

UNCLASSIFIED

Copy ___ of ___ copies
Headquarters, V Corps
Unit 29355
APO AE 09014
12 May 2004

SUBJECT: V Corps FY 05/06 Command Training Guidance

References.

- a. AR 25-50, Preparing and Managing Correspondence, 3 June 2002.
- b. AR 350-1, 9 April 2003, Army Training and Education.
- c. FM 7-0, Training the Force, 22 October 2002.
- d. FM 7-1, Battle Focused Training, 15 September 2003.
- e. FM 7-98, Operations in Low Intensity Conflict (LIC), 19 October 1992.
- f. FM 22-100, Army Leadership, 31 August 1999
- g. FM 90-8, Counterguerrilla Operations, 29 August 1986.
- h. FM 100-14, Risk Management, 23 April 1998
- i. Department of the Army Pamphlet 350-38, 1 October 2002, Standards in Weapons Training.
- j. USCENTCOM Commander's Strategy, July 2003.
- k. USEUCOM Training Guidance FY 04-FY 09, 17 October 2002.
- l. USAREUR Regulation 350-1, Training in USAREUR, 22 July 2002 with a 15 May 2003 revision.
- m. USAREUR Regulation 350-50, 4 August 1994, Combat Maneuver Training Center.
- n. USAREUR Command Training Guidance, FY04-05, 7 November 2003.
- o. USAREUR FRAGO #158 and #163 (USAREUR OIF Deployment, Redeployment, Reintegration, and Reconstitution) to OPOD 1003v-03 (CLASSIFIED).
- p. Army in Europe Command Policy Letter 8, Physical Fitness Programs, 4 MAY 03.

UNCLASSIFIED

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

- q. Army in Europe Command Policy Letter 7, Sergeants Time Training, 4 MAY 03.
- r. Army in Europe Command Policy Letter 23, Antiterrorism/Force Protection, 4 MAY 03.
- s. USAREUR Transformation, USAREUR CG Memorandum (BELL SENDS #6), 2 Jul 03.
- t. V Corps OPERATION URGENT THUNDER (CLASSIFIED), including CHANGE 1 dated 2 MAR 04

1. SITUATION.

A. PURPOSE/SCOPE. This memorandum provides training guidance for FY 05/06. It will assist commanders in the development of training plans and programs, while providing mission essential task list (METL) focused guidance. This CTG is the first post-OIF1 guidance for future commitments, to include OEF/OIF rotations and USAREUR Transformation. The specific training guidance on R4 Retraining was issued in V Corps' OPERATION URGENT THUNDER, ANNEX J (RETRAINING) issued as CHANGE 1 dated 2 MAR 04. This guidance remains the blueprint for resetting our units and preparing them for the further commitments that will happen as our country settles in for a long, challenging, yet ultimately successful Global War on Terrorism. It is attached at Enclosure 21.

B. FRIENDLY.

(1) **GENERAL.** The Global War on Terrorism (GWOT) continues. V Corps conducted TOA with III Corps in Iraq on 1 FEB 04. For planning purposes, V Corps' R-Day was 7 FEB 04. HQ, V Corps has completed Redeployment, Reintegration, and Reconstitution and is entering the Retraining phase of R4. Corps separate brigades are at various stages of R4 and are not necessarily at the same point as the HQ. 1AD and 1ID remain committed to Operation Iraqi Freedom (OIF). 1AD is expected to redeploy in AUG 05. 1ID will follow in FY 06. Selected V Corps units, some of which are still in the R4 process, will deploy in support of OIF 3 and Operation Enduring Freedom (OEF) 6.

(2) **MISSION ESSENTIAL TASK LIST AND ASSESSMENT.**

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

(A) Rapidly Deploy from Central Region to Contingency AOR. Upon completion of R4 Phase III (Reconstitution): "T." Exercises at GTA and operational deployments will maintain this "T" through the duration of FY06.

(B) Conduct Corps-Level Conventional Operations (Offensive and Defensive). By the end of the R4 Phase IV (Retraining): "T." With our focus on specific METL training during R4 Retraining, this task should grow increasingly stronger as units are certified for redeployment. Low Intensity Conflict /Counter Insurgency (LIC/COIN) tasks executed during OIF1 are supported by the important battle task, Conduct Stability Operations, under this METL Task. V Corps will be ready to conduct missions ISO the GWOT beginning as early as First Quarter/FY05 (OIF3).

(C) Support Joint and Combined Operations. By the end of R4 Retraining (Second Quarter/FY05): "T." As our OIF1 veterans leave the Corps through normal attrition, the challenge for the Corps is to sustain its JTF/JFLCC HQ competencies. Capturing and updating TTPs along with SOPs that reflect our OIF experience is the key to our success. USEUCOM SHARP FOCUS 05 (JUN 05) is the Corps certification exercise in a HIC/LIC environment with a potential MRX in AUG 05 if V Corps is alerted to deploy ISO OIF. A full spectrum operational training strategy will maintain a "T" throughout FY06.

C. HIGHER COMMANDER'S INTENT.

(1) USCENTCOM COMMANDER'S STRATEGY. USCENTCOM is a dynamic theater that is critical to our national interests. There are three critical areas that are directly linked to our success.

(A) Warfighting. We must maintain a force and infrastructure necessary for the full spectrum of military operations. We will deter threats with a potent forward presence and be vigilant about protecting our force.

(B) Engagement. We will support and maintain coalition and collective security efforts in this theater. We also must continue to promote and foster emerging regional militaries and political leaders supportive of our efforts.

(C) Development. We also must continue to promote the education of key leaders and the American public on the importance of the USCENTCOM Theater and its impact on vital U.S. interests.

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

(2) USEUCOM TRAINING GUIDANCE. USEUCOM force readiness is based on building and maintaining core competencies. In all core competency training, units must maximize joint, combined, and service interoperability opportunities. It is precisely these highly maintained core competencies certified in joint and combined environments that will result in success across the full spectrum of operations.

(3) USAREUR TRAINING GUIDANCE.

(A) USAREUR is at the forefront of the Global War on Terrorism. We are an Army at war. Our Nation is at risk and we have been called upon to defend our Constitution. USAREUR forces must be prepared for commitment to the full spectrum of potential operations environments, from Low Intensity Conflict (LIC) to High Intensity Conflict (HIC). USAREUR must have the capability of conducting security, stability, and support operations, and fighting conventional battles from mid to high intensity levels, such as the potential to reinforce operations in other Combatant Command AORs. Units deploying to the Southwest Asia area of operations must be certified for deployment. Pre-deployment training guidance for USAREUR units deploying to the CENTCOM AOR can be found in Enclosure One. The Commanding General is the certifying official for all USAREUR units.

(B) Immediate Ready Force (IRF). Regardless of other commitments USAREUR must always be capable of rapidly employing the IRF. Based on USAREUR Contingency Plan 4402 (classified) USAREUR forces are task-organized into tailored IRF packages. This permits the rapid formation of trained and ready forces tailored to the mission. V Corps and other USAREUR units maintain an IRF program to ensure the readiness and availability of forces to meet forced-entry, initial-entry, and follow-on requirements. The USAREUR IRF is prepared to provide combat forces capable of deploying rapidly throughout the USEUCOM or other combatant-command AOR in support of any contingency operation or emerging threat. A great example of this capability was the deployment of the IRF in support of OIF in March 2003.

(C) USAREUR is entering into a period of major transition. The coming two years will bring significant challenges as both USAREUR and the Army transform for the future. The impact on our force and infrastructure will be considerable. Our number one training requirement throughout the Theater remains to prepare units to deploy, fight, and win in major theaters of war. Tough, realistic, and battle focused are the watchwords that guide our training program.

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

(D) FY 05 will require increased focus, participation, and effort in the USEUCOM joint training program. We must be able to form quickly and efficiently Joint Task Force (JTF) Headquarters to meet the full spectrum of combat operations. V Corps must also be able to form and execute a decisive Joint Forces Land Component Command (JFLCC). As our commanders are increasingly called on to lead complex, multinational operations in challenging environments, we must maximize our combined training opportunities. USAREUR has varied and unique multinational training opportunities and responsibilities.

(E) Leader and individual training will always remain a cornerstone to our success. This training and supporting programs must concentrate on improving the fighting force and fostering our Warfighting spirit.

(F) As a critical component of the Army's transformation, we need to move from training joint in an Army-centric environment to training Army forces in a joint-centric environment. Joint training and the joint fight is more than just having another service component in the organization. Soldiers at every level must be capable of operating in a joint environment to synchronize and maximize the effects of joint enablers. Fighting and training as a joint team enhances our readiness, brings our forces to the next level, and allows us to achieve joint effects—our stated end goal.

D. ASSUMPTIONS.

(1) Units included on future operational deployment force structures will have priority for resources. This includes rotations in support of USCENTCOM such as OIF and OEF as well those in support of the USEUCOM AOR and contingency operations such as the Balkans and OPLANs 5026/5027.

(2) Mission Rehearsal Exercises (MRE) are defined as troops in a maneuver box and Mission Rehearsal C3 Exercises (MRX) are defined as command posts exercising command and control with an emphasis on electronic connectivity. For planning purposes, it is expected that both MREs and MRXs will precede every operational deployment. These exercises will take priority over unit R4 Retraining at GTA and CMTC.

(3) The Corps Training Calendar indicates expected months for Transfer Of Authority (TOA) for future operational deployments. These TOAs cover the lead headquarters with subordinate unit TOAs to follow with respective counterparts. All operational deployments call for 365 days "Boots On the Ground" (BOG). For initial transition time in theater, 15 days is

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

the planning factor used for the OIF I to II transition. This planning factor does not include the Right Seat Ride process prior to a TOA. Transportation planning factors and competing resources dictate significant lead times for both Soldiers and equipment shipped from home station.

(4) Individual augmentation will be used for all operational deployments with sourcing from both within USAREUR and the World Wide Individual Augmentation System (WIAS). USAREUR units are expected to have a significant requirement for individual augmentation ISO of OEF6.

(5) For planning purposes, units can expect a dwell time (time unit remains at home station) to equal the time deployed; however, the operational needs of the Army will take precedence in some cases of operational deployment resourcing.

(6) Corps units involved in future operational deployments will follow the USAREUR Deployment, Redeployment, Reintegration, Reconstitution, and Retraining (DR4) model as outlined in latest version of UR 350-1 (pending publication).

(7) Army and USAREUR Transformation will impact training and operations in FY 05/06.

2. MISSION. V Corps, operating as a Corps, ARFOR, JFLCC or JTF, rapidly deploys as a contingency force in support of EUCOM and CENTCOM regional military objectives or in support of NATO military operations. The Corps also provides trained and ready forces in support of CG, USAREUR/7th Army.

3. EXECUTION.

A. INTENT. My focus areas are: Training, Readiness, and Soldiers and Families. My training priorities are:

(1) **Global War On Terrorism (GWOT).** Support to deployed forces (OIF 1/2) and preparation for OIF3 and OEF6. OIF 3 forces will receive the highest training priority for resources due to the lethality of the OIF AOR.

(2) **An Immediate Ready Force (IRF).** TF 1-63 AR will be trained and ready NLT 1 OCT 04.

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

(3) **OPLANs 5026/5027.** V Corps will conduct prudent preparations to support these contingency operations when required

(4) **Reset.** We will reset the Corps through the USAREUR DR4 process shifting focus to 1AD first followed by 1ID. Units committed to an operational deployment in FY05 are designated Track 1. Track 1 units will focus on the full spectrum of combat operations, but will tailor training on specific theater requirements for deployment. All other units are designated Track 2 and will focus on conventional missions per TO&E organizations and existing OPLANs. We must conduct a series of *tough, realistic, and battle focused* training events that leverage the Corps' recent combat experience to maintain our warfighting edge across the full spectrum of operations.

(5) Endstate:

(A) The Corps has achieved a 'T' in all METL tasks by the VICTORY FOCUS 05 Endex.

(B) The IRF is mission ready.

(C) Our OIF3/OEF6 forces are trained, ready, and successfully deployed.

(D) All MSC's have completed the DR4 process NLT R+270 days.

B. CONCEPT:

(1) **FY05:** The completion of R4 Retraining for most Corps units is expected during first and second quarters; however, 1AD and associated elements of Task Force Ironsides will not complete this task until JUL 05 due to its extension ISO OIF. The USAREUR DR4 Model will still apply to 1AD; however, a second 15-day block leave period around the FY05 December Holidays as been approved because of the extended tour of duty in Iraq. 1ID is expected to complete R4 Retraining in Second Quarter, FY06. USEUCOM's SHARP FOCUS 05 in June will be the Corps R4 Retraining certification exercise. In preparation for this certification event, Corps will conduct a VICTORY FOCUS Exercise in Second Quarter. It is anticipated that Corps Separate Brigades will participate in both exercises to fully validate their METL. V Corps will be formally certified for redeployment following SHARP FOCUS 05. Throughout FY 05, V Corps will be supporting deployments of organic units ISO the GWOT beginning with the OIF3/OEF6 rotations. MSC Commanders must integrate pre-deployment site surveys (PDSS) into their training cycles to avoid conflicts and maximize the benefits. Ensure this critical event

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

is visible to the Corps through the TMR/SATB and Corps calendar. A tentative Corps MRX is scheduled for Fourth Quarter, FY05 to allow the Corps HQs to be certified to deploy ISO OIF 4. Sustainment of OIF2 (1st ID(M) and selected Corps units) Rear Detachments to include family readiness groups remains a priority supporting task with until these forces redeploy in the First and Second Quarters.

(2) FY06: This fiscal year will see the Corps reengage in the USEUCOM Theater Joint Exercise Program. Completion of 1ID's R4 Retraining is projected for Second Quarter FY06 given the current mission set. Continued emphasis on Specific Low Intensity Conflict and Counter Insurgency (LIC/COIN) Tasks based on OIF and OEF experiences must be balanced with High Intensity Conflict (HIC) requirements. USAREUR's organization and infrastructure will change beginning in FY05, continuing in FY06 and beyond.

(3) OEF/OIF Rotations. Units deploying to the Southwest Asia area of operations must be certified for deployment. Pre-deployment training guidance for USAREUR units deploying to the CENTCOM AOR can be found in Enclosure One. Corps MSCs are directly tasked with supervising the training by subordinates necessary for these deployments. Directed Mission Readiness Exercises (MRE) will be an important element. MSC Commanders must personally review command letters certifying completion of the required training events. The USAREUR Commanding General is the certifying official for all units.

(4) Focus Area Guidance:

(A) Training: Training our soldiers and units remains our most important responsibility as we meet the challenges of transformation and future commitments in our Nation's continuing Global War on Terrorism. Our training strategy must be focused on the fundamentals. Our soldiers and units must be certified on a periodic basis that test both individual and collective tasks expected to be executed in environments similar to OIF1. For rear detachments, I expect individual skill proficiency to be maintained. Rear detachment commanders should seek any and all opportunities to conduct collective training at the squad or section levels. The following guidance addresses specific programs and policies that are the foundation of our training plan.

- **Exercise Program.** V Corps' exercise program is designed to build a combat ready, deployable Corps Team that is mission-focused to support future OIF, OEF, or contingency operations anywhere in the world. We will use the time tested "crawl/walk/run" approach. The principal FY05 exercises on this path are: VICTORY START 05-1, a "crawl" level Corps HQ CPX/CAX that will train the new battlestaff on basic MDMP skills; FLEXIBLE LEADER 05, a

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

collaborative EUCOM JTF and component JFLCC (V Corps) Joint staff orders planning drill for SHARP FOCUS 05; VICTORY FOCUS 05, a "walk" level Corps internal CPX/CAX designed to exercise the Corps and MSC/Separate Brigade Commanders and staffs in a EUCOM AOR scenario; and SHARP FOCUS 05, the EUCOM JTF and V Corps-as-a-JFLCC recertification event that culminates the retraining period after Corps' redeployment from OIF 1. FY06 Exercises include: A V Corps MRX, should Corps be called upon to deploy and conduct operations in OIF/OEF; VICTORY FOCUS 06, a Corps ramp-up training event in preparation for the V Corps WFX; and finally, the V Corps BCTP WFX, the HIC-focused Corps "run" level warfighting training event.

- **Training Management.** Commanders will practice sound training management principles by locking in training three weeks out to provide focus for units and predictability for soldiers and their families. Units must publish timely training guidance, conduct quality-training meetings, and employ the eight-step training model in order to achieve our goals. As leaders we must apply the *eight-step model*. Appendix E to USAREUR Regulation 350-1 provides a single-source reference for all mandatory training and certification requirements in USAREUR through a series of easy-to-understand tables. We must place special emphasis on time for preparation during the duty day, conducting rehearsals, and providing time for retraining. Recovery time will also be included in training plans. At the Corps level, units are required to coordinate for participation or support from other units within Corps NLT the Training Coordination Date (TCD) for that quarter. This support will be synched during the quarterly G3/S3 Conference synchronization process.

- **Individual and Crew-Served Weapons Qualification.** A soldier's ability to effectively use his or her assigned individual or crew-served weapon in combat is critical. Towards this endstate, every soldier must qualify twice a year with his or her individual weapon as outlined in USAREUR Regulation 350-1. The standard for units is to maintain a 90% qualification at all time. Our goal is to have 50 percent of assigned personnel achieve expert qualification according to the standards of the respective weapon field manual. Commanders must use challenging and realistic marksmanship programs that train soldiers under various conditions, ranging from daytime, limited visibility, and nuclear, biological, and chemical (NBC) environments. Incorporate the use of organic Night Vision Devices (NVDs) when conducting this training. Ensure that high-quality Pre-Marksmanship Instruction (PMI) is the foundation of the training program. Weapons' training requires repetitive PMI conducted to standard.

- **Gunnery Training.** Our combat systems are the most accurate and lethal in the world. However, their effectiveness depends on the proficiency and skill of their crews.

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

Commanders will use comprehensive, preliminary gunnery-training programs to prepare crews for annual and semiannual qualifications. Stress the importance of degraded-mode and battlesight gunnery techniques and provide training in these tasks using the variety of devices or simulators available for the corresponding weapon system. Crews must know how to “fight their weapon system” without hesitation if a given component fails or a capability is lost. The preferred standard for M1A1, M2A2, and M3A2 crews and platoons is to conduct their record qualification at the Grafenwöhr Training Area (GTA); however, ranges in the USCENTCOM AO will provide our units the opportunity to sustain this training while deployed. Level I and II gunnery are part of the USAREUR “Road to CMTC” (Combat Maneuver Training Center) strategy outlined in USAREUR Regulation 350-1. This regulation provides critical training events for heavy maneuver companies to ensure they are able to meet overall training objectives. Today’s warfighting systems also involve digital technology. For this reason, maintaining digital proficiency is just as critical as maintaining marksmanship proficiency; for some units (such as field artillery), it is even more critical. Even though we may have the best systems in the world, we must sustain our skills in order to achieve and maintain information dominance. Units should address their digital certification programs in their TMRs.

• **3-Day War.** Battalion and Squadron commanders will develop a 3-day war scenario for platoon training during gunnery densities. The intent of the 3-day war is for platoons to train in a force-on-force environment focused on tasks supporting their company's METL tasks. Commanders are encouraged to incorporate a Table XII or equivalent live fire event. This level of skill will help units to achieve a "trained" proficiency prior to deploying to CMTC. This is an outstanding opportunity for Battalion/Squadron Commanders to evaluate the development of our junior leaders. The standard gun-line lengths for a GTA density agreed upon by master gunners and Division trainers are:

➤ Brigade Gunnery Density- Level I	45 Calendar days
➤ Brigade Gunnery Density- Level II	30 Calendar days
➤ Div Gunnery Density (1 Bde Level I/1 Bde Level II /Cav Level I)	70 Calendar days
➤ Div Gunnery Density (1 Bde level I/1 Bde Level II /Cav Level II)	57 Calendar days
➤ Div Gunnery Density (Level I for 2 Bdes and Cav)	96 Calendar days

• **Company Prime Time Training.** Our goal for Company Prime Time Training is to allow each company-sized unit a minimum of one week every six months. This should also be a goal during R4 Retraining for redeploying forces. This will be “green” training time for the company commander to focus on collective METL-related training at the squad and platoon levels. The company and its parent battalion headquarters will resource this training week to the

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

fullest extent possible. Include assessments of how well we are doing in achieving this goal during your semi-annual training briefs and training management reviews.

- **EXEVALS.** As an annual goal for the entire Corps, unit commanders will conduct EXEVALs two levels down. The exception is that Divisions and the COSCOM will also conduct EXEVALs for their brigade-sized units. Separate Brigades will design and conduct EXEVALs for their battalions. EXEVALs for the Corps MSCs to include Separate Brigades will occur every two years during the BCTP Warfighter exercise cycle. EXEVALs should also be the culminating certification event during R4 Retraining for redeploying forces. EXEVALs must be deliberately planned, with a detailed understanding of the training objectives and an evaluation plan. Prior to their EXEVAL, commanders must optimize home-station training opportunities. CMTC rotations are preferred for the EXEVAL, using O/C feedback. We must design these rotations to consider the global threats and the complex conditions afforded by urban operations. Commanders must ensure they adhere to the guidelines outlined in USAREUR Regulation 350-1. For those separate battalions that have continuous operational missions and have companies/batteries that support BCTs during CMTC rotations, a CPX for the battalion headquarters and staff is an acceptable alternative. For Corps Separates, all efforts should be made to tie your unit's EXEVALs to a maneuver CMTC or MRA rotation. An effective means of this is to have rotating slices support the rotation tactical scenario. Short of an operational deployment, CMTC still remains the premier training facility in the European theater. The Chief of Staff of the Army (CSA) has added a requirement for corps attack helicopter battalions to receive an annual EXEVAL by taking part in CTC rotations or in a CTC-related deep-attack exercise. Exemption from conducting an annual EXEVAL requires approval from the first MG/O8 in the chain of command.

- **Maneuver Rights Areas (MRA).** Given Major and Local Training Area scheduling constraints and the advantages afforded by live environment training, units will consider, plan and maximize the use of off- installation Maneuver Rights Areas and waterways as a means of meeting Redeployment, Reintegration, Reconstitution and Retraining ("R4") requirements. In some cases an MRA may be the best way to achieve the USAREUR 270-day Bn model for R4. Off Installation Training is an essential tool for commanders to train their units under realistic field conditions (unlike using the well known LTAs, Grafenwohr, or CMTC) by training in and around villages, small towns, forests and farming communities. Maneuver Rights Areas are an integral part of the V Corps training support package that can afford soldiers the greatest opportunity to hone their warfighting and peace support skills. Commanders can challenge their leaders and soldiers with doctrinal distances for map reading, logistical resupply, river crossings, air operations, bridging and maneuver. The use of all types of pyrotechnics (i.e. simulators,

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

flares, smoke grenades, blanks, etc) will enhance this training. Units will submit their maneuver request for Off Installation MRAs to the V Corps G5, the proponent for all Off Installation Training, for coordination / approval IAW USAREUR Reg. 350-22. See the following V Corps web page for POCs, coordinating instructions and the regulation:
<http://www.vcorps.army.mil/g5/maneuver/default.htm>.

• **Division Training Letters for CMTC rotations.** Division Training Letters must be turned-in at D-160 from the deployment day to a CMTC rotation. This letter is still a requirement for units in R4 Retraining cycles. The letter will state the unit's mission and METL and the objectives for the rotation will be METL-based. I want to review these letters as part of the process. Upon your submission of the letter to CMTC, I want you to forward a copy to the V Corps Command Group through the Chief of G3 Training. Timeliness of this letter is critical to tasking for resources and O/C augmentees in support of the rotation.

• **CMTC Live Fire Exercise.** CMTC Live Fire Exercise (CMTC LFX) is valuable as a company/team training event. It is imperative that each company/troop/battery commander be given this opportunity at least once during his/her command tour. A specific CMTC LFX will not be possible for all units in R4 Retraining cycles; however, a specific exception should be obtained as a part of the R4 TMR Brief. This event will be focused on companies and teams, tactically controlled by their battalion headquarters. Companies will execute with the normal combat support elements, such as support from battalion mortars, engineers and artillery. Brigades will be the headquarters responsible for organizing and resourcing the training event. 7ATC will provide the core O/C package for units executing the Live Fire Exercise. Units conducting the live fire exercise will provide augmentation to the O/C package. Brigade and Battalion Commanders will be the Senior Trainers for CMTC LFXs.

• **Low Intensity Conflict and Counter Insurgency (LIC/COIN) Tasks.** Two doctrinal manuals for LIC/COIN are listed in the references and are provided to assist units in developing their own training plans. Furthermore, LIC/COIN topics provide great OPD/NCOPD opportunities. Units must identify those critical tasks unique to their organization and establish effective means to train and certify the appropriate level of competency. Interwoven throughout these tasks is an important requirement for ensuring all Soldiers recognize legitimate media personnel. Training to minimize negative media contact can prove to be a crucial combat multiplier. All commanders will discuss key LIC/COIN tasks and their training strategies (applicable to the MSC) in future TMRs or SATBs. Units must determine the relevancy of the following tasks at minimum. Units will certify competency on each task applicable on an annual

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

basis. Certification on these tasks will also occur within six months of an operational deployment by 100% of deploying personnel.

1. Cordon and Search Operations in Urban Environments and Raids: Infantry, Armor, and Cavalry units will develop training plans for these missions. The key to success for training is developing effective combined arms teams to accomplish these tasks. Units are encouraged to schedule German and NATO built-up training facilities.

2. Convoy Operations: All V Corps units (less M1/M2/M3 equipped units) will conduct convoy live-fire exercises in accordance with the eight-step training model and met the established standard for this training. During R4 Retraining, the minimum for this task is that key leaders will be trained. Commanders will certify their CS and CSS units are trained to conduct convoy operations and react to contact prior to any operational deployment. M1M2/M3 equipped units will continue to conduct these operations as a part of their gunnery densities.

3. Improvised Explosive Device (IED) Training: All units will incorporate IED's into unit collective training plans. V Corps G3 Training will capture and disseminate the lessons learned about IEDs in Iraq, and assist unit development of effective training strategies to negate the impact of IEDs employed in tactical environments.

4. Traffic Checkpoint Operations. All V Corps units will train their soldiers on how to establish a checkpoint and conduct checkpoint operations.

5. Patrolling: Units will conduct both mounted and dismounted patrolling in urban environments. Special emphasis must be placed on reacting to contact, and maintaining security during movement, at Forward Operational Bases (FOB), and on combat patrols. Basic security is a required task for all units. Combat patrols are normally done by more specialized units.

6. Sniper Training. V Corps will increase the number of snipers attending the Army sniper school and the International Special Training Center in Central Region. Infantry units will have a goal of two trained snipers per platoon. This goal needs to be planned over an extended time to allow for an increase in school allocations. Brigade Reconnaissance Troops and Scout Platoons have a requirement for a minimum of two trained snipers per platoon. Infantry, Armor, and Cavalry units will develop training plans to sustain sniper capability for urban operations.

(B) Readiness. Readiness covers all aspects of the Corps combat capability and we must always be ready to meet any contingency in both Joint and Combined environments. To

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

maintain deployment readiness, we must continue to develop a mindset among our soldiers and leaders, and quickly assimilate new soldiers and leaders into this way of thinking. Plans to restore deployment readiness to include individual readiness and unit deployment skills will be apart of R4 Retraining TMRs for redeploying units. Meeting the standard for deployment readiness is a requirement in order to complete R4 Retraining cycles.

(1) Individual Deployment Readiness. We have heard that great units do routine things, routinely well. Every soldier has a responsibility to be prepared to go to war. Preparation now saves vital time when called upon to execute the mission. This preparation ensures that soldiers are PDP'd to the fullest extent possible. They are trained on common tasks, qualified on assigned weapons, and have valid family care plans ready to be executed, just to name a few. First line supervisors and leaders must track those areas required by regulation to ensure that soldiers and their families are prepared for no-notice deployments. First sergeants and platoon sergeants need to go after those soldiers who are non-deployable. We must instill a sense of responsibility in our soldiers that they must do those things needed to remain deployable.

(2) Deployment Skills. Having the skills needed to project power and deploy effectively and efficiently remains a critical task for all units in V Corps. Commanders will include deployment training in their training events to maximize the use of available training time. Deployments to the CMTC and GTA will be used as "drivers" or opportunities to conduct training in deployment tasks. All unit movements to MTAs will be JOPES moves, practicing our ability to employ real-world deployment systems. The 7ATC, in coordination with the 21st Theater Support Command (21st TSC), have instructional videotape on the Deployment Processing Center. The Deployment Processing Center and GTA have full-size aircraft mock-ups to support deployment training. These resources are available for use by all units in the central region. Commanders will ensure their units have the required number of trained Unit Movement Officers (UMOs), Airload Planners, and certified HAZMAT personnel. Proficiency with the Joint Operations Planning and Execution System (JOPES), the Joint Forces Requirements Generator (JFRG), and the Transportation Coordinator's Automated Information for Movement System (TCAIMS-II) is of particular importance. Units will maintain accurate status reports dealing with training for HAZMAT 11 and 12 qualified personnel, Air-load planners, Unit Maintenance officers, TC-AIM IIs and JFRG personnel. Management of these status reports will reflect on the units' ability to deploy. Units must be disciplined in sending Soldiers and Officers to these very important schools.

(3) Command Post Development, Training and Preparation. Our focus is Strategic Agility with the goal of using the more available intertheater lift (C130 and C141). Continue to

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

work to downsize our CPs to make them more air transportable while enhancing abilities to Battle Command On The Move (BCOTM). In doing this, we must not sacrifice command and control capability or tactical mobility. The whole purpose of having a command post is to allow commanders to make decisions. Commanders will discuss their CP reconstitution and training strategies at future TMR/SATBs.

(4) Emergency Deployment Readiness Exercise (EDRE). It is expected that the Immediate Ready Force (IRF) will conduct four (4) EDREs in each FY. The level of these EDREs may range from simple recall alerts to full out-of-sector deployments. The EUCOM Strategic Response Force (SRF) will change with the transformation of forces in Europe; however, the Corps IRF will still support EUCOM as a viable and rapidly deployable force.

(C) Soldiers and Families.

- **Physical Fitness Training (PT).** Commanders will design and execute a challenging physical fitness program (PFP) that promotes combat readiness and overall fitness. The PFP will consist of mandatory, unit-level, scheduled activities, and voluntary personal activities. PFPs should also include a variety of aerobic and conditioning tasks. Unit or individual PFPs will be conducted at least 4 weekday mornings each week and scheduled so that soldiers have time to take their children to childcare. Regular work activities will not be conducted during PFP time. PFP activities will be planned by a master fitness trainer and supervised by a noncommissioned officer (NCO). Commanders will ensure PFPs are conducted safely. After completing PFPs, soldiers will be given enough time for area cleanup, personal hygiene, and breakfast. NCOs will ensure soldiers are properly prepared and ready for work by 0900.

- **Sergeants' Time Training (STT).** STT is a vital training event and provides the best opportunity to build combat-ready junior leaders and teams. STT is dedicated training time for noncommissioned officers (NCOs) to train soldiers and develop junior enlisted leaders. The principles of STT can be found in Enclosure 3.

- **Maintenance.** Train to maintain; 10/20 is the standard. Commanders will ensure their maintenance programs develop and sustain maintenance excellence and readiness. This guidance applies to all TO&E equipment. Integrate services fully into training management, ensure they are reflected on our training schedules, and execute services as a platoon whenever possible to ensure dedicated leadership and focus of effort. The goal is 100% of maintenance personnel school trained, and Battalion Motor Officers stabilized in their jobs for a minimum of one year. Ensure we plan recovery for each training event and reflect this on training calendars and schedules. Command involvement is the key.

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

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

- **Code of Conduct Training.** All USAREUR Major Subordinate Commands will continue their programs with the requirement for all soldiers to be LEVEL B qualified annually. Units will provide a status at the unit TMR. The basic subject matter includes: Pre-deployment preparation; medical concerns; evasion prep; evasion tactics; navigation; captive environment; resistance to exploitation and personnel recovery.

- **Sponsorship.** First impressions are lasting impressions. Make sponsorship work. To assist in this, commanders must understand and dedicate effort to making the automated sponsorship program work. Systems administrators must be fully engaged to do so.

- **Schools.** Units will continue to be held accountable for their school allocations and a well-established program is a commander's responsibility. There is never a bad time to send a good soldier to school. Commanders will ensure that military education cycles are reflected on the training calendars and schedules. Civilian schooling opportunities should be integrated into the training management process. Military schools must be a part of our training plan to ensure we have the right people with the right skills. Never miss an opportunity to take advantage of outside educational opportunities as a way to improve your unit's overall readiness. The short-term costs are worth the long-term benefit to your unit and the soldier.

- **Expert Infantry Badge (EIB) Training and Testing.** Division level programs are projected for FY05/06 with two EIB training events expected a year.

- **Expert Field Medical Badge (EFMB) Training and Testing.** Every medical soldier in the Corps deserves the opportunity to train and test for the EFMB at least once during his tour with V Corps. 1AD will coordinate with the 30th Medical Brigade to determine the feasibility

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

EFMB training events in FY05 considering the Division's OIF I extension. 1ID will conduct two EFMB training events in FY06 year.

- **Leader Development.** Unit leader-development programs must focus on improving the fighting force. A critical skill is Troop Leading Procedures. Leaders proficient in these procedures and associated Pre-Combat Inspections (PCIs) will be able to confidently plan and execute any mission. Leader development needs to be--

- ✓ Battle-focused.
- ✓ Tailored to support training those leader skills demanded by unit METL and the professional-development needs of one's subordinates.
- ✓ Linked to a common framework, such as the battlefield operating systems or the nine leadership competencies outlined in FM 7-0.

1. Officer Leader Development. Our ultimate goal is to develop and empower officers that routinely demonstrate desired leadership behaviors, specifically: officers that generate trust, confidence, and cohesion within their respective spheres of influence; officers that coach, counsel, develop, and respect subordinates; officers that foster open and honest communications; officers that clearly articulate intent; embolden subordinates to use initiative and aggressively act in the absence of orders. To obtain this critical objective, we must create professional environments that develop and empower officers, who are mentally agile, adaptable, aggressive, innovative, and calculated risk takers. These programs must foster the Warfighter spirit. Our training scenarios must build and refine these leadership attributes. Reward officers who clearly demonstrate these essential traits and deliberately mentor those that do not. The opportunity for units to train future leaders is a rewarding experience.

2. Noncommissioned Officer Professional Development (NCOPD). Our NCOPDs must have the same focus as OPD. Strong NCOs are the foundation of our great Army and enable us to perform every mission. Commanders must have an organized program designed to steep our NCOs in the fundamentals of their business, while developing their knowledge and confidence and preparing them to serve in the next higher grade in combat.

3. Developmental Counseling. The Army Leadership Field Manual states that, "Subordinate leadership development is one of the most important responsibilities of every Army leader. . . Supervisors must mentor their subordinates through teaching, coaching, and counseling." In addition to our officer and NCO development programs, leaders will use

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

developmental counseling IAW FM 22-100, Appendix C to support our leader development program. Like all training events, counseling should be reflected on training schedules, where appropriate.

- **Force Protection.** My number #1 priority is protecting the force. I am reiterating the requirement to conduct all field training in Individual Ballistic Armor (IBA), Kevlar, and load bearing equipment/vest. Leaders must enforce this standard. This is intended to ensure that Soldiers are properly trained and conditioned to operate in an environment that requires the wear of the IBA. We have a duty and a responsibility for protecting our soldiers, their families, and preserving our way of life. We must be prepared to meet our force protection requirements, both at home station and at the deployment location while deployed. This includes our preparation for responding to Nuclear, Biological, Chemical, Radiological, and Explosive (NBCRE) events. Lessons learned from OIF1 will be important to our success here. Do not allow this opportunity to capitalize on the magnificent jobs our units did ISO of OIF1 to pass us by. Mass casualty evacuation training will comprise of at least one annual exercise conducted under IMM-E/BSB control. GUARDIAN SHIELD 05 is the directed exercise in FY05. While deployed to Iraq, our families and supporting rear detachments force protection requirements have been met in many cases by Host Nation arrangements. The commitment of our Host Nation friends in Central Region is not lost on this command and will not be forgotten. Each division down to maneuver brigade and 18MP BDE will maintain at least one trained and certified instructor on nonlethal capabilities. R4 Retraining plans must address force protection and the competing balance between garrison force protection and training. The formal program and guidance for force protection training are in Enclosure 15.

- **Family Readiness.** The Family Readiness Groups (FRG) concept works and was an underlying reason for the success this command had during OIF1. Commanders will continue to ensure that Rear Detachment Commanders (RDCs) and other components of the Family Readiness System are trained and prepared. The Army Family Team Building (AFTB) is a great source of information. All aspects of family readiness must be considered in development of rear detachment plans. A revamped RDC course will be a requirement for all future rear detachment commanders. We must keep families informed during the deployment preparation phase, sustain clear and concise information flow during deployments and ensure a reintegration program is adhered to upon return. A sound family readiness structure is critical to our success, and our future.

- **Sexual harassment.** Commanders will ensure that everyone understands the Corps policy on sexual harassment. Commanders will focus on fostering a healthy command climate

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

and using appropriate means for determining and training to ensure a healthy command climate. Leaders will conduct mandatory unit equal opportunity or sexual harassment training quarterly. Two of the quarters in a year will consist of Prevention of Sexual Harassment (POSH) training. Brigade-size units and higher headquarters will conduct prevention/eradication of sexual harassment training (executive level seminars) twice a year. Training will be small group, interactive and discussion-based. It should emphasize findings determined as a result of unit command climate assessments. Current sexual harassment training requirements to include sexual assault prevention can be found in Enclosure 12 (Human Relations).

4. SERVICE SUPPORT.

A. Training Ammunition. All training ammunition is closely procured, distributed, and authorized each fiscal year by USAREUR and Department of the Army. All authorizations are received through the TAMIS-R system. Battalion and company commanders must know the qualification requirements for weapons organic to their unit and forecast authorizations provided in the TMAIS-R to meet training objectives.

B. Aviation Leader Flight Proficiency. To ensure that company commanders and platoon leaders are tactically/technically proficient and have required flight experience to effectively lead their units, the following goals apply: platoon leaders should achieve pilot-in-command (PC) prior to assignment to another duty position; company commanders should achieve PC within six months of assuming command. (PC prior to assumption of command desired). PC qualification standards are not compromised to meet these goals.

B. Aircrew Training. Aviation training must include realistic levels of workload and stress that aircrews will encounter during combat situations. Units will increase aircrew training in the areas of crew coordination procedures, reaction to threat engagements, managing crew workload, and conduct of aircrew briefings. Specifically, look at ways to incorporate high cockpit workload and stress in the Combat Mission Simulator and aircraft simulators.

C. Night Training. As a goal, 50% of the Flying Hour program should be dedicated to nighttime flying. Given lessons learned from OIF, cargo design helicopters operated mostly during hours of darkness. Although training at night in Germany is restrictive, there are additional training opportunities in neighboring countries that offer MTAs with fewer restrictions for night training.

5. COMMAND AND SIGNAL. TMR scheduling guidance covers both units in the DR4 Concept and normal TMRs. For units preparing for R4 Retraining additional discussion points include: CP reconstitution; counter-insurgency tasks; and the certification strategy that includes

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

a concluding exercise. The R4 Retraining TMR requirements are addressed in enclosure 21. The normal unit TMR covers the standard topics of individual and collective training with the focus on training strategy leading to full METL proficiency. To schedule a TMR, units must contact the CG's scheduler/secretary to arrange a DTG. With a confirmed DTG, inform the Corps G3 Training Division and comply with the TMR turn-in requirements.

6. SAFETY. Safety is a combat multiplier. Safety is an integral part of everything we do, both on and off duty. Commanders will follow the policy established in USAREUR Regulation 350-1, paragraph 4-4.c, MOS/Duty Position Training, which will help identify training disparities and maintain a minimum standard throughout their commands. The job of "soldiering" is a tough business and is inherently dangerous. Leaders must know that they are responsible for the safety of their soldiers, on and off duty. Commanders must weigh (analyze) training realism and the expected benefits of an exercise or operation against the known risks. Therefore, commanders, their staffs, leaders, and managers will develop a framework to make risk management a routine part of planning, preparing and executing operational missions and everyday tasks. Leaders must understand that applying the risk management process conserves combat power and resources. The DA Commander's Safety Course (CSC) is a 30-hour, web-based program of instruction that is critical to ensuring that commanders know how to apply the principles of risk management. Company grade officers will complete the CSC before assuming command. Brigade commanders will certify that their officers have successfully completed the CSC before assignment as company commanders. Brigade and battalion-level command designees normally complete the CSC before attending the Fort Leavenworth pre-command course. Every commander has school trained safety personnel, ensure these individuals are actively engaged in all aspects of training to ensure a comprehensive linkage in all that we do.

It Will be Done! Victory!

///ORIGINAL SIGNED///
WALTER WOJDAKOWSKI
Major General, USA
Commanding

20Encls

1. Pre-Deployment Training
2. Rear Detachment Commander Guidance
3. Sergeant Time Training

20 of 21

UNCLASSIFIED

UNCLASSIFIED

AETV-CG

SUBJECT: V Corps Command Training Guidance for FY 05-06 (cont.)

4. Corps Training Calendar
5. Exercises Support Requirements
6. Corps Tasker Methodology
7. FY05 Holiday Schedule
8. Road to CMTC
9. Military Training Areas
10. Aviation Training
11. Reserve Component Integration
12. Human Relations
13. Safety
14. Chaplaincy
15. Anti-Terrorism/Force Protection
16. CBRN Defense Training
17. FMD
18. Individual Training Initiatives
19. Personnel Recovery
20. OMIT
21. Annex J—R4 Retraining Guidance (UNCLASSIFIED)

DISTRIBUTION: A