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AFOP-TSD

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MEMORANDUM FOR Commanders, Major Subordinate Commands/Units Reporting Directly to FORSCOM; Army National Guard (ARNG) Bureau; Office of the Chief, Army Reserve; and Army Service Component Commands (ASCC)

SUBJECT: FORSCOM Command Training Guidance (CTG) – Fiscal Year (FY) 2017

1. Purpose. This memorandum provides the Commanding General's intent to maximize readiness in FORSCOM's Major Subordinate Commands and Direct Reporting Units and informs the collective efforts of the ASCCs and the ARNG.

2. Commander's Assessment. FORSCOM trains and prepares a combat ready, globally responsive total force that is well led, disciplined, trained, and expeditionary. This guidance ensures that we maximize training to remain the world's premier combat force.

a. Over the last two years, commanders heavily weighted training to fight and win in a Decisive Action Training Environment (DATE). Increases in Class V expenditure rates clearly bear out the improvement in home station live fire training. As a result, we've achieved significant gains in combined arms proficiency. However, we have not made the same progress in the other three measured areas of readiness: personnel, supply, and maintenance. Across several inspections, we've seen shortcuts and omissions to after-operations recovery and scheduled services. Over the last year, this significantly impacted our ability to meet fleet readiness standards. While we've made progress over the last 2 years in reducing our non-deployable numbers, we have tapered off at a steady state of approximately 10% of assigned strength non-deployable — several reasons for this, but in the end this amount of non-deployables will not sustain a force that can "fight and win tonight". We've also seen few units demonstrate mastery of stockage, upload, and transport capabilities across all classes of supply to support short-notice combat deployment. Excess equipment at unit level exacerbates our ability to improve deployment readiness. This excess costs valuable training dollars to maintain and imposes an extreme burden on supply personnel from company through installation levels. We cannot consider these other measured areas of readiness merely as goals, but rather as standards which must be met. Army Regulation (AR) 220-1 (Army Unit Status Reporting [USR] and Force Registration – Consolidated Policies) provides the framework to assess and report the readiness status of our formations. We must collectively understand the four measured areas and better balance our approach to building readiness through them.

b. The number one resource constraint I hear across the command is available time -- too many requirements and not enough time to get them all done. To mitigate this constraint, forthcoming guidance from Headquarters (HQ) Department of the Army will delegate authority to 2-star commanders to reduce the frequency of some mandatory training, and will clarify how to account for meeting mandatory requirements. Commander-to-commander dialogue remains an essential part of our unit training management process as outlined in FM 7-0. Commanders at echelon share in the risks associated with making tough decisions about what we can and cannot accomplish with the time available. IAW ADRP 7-0, Training Units and Developing

Leaders, training management cycles at each FORSCOM installation are an essential tool to focus resources and protect prime time training. Training management systems alone, however, will not solve the challenges with available time. I encourage commanders to find innovative ways to reduce administrative requirements to allow leaders more time with those they are entrusted to lead. One example -- eliminate the requirement for companies to provide digital power-point slides to higher HQ. We've grown so accustomed to companies providing "story boards" for every single significant activity while deployed, that we have continued this practice in garrison. Consider also limiting staff requests for information via direct email to company orderly rooms. I've been surprised at the amount of time company commanders spend doing email during the duty day — time they should be with their soldiers leading them.

c. These innovative ideas require a more disciplined approach at every level of command including the FORSCOM HQ. I'm confident that with the commanders we have, we can do better to reduce the administrative burden at the lowest levels which will free up leader time and ultimately improve our overall readiness.

3. Priorities. FORSCOM priorities remain: Maximize Unit Readiness; Operationalize Army Total Force Policy (ATFP); Master the Fundamentals; Strengthen Leader Development; Care for Soldiers, Civilians, and Families; and Inform the Future Force.

a. **MAXIMIZE UNIT READINESS.**

(1) Maximizing unit readiness remains the number one priority in FORSCOM. Our Army has a single benchmark for readiness as stated by the Chief of Staff, Army (CSA), in his 20 January 2016 Army Readiness Guidance as, "the ability to conduct decisive action (DA) in support of Unified Land Operations (ULO) to deter, deny, compel and/or defeat the threat of hybrid warfare posed by nation-states." To meet this benchmark, all four measured areas of readiness are essential. The requirements to train cannot be viewed in a vacuum. All four measured areas have minimum standards defined in AR 220-1 which units achieve through balanced planning and integration into unit training plans (UTP) at echelon. Commander's dialogues include discussions on balancing the four measured areas of readiness and the associated risk decisions related to meeting the prescribed standards. Through detailed planning, senior commanders ensure risks are forecasted well in advance and briefed as part of Mission Training Briefings (MTB). MTBs to FORSCOM include monthly readiness projections down to brigade level as well as the means commanders are taking to balance the four measured areas of readiness.

(2) Personnel. The current, systemically high levels of non-deployable Soldiers are an unacceptable detriment to our readiness. Commanders must change how we approach the reduction of non-deployable Soldiers. Commanders are responsible for returning injured Soldiers to duty. Commanders focus on reducing muscular/skeletal injuries which account for almost 80% of our medically non-deployable Soldiers.

(a) Improving Personnel Readiness. Personnel readiness is commander business. In FY17, FORSCOM builds personnel readiness by focusing on physical readiness. Physical readiness training must support the eight tenets of train as you fight located on page 1-3 of FM 7-22, Army Physical Readiness Training. Commanders plan and manage physical readiness through counseling, special population physical training, persistent engagement with medical professionals involved with their Soldiers care, and judicious use of administrative actions. Command efforts with personnel readiness must extend to conditioning our Families to

self-sustain during extended field exercises and use these as a training opportunities for Families to build resilience in preparation for deployments.

(i) Functional Fitness. Functional Fitness training incorporates drills, exercises, or activities that are specific to the physical demands needed for a given task. Functional fitness focuses on the strength, endurance, and movement skills (agility, coordination, and balance) which create fit Soldiers capable of executing their missions with reduced risk of injury. See FM 7-22, starting on page 2-4, for further information on functional strength, mobility, and endurance.

(ii) Performance Triad. The Performance Triad is a comprehensive plan to improve readiness and increase resilience through better lifestyle choices in the areas of sleep, activity, and nutrition. The Army piloted the Performance Triad in FY14 with three battalions, and in FY15-16 with five brigades. The Army will apply the lessons learned in developing this program further. Sleep, physical fitness and activity, and eating for performance are critical in achieving optimal physical, mental, and emotional health. Commanders leverage their Comprehensive Soldier and Family Fitness (CSF2) personnel and medical professionals in educating Soldiers on the Performance Triad. All leaders coach, teach, and mentor their Soldiers to live healthier lives. Commanders incorporate and leverage their food service specialists as part of their Performance Triad team.

(iii) Cognitive Enhancement. Cognitive aspects of performance and recovery are also important, as demonstrated by the use of performance psychologists among professional and collegiate-level sports teams. FORSCOM leverages this element of performance and recovery science through what it calls “cognitive enhancement.” Commanders employ their CSF2 professionals and Army Wellness Centers to ensure subordinate commanders are educated and have access to program resources.

(b) Personnel Management. Personnel readiness requires active management. Commanders manage their personnel using a competency-based and performance oriented strategy with the goal of maximizing their organization’s operational effectiveness. Starting during long-range planning and continuing through mid- and short-range planning, leaders at all echelons must anticipate future constraints and requirements; make necessary personnel moves early; prudently certify and man crews, teams, staff and leader positions; and ultimately sustain the consistent levels of personnel readiness necessary to maintain required overall readiness levels. Senior commanders ensure all echelons collaboratively engage in this planning effort – down to company commanders making the necessary plans to achieve crew stabilization. Crew management, leader turbulence, and non-deployable reduction all affect Objective T levels. Unit integrity is a key element to build and sustain high performing teams. Whether during formal training events or during support cycle duties, commanders do everything possible to maintain unit integrity, preserving organic leadership oversight to build teams. Commanders discuss personnel management and projected available percentages during MTBs, training event briefs, and Combat Training Center (CTC) dialogues.

(3) Supply.

(a) Command Supply Discipline Program (CSDP). Commanders must prepare their organizations to “fight tonight” with the supplies and equipment they own. Commanders ensure the readiness of their supplies and equipment through the CSDP. CSDP is a commander’s responsibility, required by position, to ensure all government property within their command is

properly used and maintained. Senior commanders ensure all leaders, with extra emphasis on company and battalion commanders, and battalion and brigade S-4s and executive officers, understand CSDP and enforce the program throughout their formations.

(b) Equipment. Commanders manage the distribution and redistribution of authorized equipment, ensuring that supply planning is synchronized with overall unit training planning. Units cannot train or deploy without having the right type and amount of equipment-on-hand (EOH). To increase EOH readiness ratings, FORSCOM has engaged in a campaign called the Unit Equipping and Reuse Working Group-Expanded (UERWG-E). The UERWG-E program identifies equipment shortages and sourcing solutions, and equipment that is excess to units for transfer to other units or for turn-in. Commanders ensure long, mid- and short-range planning incorporate equipment readiness factors.

(c) Ammunition. While we are shooting more IAW combined arms training strategies and DA PAM 350-38, we must concurrently improve our ability to forecast, draw, and turn-in ammunition in support of our training events to reduce the unnecessary costs we are incurring. Commanders incorporate ammunition procedures into their leader development programs to educate, track, and enforce compliance in this area.

(4) Maintenance.

(a) Command Maintenance Discipline Program (CMDP). Commanders must prepare their organizations to “fight tonight” with the vehicles, weapons, and other systems they own. Commanders ensure the readiness of their various systems through the CMDP. The overriding principle of CMDP is the Soldier’s and units’ abilities to maintain their equipment in any environment – including under austere field conditions. Senior commanders ensure leaders at all levels, with extra emphasis on company and battalion commanders, and battalion and brigade maintenance officers and executive officers, understand CMDP and enforce the program throughout their formations.

(b) Standards. Commanders develop and sustain maintenance programs which are synchronized within their UTPs and that focus on ensuring their equipment is ready to go to war. Maintaining our equipment to the 10/20 standard is the only standard. We will maintain or exceed the Army Operational Readiness standard for ground equipment at 90% and Aviation at 75%. Take ownership in your equipment, become personally involved in your maintenance programs, and adhere to the Technical Manual 10/20 standard. Commanders allocate time by annotating services on training schedules and focus manpower resources on maintenance activities. All commanders publish detailed unit recovery plans prior to executing field training exercises and supervise and enforce compliance during recovery operations.

(c) Combat Aviation Brigades (CAB). FORSCOM focuses especially on CAB maintenance in FY17. CABs must continue to reduce reliance on contract maintenance support. Maintenance companies and aviation support battalions execute maintenance utilizing their organic personnel and equipment at home station and in austere operating environments. Commanders find further instructions in the FORSCOM Message # 160540, subject: FORSCOM Guidance for CAB Phase Maintenance Completion, dated 11 May 2016.

(5) Training. During this year’s transition to Objective-T, tough, realistic training remains the cornerstone of building readiness. UTPs must address the resource requirements and provide a single plan for the organization. During execution of the UTP, commanders use their

organizational inspection programs (OIP) and deployment readiness exercises (DRE) to maintain the necessary oversight of their readiness across all four measured areas. At a minimum, all operational units execute level 1 DREs semi-annually and level 2 DREs annually. Senior commanders are authorized on a case-by-case basis to modify DRE requirements as found in AR 525-93 based on installation resource limitations. Senior commanders highlight these forecasted modifications to established standards within their monthly situation report (SITREP). The remainder of this command training guidance provides further instructions for FY17 training.

b. **OPERATIONALIZE ARMY TOTAL FORCE POLICY.** Operationalizing the ATFP nests with the number one priority of readiness. We know when we get ATFP right – and the primary indicator is all units benefiting from training.

(1) Associated Unit (AU) Pilot. For FY17, the focal point for our efforts at operationalizing the ATFP is the AU Pilot. The AU concept takes total force partnership to the next level which forges a deeper total force integration and eliminate the mindset of “filling a tasker” for units participating in major collective training exercises.

(2) Echelon-Above-Brigade (EAB) CTC guidance. Army force structure requires that EAB sourcing utilize the total force. All components must partner early, closely, and repetitively to ensure EAB units arrive at the CTCs trained and ready to fight within a highly competitive DATE. During CTC rotational commander-to-commander dialogues, commanders report how they are ensuring that the total force at company level and above train together before the CTC rotation to improve integration.

(a) ARNG and U.S. Army Reserve units will be in Prepare Year 4 of the Sustainable Readiness Program.

(b) Division and brigade commanders include the entire EAB package in their UTPs for the CTC. At a minimum, divisions and brigades contact the brigade or battalion leadership of the units accompanying the BCT beginning at D-180 for Active Component (AC) units and D-360 for Reserve Component (RC) units. EAB battalion leadership, as available, participate in BCT CPXs during their train-up period.

(3) Definitions. Commanders understand these total force terms and how to apply them in building readiness through more effective integration.

(a) Total Force Partner Program (TFPP). TFPP provides a framework to align for partnership selected units within the AC, ARNG, and USAR. Partnership is defined as an established relationship of mutual cooperation between two aligned units with the purpose of promoting informal leader development (LD), sharing training opportunities, developing staff functionality, and communicating lessons learned. TFPP succeeds when commanders across all three components aggressively seek out training opportunities and look for innovative approaches to mutually beneficial multicomponent collective training.

(b) Associated unit (AU). AU permits shared Administrative Control between two controlling headquarters across two components by modifying training and readiness authorities and responsibilities. Specifically, the Gaining Commander assumes responsibility for approving the training program of the AU; reviewing the readiness reports of the AU; assessing manpower,

equipment, and training resources of the AU; and validating, not less than annually, compatibility of the AU with that of AC forces.

c. **MASTER THE FUNDAMENTALS**. FORSCOM has made significant strides in restoring our warfighting fundamentals. From the physical fitness of our individual Soldiers to our ability to employ fires and maneuver within the DATE, FORSCOM continues to build its combat readiness. Commanders continue to strive for mastery-level proficiency of our essential tasks through multiple repetitions and multiple iterations of training events. During FY17, commanders emphasize the following areas:

(1) Organizational Inspection Program (OIP). An organizational leader's responsibilities extend well beyond the demands of the current mission. Organizational leadership focuses on building the systems that are key to Sustained Readiness over the long term. At the heart of successful organizational leadership is the OIP. Commanders are expected to understand and comply with AR 1-201 (Army Inspection Program). The revitalization of OIPs at echelon provides commands the oversight and mentoring opportunities necessary to improve all substandard readiness systems, to include but not limited to Unit Training Management, Command Discipline Programs, Gunnery Programs, and Driver's Training and Certification. Improving these systems is an essential prerequisite to Sustained Readiness. Commanders outline OIP plans within their SITREPs as necessary.

(2) Combined Arms Maneuver. We have made marked improvements in our warfighting proficiencies especially in the areas of Mission Command (MC) and Fires. I want these efforts sustained. In FY16, FORSCOM trained 300 Mission Command Digital Master Gunners and 60 Signal Digital Master Gunners. First Infantry Division and the Mission Command Center of Excellence made outstanding progress with the home station MC training pilot program. The pilot used a training progression strategy similar to the integrated weapons training strategy to build proficiency at individual, crew, and collective levels. In FY17, division and brigade commanders incorporate this home station MC training program into their UTPs. Further, we will sustain initiatives to incorporate maneuver CPs within Field Artillery incremental tables, and improve effectiveness and efficiency of clearance of fires. Command emphasis across all warfighting functions to improve combined arms maneuver training continues. For FY17, commanders add an additional focus: cavalry conducting reconnaissance and security operations. Major collective training events must integrate cavalry conducting reconnaissance and security tasks over extended distances involving complicated Sustainment (to include medical support), Fires, and MC tactics, techniques and procedures within complex operational environments (OE) against larger, near-peer, hybrid threats. Like many other competencies, this one has diminished in lieu of other missions over the last fifteen years – we need to focus leader attention to maximize this critical component of combined arms maneuver.

(3) Competitions. Commanders leverage competitive events and environments to build Soldier readiness and team building. Soldiers, crews, and small units must routinely train within competitive situations testing and honing individual warrior skills, marksmanship, maintenance proficiencies, operator/driver skills, and small unit collective tasks. Commands will support Army-wide competitions such as Gainey Cup, Best Sapper, and Best Ranger, and build their own formal competitions at the unit and installation levels.

d. **STRENGTHEN LEADER DEVELOPMENT (LD)**. Leadership is the most dynamic element of combat power. Commanders leverage every opportunity to develop leaders. Developing leaders contributes fundamentally to our #1 priority of Maximizing Unit Readiness

and provides the foundation for exercising effective MC. Commanders ensure LD programs are mission-essential task list focused and doctrinal, while continuously reinforcing combined arms warfighting competencies. FORSCOM monitors organizational LD Programs through: staff assistance visits, CTC trends, MTBs, and commander-to-commander dialogues.

(1) Leader Certification and Functional Course Attendance. Commanders fully resource and provide command emphasis on their formal certification programs. Commanders two levels up certify their respective leaders. Senior commanders ensure installation Company Commander and First Sergeant Courses remain well-resourced and relevant. This certification includes the validation of leader abilities to conduct after-action reviews to standard. Commanders ensure that leaders are educated, trained and qualified prior to assuming command or any leadership position in an organization, e.g., a scout platoon leader attends the Reconnaissance Leaders Course, a Cavalry Troop Commander attends the Cavalry Leaders Course, and requisite functional and leader courses prior to assuming duties. Commanders develop and certify their staff officers.

(2) Education and Training. As we implement Objective T, the balancing of education and collective training becomes more challenging. Commanders weigh the professional development of our Soldiers and leaders with mission and training events. The Command Sergeant Major and I look forward to hearing how commanders are synchronizing these actions. Commanders actively track Soldiers and Civilians attending all Professional Military Education/ Civilian Education System courses. Key initiatives impacting FORSCOM Soldiers in FY17 include:

(a) FORSCOM Senior Leader Orientation (FSLO). Senior commanders support FSLO. The FSLO provides a venue for senior officers and non-commissioned officers newly assigned to FORSCOM to meet and network with the FORSCOM staff. The FSLO is mandatory for all newly assigned corps, division, and direct reporting unit commanding generals, deputy commanding generals, chiefs of staff, G-3s and command sergeants major.

(b) Senior Leader Certification Course Attendance. Incoming brigade and battalion command teams attend PCC Phases I thru IV with no exceptions. When feasible, complete prior to assuming command or position; otherwise, complete within 90-days of assuming command or position. All deputy commanding generals attend the Deputy Commanding Generals Course hosted by the Combined Arms Center.

(c) Schools Programs. Our schools programs at echelon lack resourcing and proper management. FORSCOM will be establishing a Schools Manager Course to assist in advancing your schools programs.

e. **CARE FOR SOLDIERS, CIVILIANS, AND FAMILIES.** Senior commanders ensure high-quality resiliency and Soldier and Family well-being programs on all installations.

(1) Installation Facilities. All leaders need ownership-level interests in the facilities used by our Soldiers and their Families on our installations. Encourage junior leaders to care about their installations and to not accept less than the highest standards. To accomplish this, senior leaders must be responsive to their junior leaders' assessments and recommendations and must themselves frequent all the facilities on their installation ensuring facilities are properly manned, equipped, and providing the correct hours of operation and quality of services. We must do everything possible to avoid institutional complacency in this area. Senior commanders

inform the FORSCOM Deputy Commanding General immediately when problems arise which prevent the above stated vision regarding installation facilities.

(2) Health of the Force. The health and resiliency of the force improves Soldier readiness and resiliency in our formations and increases combat readiness. We must continue to invest in the health and resiliency of our Soldiers, Civilians, and Families. FORSCOM leverages enterprise resiliency health of the force programs, such as, Sexual Harassment/Assault Response & Prevention (SHARP), Army Substance Abuse Program (ASAP), ASPP (Army Suicide Prevention Program), Behavioral Health Service Line, Comprehensive Soldier and Family Fitness (CSF2), Commander's Risk Reduction Dashboard (CRRD), and Health Promotion Officers (HPOs). These programs enable our leaders to "connect the dots" of at-risk behaviors and allow our formations to operate globally in complex OEs. Synchronization between programs must reduce existing program stovepipes. As we rebalance the Army and understand the human toll of a protracted conflict, it is critical commanders coordinate, integrate, and execute high-quality resiliency and Soldier and Family well-being programs to ensure a ready and resilient force.

(3) Soldier For Life (SFL). The SFL program will move from a focus on transition to the entire Soldier's Life Cycle (SLC) continuum. We can enhance the image of the American Soldier and the U.S. Army through developing the Soldier's mindset, character, and image early, along with connection to unit and regimental affiliations. Crucial to this effort is the Soldier's sponsorship. Our efforts enhance preparing Soldiers to meet their Individual Development Plan goals, through military and civilian education, licensing and credentialing. Our transitioning Soldiers must be career-ready by providing well-deserved and comprehensive support as they enter veteran status and civilian life (or in the case of our Reserve Soldiers on orders, return to reserve status).

f. **INFORM THE FUTURE FORCE.**

(1) Test and Evaluation. Supporting an Army futures event informs the future shape of our Army. Commanders and command sergeants major ensure they send the right people, in possession of the right skill sets, and with a holistic appreciation for the event the Army is conducting. Senior commanders ensure participation in testing does not consume readiness by ensuring unit training objectives are integrated into test and evaluation events where possible.

(2) Modernization. Senior commanders synchronize modernization into long range planning, ensuring harmonization with UTPs. To accomplish this, Senior commanders understand the responsibilities found in AR 700-142 (Type Classification, Materiel Release, Fielding, and Transfer). Senior commanders notify the FORSCOM G-3 and comment in their monthly SITREPs when they receive modernization directives which violate long range planning horizons IAW FM 7-0.

(3) Soldier Readiness Test. To enable commanders to properly assess readiness of their tactical athletes, FORSCOM is developing in concert with U.S. Army Training and Doctrine Command a physical assessment program commensurate with the experience level and capabilities of the Soldiers. This test will be challenging and measure each one of the 5 pillars of Comprehensive Functional Fitness: Muscular Strength, Explosive Power, Speed Agility, Muscular Endurance, and Cardio Endurance. It is my intent to pilot this test internal to FORSCOM during FY17.

(4) Joint Training and Exercises. Working through the FORSCOM G-3, Senior commanders and commanders of direct reporting units are to seek out joint training and exercise opportunities leveraging Joint Training Program resources to build additional joint readiness not offered in Army training programs alone. Commands codify all joint, combatant command and ASCC requests within recognized Joint Training Systems of Record. Commanders assess Joint/ASCC exercises training opportunities for training value, impact to other training, funding impact and regional alignment to determine which exercises are feasible to support. When properly orchestrated, joint training and exercises build readiness. Authority for participation in joint training and exercises which consumes rather than builds unit readiness resides with the FORSCOM Commander.

4. Focus Areas.

a. Sustain Momentum.

(1) Mission Command Systems (MCS) proficiency. Commanders continue to integrate MCS into rigorous home station field training. Commanders grow expertise by sending Soldiers to the Signal Digital Master Gunner course and the Mission Command Digital Master Gunner (MCDMG) course achieving a minimum of two per brigade, division, and corps headquarters and one per battalion. Commanders leverage the Signal System Training Strategy developed by the FORSCOM G-6 and the MCDMG Digital Training Tables with associated tasks developed by the MCCOE when developing UTPs. Senior commanders ensure maximum leveraging of FORSCOM's Mission Command Assessment Teams (MCAT).

(2) Aviation. Commanders synchronize Flying Hour Programs (FHP) with division and BCT training requirements, as well as the Aviation Proponent Training Strategy, to ensure division and BCT events are fully supported, while CABs also execute their aircrew training program to standard. CAB and subordinate battalion commanders train for combined arms against near-peer threats regardless of potential operational deployment requirements. Subordinate battalions must be able to execute battalion level maneuver and complete directed gunnery gates to meet Objective T standards, not just train as multi-functional aviation battalions. Division and CAB commanders report the execution of the FHP in both hours and dollars expended monthly to the FORSCOM G-3/5/7 Aviation Directorate. Commanders emphasize airspace management training at home station and during Warfighter Exercise (WFX) and CTC rotations. Commanders ensure unmanned aerial system (UAS) formations fully execute the unit's flight hour allocation and maximize the use of simulations to develop proficient operators, mechanics, aircraft commanders, and instructor operators. Full execution of a units' flight hours is required to increase collective unit proficiency and reduce an increasing trend in accidents. CABs ensure rotary wing and UAS teaming operations are integrated into gunnery scenarios to reinforce cooperative engagements and build confidence in our manned-unmanned teaming ability to support the ground force commander. This training should include the employment of both direct and indirect fires.

b. Build Capacity.

(1) Collective training. Commanders continue to improve capabilities in conducting joint combined arms operations. Lessons learned from the ongoing Russo-Ukrainian conflict provide several important insights which commanders will incorporate into training assessments and planning. Russian savviness and sophistication in areas such as electronic warfare, counter fire operations, and employment of UASs present substantial challenges to our forces. Further

development of our leaders' abilities to both employ with our combat power and counter enemy use of the eight forms of contact provide commanders a means of enabling their staffs and subordinate commanders to fight and win against these "graduate level" challenges.

(a) Combat Training Centers (CTC). We made significant progress in FY16 rebuilding our decisive action ability in part through our increased repetitions of DA/ULO WFXs and CTC rotations. As we transition to FY17, Senior Trainers and the CTCs will make our exercises and rotations less predictive for the training audiences. I expect Senior Trainers to drive the scenarios and use the established commander-to-commander dialogues to inform these valuable training events. For WFXs, brigade, division, and corps commanders can expect condensed planning timelines. RC divisions and functional/multi-functional brigades must synchronize inactive duty for training drills to facilitate the military decision-making process. Senior Trainers will develop the mission letters for maneuver CTCs at the division level to shorten the planning horizon for the BCTs and place greater emphasis on coping with unknown situations. The overall rotational design, while still tailored to meet the Senior Trainer's training objectives for the participating forces, must include varied scenarios that are less predictive in nature. All BCTs are expected to deploy to their rotation proficient on their METL (T2 for AC BCTs, T3 for RC BCTs) and receive their execution order to begin the mission planning process during reception, staging, onward movement, and integration.

(b) Command Posts (CP). Commanders reconfigure their CPs for better mobility in an austere, expeditionary environment. All training audience CPs (corps, division, and brigade) at WFXs operate out of their MTOE systems, emplace tactically, and displace multiple times during the exercises. ARNG BCTs at Brigade WFXs and their battalions operate out of their tactical CPs and displace multiple times during the exercise. Divisions and corps commanders establish support area CPs and lead the effort to relearn support area operations. All CPs employ camouflage.

(c) Intelligence. Intelligence training cannot be an afterthought. The complexity of the OE and the danger of the threats in a region like Russia/Ukraine cannot be overstated. Leverage your intelligence capabilities as the unifying warfighting function to enable understanding of these complexities and threats. Commanders train and certify their intelligence staffs and operators, including employing all program of record Military Intelligence systems, sustaining Foundry, building Digital Intelligence Master Gunners at echelon, ensuring brigade S-2s complete the S-2 course, participating in the Senior Leader Intelligence Surveillance Reconnaissance program, and utilizing the Intelligence Readiness Common Operating Picture as the primary means of reporting intelligence readiness.

(d) Cyber Electromagnetic Activities (CEMA). Commanders develop within our formations an appreciation for the threats operating within the cyberspace environment with priority to building the capacities to identify, respond to, and neutralize cyber and electronic warfare threats. Commanders train to fight in a degraded cyber environment. Critical to cyber readiness is the mastery of the tools available to conduct defensive cyber operations such as Assured Compliance Assessment Solution, Host Based Security System, and Enterprise Security Manager. WFXs and CTC rotations include contested cyber and electromagnetic spectrum environments. Senior commanders prepare to provide an update on CEMA training as a backup topic during their MTBs and report cyber readiness in the Commander's Comments in their USR.

(e) Chemical Biological Radiological Nuclear (CBRN) Defense Training. We should expect that future hybrid threats will employ CBRN weapons to achieve an advantage against U.S. Forces. Commanders train with detection equipment in our protection postures to ensure we can accomplish missions within hazardous or toxic environments. Commanders train the CBRN defense tasks outlined in AR 350-1 and DA PAM 350-1.

(f) Counter-Improvised Explosive Device (C-IED) Training. Commanders train to operate in the expected IED environment and use the suite of C-IED equipment available to our units to both maintain freedom of maneuver and to protect the force.

(2) Individual training. Commanders ensure focus on these areas of systemic individual skill deficiencies.

(a) Master Gunners (MG). MG selection, training, certification, and career management, IAW MILPER Message 16-057, Stabilization of MTOE Master Gunner, dated 16 February 2016, are essential to successful gunnery programs. Senior commanders publish guidance that addresses MG selection criteria, training, and stabilization. Commands leverage their MGs and the Training Circular (TC) 3-20 series of publications to incorporate the integrated weapons training strategy into their UTPs. A revitalization of this important training program is critical in the current OE.

(b) Medical training. Commanders ensure their 68W Soldiers are fully trained and ready to provide the full spectrum of care on the battlefield. Commanders validate 68Ws (in the grades of E-1 to E-7) annually on skill level 1 Critical Task List IAW AR 350-1 and TC 8-800. Commanders ensure 68Ws complete TC 8-800 MEDIC Tables I-VII followed by Table VIII validation, and record results on DA Form 7442 annually. Once Tables I-VIII are complete, commanders enter required data into the 68W Module of the Medical Operational Data System.

(c) Driver/Operator's training and certification. The current substandard state of driver/operator training and certification across FORSCOM represents an unacceptably high risk to readiness and Soldier safety. Commanders enforce AR 600-55 (The Army Driver and Operator Standardization Program) standards and develop their driver/operator training and certification programs. Incorporate the standards outlined in AR 600-55 into LD programs at all levels. Senior commanders prepare to provide an update on drivers training and certification as a backup topic during their MTBs.

(d) Javelin Training. Commanders review Javelin training programs and incorporate the system into UTPs.

c. Emerging Requirements.

(1) Objective T Assessments. Most commanders have already begun to lean forward in anticipation of the Objective T Level initiative. The initiative is already achieving results in the execution of performance-oriented training to standard. As we implement Objective T, senior commanders ensure their staffs and subordinate commanders expediently adopt the updated policies on readiness standards and reporting. LD programs must address these changes.

(a) Implementation Challenges. The external evaluation requirement requires unique solutions especially at installations with low densities of like units. Another challenge will be the present for duty requirements for task evaluation. Commanders ensure all available Soldiers

are in the field with their units during training. Soldiers pending permanent change of station will participate in training. Commanders need to anticipate the challenges of implementing Objective T during long, mid- and short-range planning sessions and proactively work to mitigate them through comprehensive planning and deliberate execution. This is no different than how we plan and execute combat operations in complex OEs – treat your home station training plan the same way.

(b) Digital Training Management System (DTMS). Use of DTMS becomes essential under Objective T. The reporting requirements and constraints built into the system allow for no other options for commanders. Invest the time immediately in building DTMS capacity at echelon, or the learning curve will be very steep during FY17.

(2) Field Manual (FM) 7-0. Commanders understand the new FM 7-0 and make it an LD focus area for FY17. Senior commanders establish a program that builds understanding of FM 7-0, and unit training management. Commanders must get involved at the lowest echelons to ensure the necessary leader training and mentoring required to rebuild our capacity for high quality unit training management. Brigade commanders should visit battalion training meetings. Battalion commanders should routinely visit company training meetings.

(3) Associated Units. During the remainder of FY16, designated commands, states, and AUs are to begin direct coordination to update training guidance, synchronize training plans, develop memoranda of agreement, and make other preparations for execution of the AU pilot. Commanders resource and execute a modified training strategy to sustain targeted readiness levels for RC AUs. RC AUs sustain targeted readiness levels through added training days, CTC rotations, prioritized manning, and association relationships. AUs and their gaining units conduct collective training together to the maximum extent feasible, including LD, field training, CP exercises, and CTC rotations. Senior commanders update AU progress within Commanders USR Comments and SITREPs as necessary.

(4) Mission Command Post Operational Detachment (MCP-OD). With recent reductions in the manning of division and corps headquarters, RC augmentation of these headquarters restores some lost capacity. Senior commanders update MCP-OD progress within their SITREPs as necessary.

(5) Deployment validation process. Commanders preparing for a Secretary of Defense ordered deployment or assumption of a prepare to deploy ordered mission in support of a combatant commander follow a verification process of certification, confirmation, and validation. This process does not apply to units participating in overseas training exercises, unless designated as high risk or sensitive by the requesting command.

(a) Certification. Commanders certify that their unit training was conducted to standard and the unit is mission capable as described in AR 220-1 and combatant commander requirements.

(b) Confirmation.

- For battalion level and below units, the first O-6 in the chain of command, or first general officer (GO) in the chain of command for sensitive and high risk missions, confirms the unit's mission readiness IAW AR 220-1 and combatant commander requirements for the unit.

- For brigade level units, the first GO in the chain of command confirms the readiness and preparedness of the unit for the mission.

- For division headquarters, Commander, First Army or Corps Commander confirms the readiness and preparedness of the unit to meet mission requirements.

- For corps headquarters, Deputy Commander, FORSCOM confirms the readiness and preparedness of the unit to meet mission requirements.

- For units from the 32d Air and Missile Defense Command and 20th Chemical, Biological, Radiological, Nuclear, Explosives Command, their Commanding Generals confirm the readiness and preparedness of the unit to meet mission requirements.

- For units from Air Traffic Services Command, Deputy Commander FORSCOM will confirm the readiness and preparedness of the unit to meet mission requirements.

(c) Validation. A GO validates all allocated force missions and Army designated contingency forces packages. If a GO confirms a unit, then the next higher commander validates the unit. Validation is the final step in verification and reports to the next higher headquarters that a unit has completed all necessary training and is manned and equipped to deploy or assume a mission in support of a combatant commander. For all units, Commander, First Army or the Corps Commander submits a “validation message” to Headquarters FORSCOM Operations Center NLT 30 days prior to deployment or assumption of a prepare to deploy.

- For brigade level units, Commander, First Army or a Corps Commander validates the readiness and preparedness of the unit to meet mission requirements.

- For division headquarters, the Commander, FORSCOM validates the readiness and preparedness of the unit to meet mission requirements.

- For corps headquarters, Commander, FORSCOM validates the readiness and preparedness of the unit to meet mission requirements.

- For units from the 32d Air and Missile Defense Command and 20th Chemical, Biological, Radiological, Nuclear, Explosives Command, FORSCOM validates the readiness and preparedness of the unit to meet mission requirements.

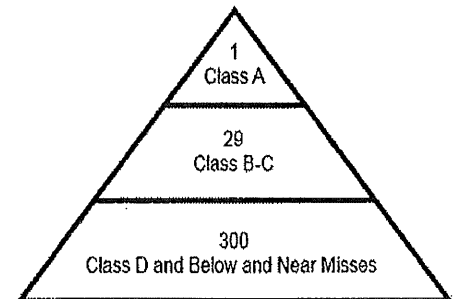
5. Risk management. Risk management is essential to the successful employment of the Mission Command philosophy at echelon. Senior commanders must continue to emphasize the importance of identifying and mitigating risk in training. Commanders who become adept at risk management in training are the same commanders who successfully manage operational risk during combat. Risk management is a dynamic, continuous process, intrinsic to the operations process, and is a readiness imperative which conserves combat power and enables disciplined initiative.

a. Safety. Safety and accident prevention is enabled through the employment of leading indicators. Too often, appropriate controls to mitigate identified risks are not implemented until after a significant accident. Effective analysis of leading indicators and a deliberate mitigation

strategy, can prevent accidents altogether. Two leading indicator methods are the Army Readiness Assessment Program (ARAP) and the Safety Pyramid.

b. Army Readiness Assessment Program. ARAP is a battalion level program that helps the commander see his/her organization from the perspective of safety climate and culture. Battalion commanders or their representatives contact the Army Combat Readiness Center to enroll in ARAP within 90 days of assumption of command. The Combat Readiness Center provides survey feedback and recommended risk mitigation controls. Commanders implement action plans and re-enroll at the midpoint of the command tours.

c. Safety Pyramid. Developed and employed since the 1930s, the Safety Pyramid theory states that for every Class A accident, there is a higher number of Class B-C accidents, and an even larger number of Class D and below accidents and near misses. The key to preventing major loss is to take positive action to analyze and mitigate less severe accidents and near misses before they become a major event. However, this method requires four key components.



(1) Leaders establish a climate and culture that emphasizes that minor loss prevention is just as important as major loss prevention.

(2) Soldier and Civilian buy-in.

(3) Full reporting of all events.

(4) Periodic assessment.

6. Conclusion. Our Army's effort to rebuild readiness as we balance rotational requirements and contingency preparedness must continue. Our next way point toward the benchmark standard laid out in the CSA's Readiness Guidance is at the organizational level – establishing systems which enable readiness across each of the four measured areas of readiness: personnel, supplies, maintenance, and training. Commanders achieve this organizational level of progress by understanding and visualizing end-states beyond their current missions and even beyond their change of commands, and then describing, directing, and leading their formations to achieving results. Commanders should return to command at the next higher echelon with anticipation for assessing the fruits of their labors started years earlier. This is critical to the leadership philosophy that our Army needs to Sustain Readiness today and meet the global security demands of the future.

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