	P. Commanders must institutionalize IED training. The JIEDDTF provides up-to-date information (*https://call2. army.mil/focus/ied_tf/index.asp*).	ODCSENGR
Individual	Drivers Training	X	X	O	AR 385-55, AR 600-55, AE Reg 600-55	I, P. Units must ensure that vehicle operators are properly trained and licensed. Rollover drills, fire and water evacuation, seatbelt use, and PMCS must be integrated in all training events.	G3
Individual	SERE Level B Training	X	X	O	DODI 1300.21	Required for all Soldiers on arrival in the Army in Europe. Additional Level C training is required for Soldiers at high risk (LRSUs, aviators, and flight crews).	G3
Individual	Code of Conduct	X	X	O	AR 350-1, AR 350-30	I, M. Level B training will be conducted for individuals vulnerable to exploitation.	G3
Individual	Common Task Test	X	X	A	AR 350-1	Units will complete annual CTT requirements.	DA
Individual	Composite Risk Management	X	X	O	AR 385-10, FM 100-14	T, I, H. Units will conduct composite risk management before all training and exercises, and during missions if mission conditions change.	G1
Individual	Cultural Awareness	X	*	O		P. Deployable combat units will execute training within 180 days before deployment.	G2
Individual	AT/FP	X	X	O	DODD 2000.12, AR 350-1, AE Reg 525-13	P, M, T, I, H, R. High-risk personnel or billet will receive training before performing force protection security duties.	G3
Individual	Operational Security	X	X	O	AR 350-1	I.	G3
Individual	SAEDA	X	X	A	AR 350-1, AR 381-12	I. May be done with force protection training.	G2
Individual	Standards of Conduct in Armed Conflict	X	X	A	AR 350-1	I. Training will be conducted in accordance with table 3-2.	TJAG/OJA
Individual	EO	X	X	Q	AR 600-20	P, H, R. As a minimum, commanders will conduct POSH training for two quarters (for example, 1st and 3d quarters) and EO training for two quarters (for example, 2d and 4th quarters).	G1

Table F-1
Consolidated Military Training Requirements

Echelon	Subject	GWOT	CB	Frequency	Reference	Applicability	Proponent
Individual	POSH	X	X	Q	AR 600-20	P, H, R. As a minimum, commanders will conduct POSH training for two quarters (for example, 1st and 3d quarters) and EO training for two quarters (for example, 2d and 4th quarters).	G1
Individual	Sexual Assault Prevention and Response	X	X	A	AR 600-20	P, H. Training will be conducted semiannually, before and during deployment, and during reintegration training.	G1
Individual	CO2	X	X	Q	AR 600-20	P, H, R. Commanders will incorporate CO2 training into quarterly EO and POSH training.	G1
Individual	Army Core Values	X	X	O	VOCO CSA	P.	G1
Leaders	Leadership Training	*	*	O	AR 350-1, AR 600-100, AE Reg 350-1	I, P. Training should include attendance at selected schools in the Army in Europe, OPD, NCODP, and CPD courses.	G1
Leaders	Sponsorship	X	X	A/O	AR 600-8-8, AE Reg 600-8-8 AE Command Policy Letter 13	ACS conducts training for sponsors. Training for sponsors by ACS and S-Gate must be completed annually unless otherwise required by the commander due to turnover.	G1
Small Unit	LFX	X	X	S/O	Appropriate gunnery manual	P. Small units will execute tactical LFXs at least twice a year.	G3
Small Unit	Convoy Live Fire	X	X	A/O	AE Pam 350-100, Convoy Live-Fire DVD	P, M. Units will conduct convoy LFXs annually and within 180 days before deployment.	G3
Company	FTX and LFX	X	X	A	Appropriate gunnery manual	I, P, M. Units will conduct LFXs at least annually during home-station training or during any 7ATC event.	G3
Company	NBC Defense Training	X	X	O	AR 350-1, FM 3-3, FM 3-3-1, FM 3-11	I. NBC training will be integrated into training events and exercises to achieve and maintain the standards for NBC defense tasks.	G3
Company	Arms, Ammunition, and Explosives Security	X	X	O	AR 190-11, AR 385-10, AR 385-64, AE Reg 190-13	M, I, P. Units will initiate a training program on AA&E security.	OPM
Company	Deployment Readiness	X	X	O	AE Reg 600-8-101	Units will review Soldier readiness folders and update the eMILPO database as necessary.	G1
Company	Heat/Cold Weather Training	X	X	A	AR 40-5, AR 350-1	I.	TSG/ OCSURG
Company	Hearing Protection, Respiratory Protection, PPE	X	X	O	AR 11-34, AR 40-5, AR 350-1	I.	TSG/ OCSURG
Company	Explosives Safety	X	X	A	AR 385-64	I, H.	G1
Company	Depleted Uranium Awareness	X	X	A	STP 21-1-SMCT	M. Units will give training on how to respond to depleted uranium (031-503-1017) once a year.	G3
Company	Financial and Relocation Readiness	X	X	O	AR 608-1, AR 614-6, AR 614-30	Units will review Soldier readiness with each Soldier and update the CIS.	G1
Company	Prevention of Motor Vehicular Accidents	X	X	O	AR 385-55	I. Prevention of Motor Vehicular Accidents must be stressed by all leaders and is mandatory, as a minimum, during weekend safety briefings.	G1/IMA-E
Company	Preventive Measures Against Disease and Injury	X	X	O	AR 40-5	I. All leaders must emphasize preventive measures against disease and injury as a minimum during safety briefings before long weekends.	TSG/ OCSURG
Company	Substance Abuse and Risk Reduction	X	X	O	AR 600-85	I. All leaders must emphasize substance abuse and risk reduction as a minimum during safety briefings before long weekends.	G1

Table F-1
Consolidated Military Training Requirements

Echelon	Subject	GWOT	CB	Frequency	Reference	Applicability	Proponent
Battalion	CTC	X	X	O		P. Units will conduct a CTC rotation within 180 days before deployment.	G3
Battalion	CPX	*	*	S/O	Unit SOP	P. Units should conduct a CPX twice a year and within 180 days before deployment.	G3
Battalion	Deployment Readiness	X	X	S	AE Reg 600-8-101	Units will schedule and conduct PDP.	G1
Battalion	Deployment Readiness	X	X	Q		Units will verify that the UMD (AUEL) is current or update it.	G3
Battalion	Deployment Readiness	X	X	A		The UMC validates and approves unit movement plans.	G3
Battalion	Army Safety Program	X	X	O	AR 350-1, AR 385-10	I, H.	G1
Battalion	Arms Control Compliance Training	X	X	A	DODD 2060.1, AE Reg 525-50	USAGs will conduct an annual evaluation for each Conventional Forces, Europe, object of verification.	G3
Battalion	HAZCOM	X	X	O	USAREUR Reg 385-10	All personnel will receive HAZCOM training.	G1
Battalion	Family Advocacy/Family Abuse Prevention	X	X	O	AR 350-1, AR 608-99, AE Reg 608-2, AE Command Policy Letter 35	P, I, H. The commander must attend a Family Advocacy Program briefing provided by ACS within 45 days after assuming command. Soldiers will receive education each year from ACS on the family dynamics of spouse and child abuse, the availability of prevention and treatment services, and the Army's policy on family violence.	G1
Battalion	Army Policy on Homosexual Conduct	X	X	O	AR 600-20	P, I, H.	G1
Battalion	Employment and Reemployment Rights	X	X	O	DODI 1205.12, AR 350-21	P. All Soldiers will receive awareness training on their employment and reemployment rights before reenlistment and before release from active duty or separation.	G1
Battalion	Fraternization	X	X	O	AR 600-20	P, R.	G1
Battalion	Suicide Risk Awareness Training	X	X	O	AR 600-63	P, H. AR 600-63, paragraph 5-5, provides specific requirements.	G1
Battalion	Health Benefits Awareness	X	X	O	AR 40-3, AR 350-1	I. Soldiers will receive training on health benefits before they make a PCS.	TSG/OCSURG
Unit	Intelligence Oversight	X	X	A	AR 381-10	P, H. Training is required for all personnel, regardless of MOS, who are assigned to an intelligence organization or working in an S2, G2, or J2 staff section.	G2
MOS	REDTRAIN	X	X	O	AR 350-1, AR 350-3, USAREUR Reg 350-3	Training will be conducted according to the unit commander's program.	G2
Duty	Military Justice Course B	X	X	O	AR 27-10, AR 350-1	I. AR 27-10 provides more derails on timing and requirements.	TJAG/OJA
Duty	Public Affairs Program	X	X	O	AR 350-1, AR 360-1	I.	OCPA
ITC	Alcohol and Drug Abuse Program			O	AR 350-1, AR 600-85	Training will be completed during inprocessing.	G1
ITC	Equal Opportunity and Sexual Assault Prevention and Response			O	AR 350-1, AR 600-20, AE Command Policy Letters 19, 26, 27, and 29	Training will be completed during inprocessing.	G1
ITC	Safety			O	AR 350-1, AR 385-10, AE Command Policy Letter 3	Training will be completed during inprocessing.	G1
ITC	Army Family Team Building			O	AE Command Policy Letter 12	Training will be completed during inprocessing.	G1
ITC	USAREUR Command Briefing			O		Training will be completed during inprocessing.	G3

Table F-1
Consolidated Military Training Requirements

Echelon	Subject	GWOT	CB	Frequency	Reference	Applicability	Proponent
ITC	Education Services and Programs			O	AR 621-5	Training will be completed during inprocessing.	G1
ITC	SAEDA			O	AR 381-12	Training will be completed during inprocessing.	G2
ITC	OPSEC			O	AR 530-1	Training will be completed during inprocessing.	G3
ITC	NEO			O	USAREUR Reg 525-27	Training will be completed during inprocessing.	G3
ITC	AT/FP			O	DODI 2000.16, AE Command Policy Letter 23	Training will be completed during inprocessing.	G3
ITC	Drivers Training			O	AE Pam 190-34	Training will be completed during inprocessing.	G4

F-3. MANDATORY CERTIFICATION/INSPECTION REQUIREMENTS

Table F-2 lists all training-certification requirements for units and Soldiers in the Army in Europe. The references listed next to each course provide course certification requirements. Before Soldiers are placed in the positions listed, they are required to pass the certification training required for the position. DA civilian and local national employees who perform these functions must meet the same certification requirements prescribed by the applicable reference. The training proponent conducts the courses and is the POC.

Table F-2
Consolidated Certification Requirements

Echelon	Required Personnel	Position	Course Title or Training	Reference	Training Proponent
USAG	1	Casualty area officer	1st PERSCOM Casualty Course	AR 600-8-1	G1
USAG	2	Casualty notification officer/NCO	1st PERSCOM Casualty Course	AR 600-8-1	G1
Brigade	1	Brigade safety officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, AE Command Policy Letter 3	CATC
Brigade/USAG; Battalion/USAG	As required	Commanders and CSMs	USAREUR Pre-Command Course (CA 65)	AE Reg 350-1	CATC
Brigade/Battalion	As required	Battle staff NCO	Battle Staff NCO Course	United States Army Sergeants Major Academy website (*https://www.bliss.army.mil/usasma/*)	CATC/USASMA
Battalion	As required	First sergeant	First Sergeants Course	United States Army Sergeants Major Academy website (*https://www.bliss.army.mil/usasma/*)	CATC/USASMA
Battalion	As required	Range safety officer/NCO	Range Safety Officer/NCO Course	AR 385-63, GTA SOP 1	GTA
Battalion	1	Battalion safety officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, AE Command Policy Letter 3	CATC
Battalion/Company	As required	Hazardous cargo driver	Hazardous Materials Driver Course (HAZ 11) (to obtain *ADR* certification)	AE Reg 55-4	CATC
Battalion	1	Dangerous goods adviser	HAZ 15/16	AE Reg 55-4	CATC
Battalion		Postal supervisor	Postal supervisor training	AE Reg 600-8-3	
Battalion	1	Sponsorship leader	(ACS conducts training for sponsorship leaders.)	AR 600-8-8, AE Reg 600-8-8	ACS
Battalion		Unit postal officer	Unit postal officer training	AE Reg 600-8-3	
Battalion	As required	91W medic	Med 104, 91W Sustainment	AR 40-68	CATC
Brigade/Battalion	As required	Bde/bn commanders and command sergeants major	USAREUR Pre-Command Course (CA 65)	AE Reg 350-1	CATC
Battalion	1	Force protection officer	Level II AT/FP Training	AE Reg 525-13	CATC
Battalion	As required	Rear detachment commander	Rear Detachment Commanders Course	AE Reg 600-8-108, AE Command Policy Letter 30	CATC
Battalion	As required	Battalion maintenance TAMMS/PLL clerk	ULLS-G Operations Course (LOG 76)	AR 710-2, DA Pam 750-8	CATC
Battalion		Battalion maintenance TMDE coordinator	TMDE	AR 750-43	

Table F-2
Consolidated Certification Requirements

Echelon	Required Personnel	Position	Course Title or Training	Reference	Training Proponent
Battalion	As required	Battalion motor officer	STAMIS Orientation Course (LOG 75)	DA Pam 750-8	CATC
Battalion	As required	Battalion motor sergeant	STAMIS Orientation Course (LOG 75)	DA Pam 750-8	CATC
Battalion	2	Battalion unit movement NCO	Unit Movement Officer Course (UMO 151)		CATC
Battalion	1	Intermediate command unit movement officer	Unit Movement Officer Course (UMO 151)		CATC
Company	1	Small arms master marksman	Small Arms Master Marksman Course	AE Reg 350-1	Sabot Academy
Company	As required	Company commanders and first sergeants	Company Commander/1SG Course (CCFS 25)	AE Command Policy Letter 14	CATC
Company	1	CFC coordinator	CFC coordinator training	AR 600-29	CATC
Company	As required	CFC keyworker	CFC keyworkers training	AR 600-29	
Company	3	CBRND NCO/officer/alternate	CBRND Course (80 hours)	AR 350-1	CATC
Company	1	Company safety officer/NCO	Safety Officer/NCO Course (SOC 40)	AR 385-10, AE Command Policy Letter 3	CATC
Company	1	Equal opportunity leader	Equal Opportunity Leader Course (EOL 471)	AR 600-20	CATC
Company	1	Family readiness group leader	Family readiness group leader training	AE Reg 608-2	ACS
Company	1	Family readiness liaison	Family readiness liaison training	AE Reg 608-2	CATC
Company	As required	Military sponsor	ACS sponsorship training	AR 600-8-8	ACS
Company		Postal clerk	Postal clerk training	AE Reg 600-8-3	OPSD
Company	2	Unit mail clerk	Unit mail clerks training	AE Reg 600-8-3	OPSD
Company	As required	Unit postal clerk (without ASI)	Postal ASI training	AE Reg 600-8-3	OPSD
Company	1	Armorer/assistant armorer	Small Arms Maintenance for Unit Armorers Course (SAM 31)	AR 190-11	CATC
Company	2	Company AOAP monitor/assistant	AOAP training	AR 750-1	AOAP Lab
Company	2	Company maintenance TAMMS/PLL clerk	ULLS-G Operations Course (LOG 76)	DA Pam 750-8	CATC
Company	1	Company TMDE coordinator	TMDE training	AR 750-43	
Company	As required	Company executive officer	ULLS-G Operations Course (LOG 76)	DA Pam 750-8	CATC
Company	As required	Company motor sergeant/maintenance shop foreman	ULLS-G Operations Course (LOG 76)	DA Pam 750-8	CATC
Company	2	HAZMAT cargo certifier	Hazardous Materials (-2) Certification Courses (HAZ 12 and 15/16) (to obtain *ADR* certification)	TM 38-250, AE Reg 55-4	CATC
Company		Supply sergeant	Unit-Level Supply Course (LOG 73)	AR 710-2, DA Pam 710-2-1	CATC
Company	1	Supply officer	Unit-Level Supply Course (LOG 73)	AR 710-2, DA Pam 710-2-1	CATC
Company	As required	Tire mounting, demounting, and inflation personnel	Tire Maintenance and Training Course	AR 750-1, TM 9-2610-200-14	
Company	As required	Tire, track, and road wheel classifier	Tire, Track, and Road Wheel Classification Course	AR 750-1	
Company	2	Unit movement officer (SSG or above)	Unit Movement Officer Course (UMO 151)		CATC
Company	2	Unit movement officer (SSG or above)	Air Loader Planner Course (UMO 152)		CATC
Company	1	Force protection officer	AT/FP Level II Training	AE Reg 525-13	CATC
Individual	As required	COMSEC custodian	COMSEC Custodian Course (INT 34)	TB 380-41, AE Reg 380-40, AE Pam 380-40	CATC
Individual	As required	COMSEC custodian	Local COMSEC Management Software Course (INT 35)	TB 380-41, AE Reg 380-40, AE Pam 380-40	CATC
Individual	As required	Equipment operator	ULM certification and drivers licensing	AR 600-55, AE Reg 350-1, AE Reg 600-55	

| | | | **Table F-2** | | |
| | | | **Consolidated Certification Requirements** | | |
Echelon	**Required Personnel**	**Position**	**Course Title or Training**	**Reference**	**Training Proponent**
Individual	As required	Postal volunteer	Postal volunteer training	AE Reg 600-8-3	APO/UMR/ CMR
Individual	As required	Summary courts officer (casualty)	1st PERSCOM Casualty Course		
Individual	As required	Armed guard	Certification	AE Reg 525-13	
Individual	As required	Computer user	Computer-user test	AE Pam 25-25, AE Command Policy Letter 4	
Individual	As required	Information assurance manager, information assurance security officer, or person with elevated privileges on networks in the Army in Europe	Information Assurance/Computer Network Defense (IA/CND) Training Program (IA/CND Core Technologies 1 and 2 (IA1 and IA2))	AE Command Policy Letter 4	
Individual	As required	System administrator	Information Assurance/Computer Network Defense (IA/CND) Training Program (IA/CND Core Technologies 1 and 2 (IA1 and IA2) and Advanced IA/CND Core Technologies 3 (IA3))	AE Command Policy Letter 4	
Individual	As required	First-time supervisor of civilian employees	Supervisor Development Correspondence Course SDC 131, F21 (subcourses ST 5001 and ST 5002)	AR 690-400	CHRA-E
Individual	As required	Newly appointed manager of civilian personnel (to be completed within 6 months after assignment)	Manager Development Correspondence Course MDC 131, F21 (subcourse ST 6000)	AR 690-400	CHRA-E
Individual	As required	DA intern and newly appointed or promoted journeyman-level civilian employee	Action Officer Development Correspondence Course AODC 131, F41 (subcourse ST 7000)	CHRA-E website (*http://www.chra.eur.army.mil/*)	CHRA-E
Individual	As required	DA intern	Intern Leadership Development Course	CHRA-E website (*http://www.chra.eur.army.mil/*)	CHRA-E
Individual	As required	New DA civilian, local national, or military first-line supervisor of civilian employees	Leadership, Education, and Development (LEAD)	CHRA-E website (*http://www.chra.eur.army.mil/*)	CHRA-E
Individual	As required	Civilian equal opportunity personnel	Training in the Prevention of Sexual Harassment (TIPOSH)	CHRA-E website (*http://www.chra.eur.army.mil/*)	CHRA-E

GLOSSARY

SECTION I
ABBREVIATIONS

1st PERSCOM	1st Personnel Command
7ATC	Seventh Army Training Command
AA&E	arms, ammunition, and explosives
AAR	after-action review
ABCS	Army Battle Command System
ACO	airspace control order
ACS	Army Community Service
ACTEDS	Army Civilian Training, Education, and Development System
ADR	*Accord Européen relatif au Transport International des Marchandises dangereuses par Route*
AE	Army in Europe
AH	attack helicopter
AOAP	Army Oil Analysis Program
AOR	area of responsibility
APFT	Army physical fitness test
APO	Army post office
AR	Army regulation
ARM	advanced rifle marksmanship
ASI	additional skill identifier
AT/FP	antiterrorism/force protection
ATM	aircrew training manual
ATO	air tasking order
ATRRS	Army Training Requirements and Resources System
ATS	air traffic services
AUEL	automated unit equipment list
BAM	Bradley Advanced Matrix
BCE	Bradley crew evaluator
BCT	brigade combat team
BCTC	Battle Command Training Center
BCTP	Battle Command Training Program
bde	brigade
bn	battalion
BNCOC	Basic Noncommissioned Officer Course
BRM	basic rifle marksmanship
BUCS	backup-control system
C2	command and control
C4I	command, control, communications, computers, and intelligence
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CALL	Center for Army Lessons Learned
CATC	Combined Arms Training Center
CATS	Combined Arms Training Strategy
CAX	computer-assisted exercise
CB	capabilities-based
CBRND	chemical, biological, radiological, and nuclear defense
CCFS	Company Commander/First Sergeant Course
CCTT	close combat tactical trainer
CFC	Combined Federal Campaign
CFR	Code of Federal Regulations
CG, USAREUR/7A	Commanding General, United States Army, Europe, and Seventh Army
CHRA-E	Civilian Human Resources Agency, Europe Region
CIS	Company Information System
CLS	combat lifesaver
CMR	community mailroom

CMTC	Combat Maneuver Training Center
CO	company
CO2	Consideration of Others (Program)
COMMEX	communications exercise
COMSEC	communications security
CONUS	continental United States
CPD	civilian professional development
CPX	command post exercise
CRM	composite risk management
CS	combat support
CSA	Chief of Staff of the Army
CSM	command sergeant major
CSS	combat service support
CTC	Combat Training Center
CTT	common task test
DA	Department of the Army
DAMA	Demand Assigned Multiple Access
DCG/CofS, USAREUR/7A	Deputy Commanding General/Chief of Staff, United States Army, Europe, and Seventh Army
DCSENGR	Deputy Chief of Staff, Engineer, United States Army, Europe
DEXR	deploy, enhanced situational training exercise, external evaluation, redeploy
DIGEX	digital exercise
DIS-E	Deployable Instrumentation System - Europe
DOD	Department of Defense
DODD	Deparment of Defense directive
DOS	Directorate of Simulations, Seventh Army Training Command
DOS-F	Directorate of Simulations - Forward
DOT	Directorate of Training, Headquarters, Seventh Army Training Command
DPC	Deployment Processing Center
DTMS	Digital Training Management System
DVD	digital video disk
EBCTC	Expeditionary Battle Command Training Center
ECQ	Executive Core Qualification
EITP	Expeditionary Intelligence Training Program
eMILPO	Electronic Military Personnel Office (system)
EO	equal opportunity
EPW	enemy prisoner of war
ERFS	extended range fuel system
EST	Engagement Skills Trainer
EXEVAL	external evaluation
FM	field manual
FMOD	German Federal Ministry of Defense
FSCATT	Fire Support Combined Arms Tactical Trainer
FTX	field training exercise
G1	Office of the Deputy Chief of Staff, G1, Headquarters, United States Army, Europe, and Seventh Army
G2	Office of the Deputy Chief of Staff, G2, Headquarters, United States Army, Europe, and Seventh Army
G3	Office of the Deputy Chief of Staff, G3, Headquarters, United States Army, Europe, and Seventh Army
G4	Office of the Deputy Chief of Staff, G4, Headquarters, United States Army, Europe, and Seventh Army
G6	Office of the Deputy Chief of Staff, G6, Headquarters, United States Army, Europe, and Seventh Army
GCA	ground controlled approach
GPS	Global Positioning System
GTA	Grafenwöhr Training Area
GUARDFIST	Guard Unit Armory Device Full-Crew Interactive Simulation Trainer
GWOT	Global War on Terrorism

HAZCOM	hazard communication
HAZMAT	hazardous material
HIMARS	High Mobility Artillery Rocket System
HQDA	Headquarters, Department of the Army
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
HTA	Hohenfels Training Area
IE	instrument evaluator
IED	improvised explosive device
IEWS	Information and Electronic Warfare System
IFF	identification friend or foe
IMA-E	United States Army Installation Management Agency, Europe Region Office
INIWIC	Interservice Nonlethal Individual Weapons Instructor Course
IP	instructor pilot
IRF	immediate ready force
IRT	individual replacement training
IT	individual training
ITAM	Integrated Training Area Management
ITC	inprocessing training center
JCATS	joint conflict and tactical simulation
JIEDDTF	Joint Improvised Explosive Device Defeat Task Force
JTF	joint task force
JWFC	Joint Warfighting Center
kHz	kilohertz
km	kilometer
LBV	load-bearing vest
LFX	live-fire exercise
LMTS	Laser Marksmanship Training System
LOAC	Law of Armed Conflict
LRSU	long-range surveillance unit
LTA	local training area
LTP	leadership training program
MACC	maneuver area coordination center
MCA	maneuver coordination area
ME	maintenance test flight evaluator
MEL	major events list
METL	mission-essential task list
MGS	mobile gun system
MGSCE	Mobile Gun System crew evaluator
MILES	Multiple Integrated Laser Engagement System
MLRS	Multiple-Launch Rocket System
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MOUT	military operations in urban terrain
MRE	mission-rehearsal exercise
MTA	major training area
MTOE	modification table of organization and equipment
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCODP	noncommissioned officer development program
NCOES	Noncommissioned Officer Education System
NEO	noncombatant evacuation operations
NLT	not later than
NLW	nonlethal weapon
NOD	night observation device
NVG	night vision goggles
O/C	observer/controller
OCP	operational command post

OCPA	Office of the Chief, Public Affairs, Headquarters, United States Army, Europe, and Seventh Army
OCSURG	Office of the Command Surgeon, Headquarters, United States Army, Europe, and Seventh Army
ODCSENGR	Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army, Europe, and Seventh Army
ODT	overseas deployment training
OJA	Office of the Judge Advocate, Headquarters, United States Army, Europe, and Seventh Army
OMS	overseas mission support
OOS	out of sector
OPD	officer professional development
OPORD	operation order
OPSD	Operations and Postal Services Division, Postal Operations Directorate, 1st Personnel Command
OPSEC	operations security
OPTEMPO	operating tempo
O/T	observer/trainer
PATS	Protection Assessment Test System
PCS	permanent change of station
PDP	predeployment processing
PERSTEMPO	personnel tempo
PfP	Partnership for Peace
PLDC	Primary Leadership Development Course
PLL	prescribed load list
PLT	platoon
PMCS	preventive maintenance checks and services
PMI	preliminary marksmanship instruction
POC	point of contact
POI	program of instruction
POSH	prevention of sexual harassment
PPE	personal protective equipment
QTB	quarterly training briefing
R4	redeployment, reintegration, reconstitution, and retraining
RC	Reserve Component
RDCC	Rear Detachment Commanders Course
REDTRAIN	Readiness Training (Program)
RIP	relief in place
ROE	rules of engagement
SAEDA	Subversion and Espionage Directed Against the U.S. Army
SAMM	small arms master marksman
SATB	semiannual training briefing
SATCOM	satellite communications
SCE	Stryker crew evaluator
SDM	squad-designated marksman
SERE	survival, evasion, resistance, and escape
SINCGARS	Single Channel Ground and Airborne Radio System
SMCT	Soldier's Manual of Common Tasks
SOF	safety of flight
SOFA	Status of Forces Agreement
SOP	standing operating procedure
SPIN	special instructions
SRM	short-range marksmanship
SSG	staff sergeant
STAMIS	Standard Army Management Information System
STP	Soldier training publication
STS	Sniper Training System
STX	situational training exercise
TADS	training aids, devices, and simulators

TAMMS	The Army Maintenance Management System
TC	training circular
TCE	tank crew evaluator
TEC	theater-enabling command
TEWT	tactical exercise without troops
TJAG	The Judge Advocate General, Headquarters, Department of the Army
TM	technical manual
TMDE	test, maintenance, and diagnostic equipment
TOA	transfer of authority
TRANSEC	transmission security
TRMS	Training Resource Management System
TSAE	United States Army Training Support Activity, Europe
TSC	training support center
TSG	The Surgeon General, Headquarters, Department of the Army
TTP	tactics, techniques, and procedures
TWGSS	Tank Weapons Gunnery Simulation System
UATP	USAREUR Automation Training Program
ULLS-G	Unit-Level Logistics System—Ground
ULM	user-level maintenance
UMC	unit movement coordinator
UMD	unit manning document
UMR	unit mailroom
UPCC	USAREUR Pre-Command Course
U.S.	United States
USAG	United States Army garrison
USASETAF	United States Army Southern European Task Force
USASMA	United States Army Sergeants Major Academy
USEUCOM	United States European Command
VCSA	Vice Chief of Staff of the Army
VOCO	verbal orders of the commander
WPC	Warrior Preparation Center

SECTION II
TERMS

certification gate
A task or objective in which a unit must demonstrate proficiency before moving on to the next task or next objective.

density
A prescribed type of unit training period for a specific length of time at a designated location.

fratricide
The use of weapons and munitions with the intent to kill the enemy or destroy enemy equipment or facilities, but results in unforeseen and unintentional death or injury of U.S. or Allied personnel.

individual training
Training officers, noncommissioned officers, and Soldiers receive in units, at institutions, through self-study, and through supervised on-the-job training. This training prepares the individual to perform specified duties or tasks related to the assigned or next-higher specialty code or skill level and duty position.

joint conflict and tactical simulation (JCATS)
Computer-generated battle simulation used for battalion and company battle-focused and battle-synchronization training.

local and major training areas
Land facilities that offer the potential to support effective and efficient training and over which the U.S. Forces have substantial control.

low-density military occupational specialty
A military occupational specialty that has relatively few slots in units.

military education
The systematic instruction of individuals in subjects that will increase their knowledge of the science and art of war.

military training
The instruction of personnel to improve their ability to perform specific military functions and tasks, or the exercise of one or more military units conducted to enhance their combat readiness.

mission-essential task list
A compilation of collective mission-essential tasks that must be successfully performed by a unit to accomplish its wartime mission.

model
A representation of some or all the properties of a device, system, or object.

multiechelon
Simultaneous conduct of different events by a unit or the accomplishment of different tasks by elements of the unit.

stability operation
An operation that promotes and protects U.S. national interests by influencing the threat, political climate, and information available in the operational environment through a combination of developmental, cooperative activities, and coercive actions in response to a crisis. The presence of Army forces promotes a stable environment, enhances regional stability, and supports economic prosperity.

support operation
Operations that use Army forces to help civil authorities (foreign and domestic) prepare for or respond to crises and relieve suffering. Domestically, Army forces respond only when the National Command Authority directs. Army forces operate under the lead Federal agency and comply with provisions of U.S. law, including the Posse Comitatus and Stafford Acts.

white week
A week during which nothing is scheduled on the unit-training calendar by higher-level commands so that the company commander has the entire week to conduct his or her own training. (The "white" refers to the blank spot on the calendar.)