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Training

United States Army Joint Multinational Readiness Center

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**Summary.** This regulation prescribes the USAREUR policy for training at the United States Army Joint Multinational Readiness Center (JMRC) at the Hohenfels Training Area and exportable training capability (ETC) for the JMRC Operations Group worldwide.

**Applicability.** This regulation applies to all Army units and agencies in Europe, DOD agencies, United States Air Force and United States Navy elements, as well as all allied and coalition units taking part in JMRC exercises at the JMRC or as part of ETC exercises.

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

**Supplementation.** Organizations will not supplement this regulation without approval of the Training Division, G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

**Suggested Improvements.** The proponent of this regulation is the Training Division, G3/7 TREX, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (mil 537-3267). Users may suggest improvements to this regulation by e-mail to the USAREUR G3/5/7 at *USARMY Wiesbaden USAREUR Mailbox G37 TNG Policy*.

**Distribution.** This regulation is available only electronically and is posted in the Army in Europe Library & Publishing System at <https://aepubs.army.mil/>.

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## **CHAPTER I OVERVIEW**

### **SECTION I INTRODUCTION**

#### **1-1. PURPOSE**

This regulation prescribes USAREUR policy, objectives, and responsibilities for developing and operating the United States Army Joint Multinational Readiness Center (JMRC).

#### **1-2. REFERENCES**

Appendix A lists references.

#### **1-3. EXPLANATION OF ABBREVIATIONS AND TERMS**

The [glossary](#) defines abbreviations and terms.

## **SECTION II TRAINING OVERVIEW**

#### **1-4. VISION**

The Seventh Army Joint Multinational Training Command (JMTC) uses innovative multinational (MN) training solutions to prepare forces to execute unified land operations (ULO) and contingencies in support of combatant commands (CCMDs), NATO, and other national requirements. The JMTC—

- a. Provides world-class training, this includes full domain integration, flexible and adaptive training support, and ULO-centered leader development.
- b. Builds MN capacity by supporting NATO and U.S. deployment requirements, developing and supporting MN training capacity, and providing expeditionary training capacity.
- c. Provides commanders, staffs, and units an operational experience that emphasizes unit readiness balanced with leader development.
- d. Increases unit readiness for deployment and warfighting.
- e. Produces bold, innovative leaders through stressful tactical and operational exercises.
- f. Teaches Army doctrine.
- g. Provides feedback to the Army and joint participants to improve warfighting.

h. Provides a data source for lessons learned to improve doctrine, organization, training, materiel, leadership, personnel education, and facilities, and to prepare for ULO.

i. Provides instruction based on the most recent tactics, techniques, and procedures from across the force.

## **1-5. OBJECTIVES**

The JMRC will—

a. Concentrate on a wartime mission-essential task list (METL) and combat operations as part of the Joint team.

b. Train for ULO and decisive action missions including offense, defense, stability, and defense support of civil authorities.

c. Stress realistic, sustained, multi-echelon, and fully integrated collective combat training for Army service component commands (ASCCs), brigade combat teams (BCTs), multifunctional support brigades, functional support brigades, division and corps headquarters, and operational headquarters training to fulfill missions as joint force land component commands or joint task forces.

d. Provide performance-oriented training in a realistic tactical environment measured against established tasks, conditions, and standards.

e. Support achieving and sustaining leader development and unit warfighting readiness using a combination of live, virtual, constructive (LVC) simulations.

f. Enable commanders' readiness assessment through live-fire, force-on-force, and computer simulated exercises that integrate all aspects of lethal and nonlethal effects, tailored to the operating environment (OE), from platoon to corps level, based on unit warfighting and combat training center (CTC) capabilities.

g. Include instrumented urban operations training experience during rotations.

h. Incorporate reception, staging, onward movement, and integration (RSOI) operations, regeneration, and deployment training.

i. Fully integrate decisive action.

j. Execute mission-rehearsal exercises (MREs) for brigades and below and mission-readiness exercises (MRXs) for divisions and above, as required.

k. Incorporate MN partners into training environments.

## **1-6. GUIDANCE**

During a fixed site CTC experience, commanders will train with the equipment they would expect to take to war, to the fullest extent possible. During an exportable training capability (ETC) experience, commanders may have to train with fewer resources than they may deploy with; however, the ETC will train whatever capability the unit has available. To provide a realistic training environment, the JMTC will—

a. Provide an environment in which rotational unit commanders can train to established standards (for example, METL, combined arms training strategy, approved training guidance).

- b. Replicate (not duplicate) the OE of the theater to which the unit will likely deploy.
- c. Conduct doctrinally based after-action reviews (AARs) centered on observed performance that enables Soldiers and leaders to discover for themselves what happened, why it happened, and how to sustain strengths and overcome weaknesses.
- d. Stress all warfighting functions in decisive air-ground ULO where both lethal and nonlethal solutions could be employed.
- e. Provide a free-thinking, capabilities-based, opposing force (OPFOR) with an equal chance to win.
- f. Develop tactical- or operational-level-of-war scenarios that do not assure the outcome and that promote initiative-oriented warfighting skills for commanders.
- g. Ensure consequences of military decisions are fully played out.
- h. Dedicate a portion of the rotation to retraining those tasks that the commander deems essential for the unit to increase proficiency. Retraining is not an indication of failure.

## **1-7. RIGOR**

In coordination with the training unit, the JMTC will ensure the appropriate type and quantity of personnel and equipment are aligned with the training objectives throughout the planning cycle. The JMRC will—

- a. Replicate (not duplicate) the contemporary operating environment (COE) of any theater approved by the senior trainer.
- b. Conduct doctrinally based AARs centered on observed performance that enables Soldiers and leaders to discover for themselves what happened, why it happened, and how to sustain strengths and improve weaknesses.
- c. Stress all warfighting functions in decisive air-ground ULO where both lethal and nonlethal solutions could be employed.
- d. Provide a free-thinking, capabilities-based, OPFOR.
- e. Develop tactical scenarios where the outcome is not assured.
- f. In accordance with the exercise director's guidance, ensure the consequences of tactical decisions are fully played out.
- g. Retrain to reinforce the unit's adherence to standards and mastery of the task. Retraining is not an indication of failure.

## **1-8. JOINT CONTEXT OF TRAINING**

The JMTC will provide Joint context that applies to the unit's training objectives. The JMTC will have a persistent capability to link to Joint national training capability (JNTC) events; however, operational requirements and scheduling conflicts may preclude this linkage for some rotations. Regardless of linkage to a JNTC event, the JMTC will provide the correct Joint context for training across all warfighting functions to ensure that leaders, Soldiers, and units are ready to operate in a Joint environment and understand the interdependencies shared by Army forces and other components of the Joint team. The goal is to improve Joint interoperability by using the capabilities provided by an integrated LVC training environment. The JNTC's elements of Joint context are as follows:

- a. Coherent ULO.
- b. Joint tactics, techniques, and procedures.
- c. Joint doctrine.
- d. Joint exercise control for joint tasks.
- e. Live and simulated forces to support joint tasks.
- f. Joint event analyses.
- g. Joint training and experiment objectives.
- h. OPFOR planning and integration.
- i. Scenario support.
- j. Joint command, control, communications, computers, intelligence, surveillance, and reconnaissance.

#### **1-9. END STATE**

The USAREUR CTC program provides Title 10 units (USAREUR combat, functional, and multifunctional brigades) with realistic LVC training from all facets of the JMTC's training resources to validate the unit's ability to support major theater operations. The JMTC's training resources include the JMRC, the Joint Multinational Simulation Center (JMSC), the Training Support Activity Europe (TSAE), the Combined Arms Training Center (CATC), the maneuver coordination area (MCA), and Grafenwöhr Training Area (GTA) range operations. Allied and coalition partners are incorporated into the CTC program to build partner capacity and prepare, assess, validate, or certify units as directed.

#### **1-10. COMBAT TRAINING CENTER PROGRAM—EUROPE**

The USAREUR CTC Program is executed through the JMTC. JMTC's subordinate elements include the JMRC (referred to as the maneuver combat training center (MCTC) or fixed CTC site), the JMSC, the CATC, and the TSAE. The JMRC provides an ETC that can execute live force-on-force maneuver training at designated training locations worldwide.

- a. The JMRC supports the JMTC by providing a world-wide expeditionary training center that trains leaders, staffs, units up to brigade combat teams, and MN partners to dominate when conducting ULO. The JMRC supports ULO training through simultaneous offensive, defensive, and stability operations to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. The JMRC supports the building of a unified action partner capacity through an enhanced leader training program, media and engagement skills training, joint interagency intergovernmental MN training, counter-improvised explosive device training, and situational training exercises to better prepare leaders, staffs, and units. The JMRC also supports partnership capacity through the expansion of other European CTC programs by training NATO and other MN forces to support ULO. Finally, JMRC continues to support European and CONUS-based units deploying in support of the NATO-led Resolute Support mission by maintaining the emphasis on assisting the Afghan National Security Forces. The JMRC strives to ensure that USAREUR leaders, staffs, units, and partner nations (PNs) are versatile, expeditionary, agile, lethal, sustainable, and interoperable. Units leave the JMRC capable of successfully executing ULO against an array of threats anywhere in the world.

b. The JMSC provides and enables mission command training at all echelons through the integration of established training environments (live, virtual, constructive – gaming (LVC-G)), which enable commanders to accomplish training objectives. The JMSC adapts to a continuously changing environment while maintaining a pre-eminent role in mission command training, incorporating technical innovations to provide Service-specific, Joint, interagency, and MN capabilities at home and across the USEUCOM area of responsibility. The JMSC operates from the hub at the GTA with spokes at Kaiserslautern, Baumholder, and Vicenza as well as remote locations as required.

c. The CATC provides individual institutional training for USAREUR Soldiers, DA civilians, and MN students through resident and online training, distributed learning, and mobile training teams.

d. The TSAE identifies, acquires, manages, and provides state-of-the-art, home station (HS), rotational, and expeditionary training support and visual information to prepare joint and MN forces to win in any OE. The TSAE is the JMTC POC for training support at installations outside the GTA.

e. Figure 1-1 shows the JMTC task organization.

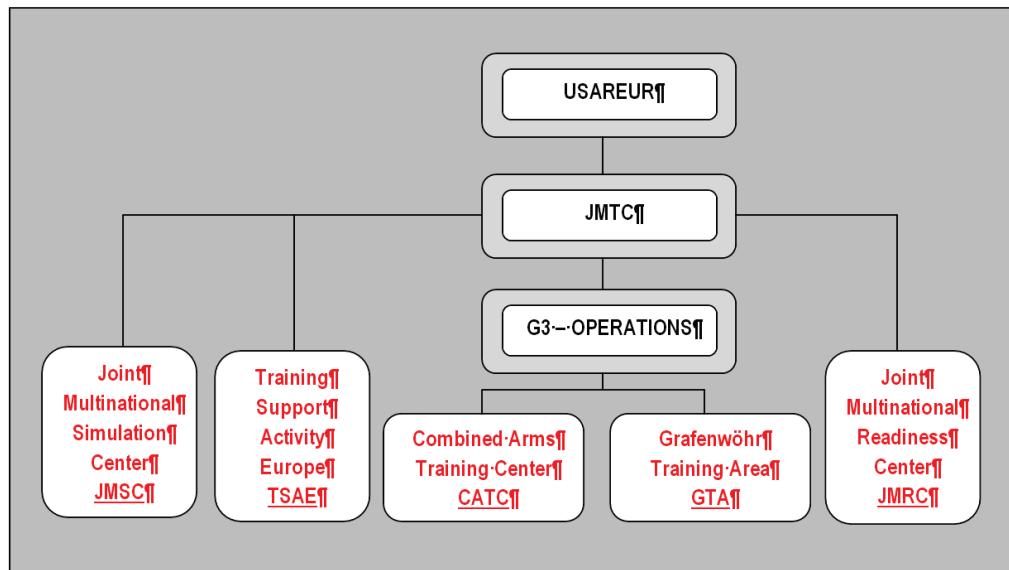


Figure 1-1. JMTC Task Organization

## 1-11. TRAINING CONCEPT

a. **Concept of Operations.** The JMTC builds an OE for each rotation to challenge the rotational unit's ability to perform collective unit tasks. The OE integrates the rotational training unit (RTU), the OPFOR, and available facilities with the JMRC Operations Group (OPS GRP) and instrumentation, training aids, devices, simulators, and simulations (ITADSS). The OE is designed to replicate the RTU's most likely future deployment and match directed and requested training objectives to the scenario. The designated exercise director oversees the creation of the OE and controls the exercise during execution. Higher Headquarters, adjacent units, and lower command response cells can be simulated or replicated to meet the exercise director's intent and the exercise's training objectives.

**b. The Five Pillars of the CTC Program.** The JMTC uses a five-pillar system to manage the CTC program.

**(1) Rotational Training Unit.** USAREUR is responsible for ensuring rotational unit composition will be in accordance with the Army G3/5/7-approved CTC Program troop lists, which will be updated periodically. For those specific rotations where exceptions to the Army G3/5/7-approved CTC Program troop lists are approved, USAREUR is responsible for providing the additional manpower; observer/controller-trainer (OC-T) augmentation at JMRC exercises; transportation; and funding resources to accommodate the increase in rotational unit size or capability. [Chapter 2](#) describes organizational guidelines for training units.

**(2) Operations Group.** The OPS GRP, staffed by highly qualified OC-Ts, provides the foundation for successful JMRC rotations. JMRC OC-Ts are qualified to analyze unit and leader performance through AARs and are critical to the success of the JMRC. The AARs will reinforce Army doctrinal standards and emerging lessons learned from ongoing operations and leverage the learning opportunities presented by underscoring strengths and weaknesses demonstrated during the exercise. More frequent “in-stride” AARs, targeted at small audiences to provide initial observations to leaders, which do not disrupt the mission rhythm of the training event, will be normal. This does not preclude the conduct of formal AARs when, in the judgment of the CG, JMTC, they are deemed appropriate. Additionally, the OPS GRP develops realistic scenarios for ULO and decisive actions, as appropriate to the specific JMRC or JMSC exercise. The OPS GRP replicates the echelon above the RTU headquarters. To assist training and help the RTU in achieving rotational training objectives, the OPS GRP will have current digital mission command and communications capabilities to seamlessly operate with digitally enabled units. These capabilities must be fielded to the JMRC when available and include, but not be limited to, Force XXI Battle Command Brigade and Below, Blue Force Tracker, Joint Capabilities Release and Army Mission Command Systems, Joint Network Node, Global Broadcast Service, Secure Internet Protocol Router Network, Nonsecure Internet Protocol Router Network, and other systems, as developed.

### **(3) Operational Environment.**

(a) The OPFOR, replicating the military aspect of the OE, will remain the best trained adversarial force in the world and provide a relevant experience at the JMRC. The OPFOR will provide the toughest, most challenging fight short of war for rotational units. To be credible, the OPFOR must be equipped to replicate the capabilities of modern threat units and the variables of political, military, economic, social, and infrastructure information with the addition of physical environment and time factors to stress the leaders’ and units’ capabilities of the RTU. The OPFOR must be able to replicate a hybrid threat, capability-based, and be able to engage and defeat the RTU. The OPFOR will employ multiple and diverse capabilities and follow a generalized doctrine that includes a wide range of potential threats. This doctrine will be descriptive rather than prescriptive and is intended to provide a framework to guide OPFOR operations. The OPFOR will have appropriate equipment and ITADSS that enhance training realism.

(b) To support decisive action while replicating the human terrain of the OE, the CTC environment will include elements of future conflict and threat capabilities. One of these elements is civilians on the battlefield (COB). In general, COB functions are performed by numerous role players to present the required conditions of the OE that will help friendly units achieve their training objectives. A detailed discussion of COB requirements and resources for each MCTC can be found in the CTC Master Plan, but the following defines the categories of role players:

**1. The Professional Civilian on the Battlefield (PRO-COB).**

A PRO-COB is a permanent party, Federal employee who directs the operations of civilian role-plays in the JMRC's urban training sites. PRO-COBs cooperate with members of JMRC Exercise Control (EXCON) to manipulate the OE of each urban site in accordance with unit training objectives and directives from EXCON. Before each rotation, PRO-COBs provide formal and informal training to contracted generic and cultural role players. Each PRO-COB is proficient in the District Stability Framework and is responsible for ensuring the civilian role players operate within the desired OE.

**2. Generic Role Players.**

These are personnel designated to replicate ordinary civilians on the battlefield or noncombatants such as innocent bystanders, shopkeepers, and Family members. They have no special skills but should be capable of replicating a realistic representation of the OE (number of males, females, and ages) during specific missions.

**3. Special Skill Role Players.**

These are hired personnel with unique knowledge, expertise, or experience suitable to the training environment. Examples include foreign language role players or cultural role players with provincial reconstruction-team experience, interagency experience (for example, State Department) and experience in detainee training.

**a. Foreign Language Speakers.**

Foreign language speakers support training objectives that are centered on geographically based scenarios and require replication of languages or dialects. Foreign language speakers are typically native or fluent speakers, but may also include linguists with a defense language proficiency test rating of 3/3 or the equivalent (native language experience). Foreign language speakers are required role players who provide realistic and viable training conditions, especially during MREs.

**b. Cultural Role Players.**

These are hired personnel with specific cultural experience for a target country or region who provide a realistic cultural experience to friendly forces training experiences that are deemed critical to the success of unit training objectives; they are also typically native foreign language speakers. These individuals typically play critical roles within training scenarios such as governors, mayors, police chiefs, religious leaders, and key community persons. Cultural role players are required role players who provide realistic and viable training conditions, especially during MREs.

**(4) Instrumentation, Training Aids, Devices, Simulators, and Simulations.**

ITADSS provide essential capabilities to interoperability across the MCTCs to achieve efficiencies of scale, support standard data collection, and achieve the goals of the CTC training strategy. The Army will achieve instrumentation commonality and distribution capability for AARs and Army learning. This will enable a fluid exchange of information and lessons learned across the Army. The JMRC will use instrumentation systems during live-fire and urban operations (UO). Simulations will support training requirements during all CTC events. ITADSS and AAR systems will interoperate with the Army mission command systems to the maximum extent possible and be capable of operating in a classified mode up to secret system high level, if required. The JMRC-provided ETC will employ exportable instrumentation systems that may have capability to fixed-site MCTCs instrumentation, extending the operational environment and providing more diverse training sites.

**(5) Facilities.** The JMTC's infrastructure plays a vital role in supporting day-to-day operations, the rotational training mission, and the training unit. Adequate resources to support this role directly affect mission success. The facilities supporting day-to-day operations include, but are not limited to, instrumentation requirements; AAR and OPFOR facilities; generic Tactical Engagement Simulation System storage; buildings supporting prepositioned vehicles, equipment, and ITADSS fleets with their associated maintenance support buildings; logistic sustainment facilities; and contractor support facilities. The garrison commander is responsible for supporting these as part of the base operations or sustainment, restoration, and modernization mission funding. Garrison commanders are responsible for supporting RTU and augmentation personnel housing and feeding facilities with the associated utility, access, security, and support infrastructure outside the "maneuver box" ([glossary](#)). Garrison commanders are also responsible for the maintenance and repair of buildings, land, and land improvements that are not the responsibility of the Integrated Training Area Management Program but required to support JMTC mission training inside the maneuver box. The JMRC-provided ETC rotations will require comparable facility support from the supported units or institutions when conducting exported rotations. Responsibilities of garrison commanders for power-generation platforms and HSs that host ETC rotations will encompass real property assets, road and land maintenance, wash-rack facilities, and any facility that directly affects the rotating unit's training scenario or the ability of the JMRC-provided ETC to enable the training event.

**c. Leader Development.** The JMTC is a leader-development facility. The emphasis is on training and developing self-confident, adaptive, self-aware leaders capable of quickly assessing ambiguous situations, making decisions, and acting on them.

**d. The Leader Training Program (LTP).** The JMRC provides collective mission command training for commanders and staffs within units and rotational support elements. This training builds on capabilities established during the brigade warfighter exercises and at HSs. It focuses on preparing BCTs for their subsequent operationally focused rotation at the JMRC. Training develops military decision-making process skills and is oriented on the tasks and conditions unique to the unit's designated mission. A core curriculum of common training topics is included. Additionally, a menu of supplemental training topics is provided to support commanders' training objectives. The LTP will normally be conducted during a 1-week period.

(1) During all JMTC rotations and exercises, leaders will receive assessments of their leadership and its effects on mission outcomes. Knowledge gained from these assessments will leverage the CTC training environment for leader development. Every CTC training exercise produces leaders who understand their individual training development requirements so that they may improve their tactical abilities and leadership skills.

(2) To support leader development, each CTC requires a robust, standardized data-collection capability for processing lessons learned. This enables the Army to draw meaningful conclusions from CTC training. The CTCs will collect and submit lessons learned to the Center for Army Lessons Learned in accordance with AR 11-33 and [AE Regulation 525-5](#). Additionally, each CTC will rapidly integrate combat-relevant lessons learned issued by the Center for Army Lessons Learned or other approved Army venues.

**e. Unit Training Assessment.** Unit commanders can use JMTC rotational experience to assess a training unit's readiness for operations. The chain of command is provided with accurate, comprehensive, objective information on a unit's ability to fight and win on a complex battlefield including ULO capabilities. Units will deploy to the JMRC and execute training based on the five pillars of the DA CTC Program ([b above](#)). The training will use tactical scenarios developed by the Commander, JMRC, and the senior trainer to meet specific training objectives.

## **SECTION III**

### **ROLES AND RESPONSIBILITIES**

#### **1-12. CG, USAREUR**

The CG, USAREUR, is responsible for providing—

- a. A combat-ready force under USEUCOM. USAREUR is an Army service component command and the Army component of USEUCOM. The CG, USAREUR, reports directly to HQDA.
- b. Administrative and logistic support to U.S. ground forces in the USEUCOM theater of operations.
- c. Command and control for assigned forces and other forces as directed.
- d. U.S. Army forces to NATO.

#### **1-13. CG, SEVENTH ARMY JOINT MULTINATIONAL TRAINING COMMAND**

The CG, JMTC—

- a. Commands, operates, and maintains the JMTC.
- b. Serves as the G3/5/7 executive agent in matters related to developing and operating the JMTC.
- c. Establishes the priorities for providing JMRC personnel, equipment, construction, and funding requirements.
- d. Provides an operations group that is staffed, equipped, organized, and trained to develop and execute scenarios; observe and analyze the performance of training units using Army doctrinal standards; and provide lessons learned and detailed feedback to units and the Army. USAREUR will fill authorized JMTC table of distribution and allowances (TDA) positions through permanent or augmentee assignments. The ASCC rotational unit will provide OC-T support in excess of the operations group TDA authorizations.
- e. Provides an OPFOR. The modification table of organization and equipment (MTOE) and TDA for the OPFOR will be designed to support the mission and Blue Forces (BLUFOR) troop list. USAREUR will fill the authorized OPFOR MTOE/TDA through permanent or augmentee assignments. The ASCC player unit will provide OPFOR support required in excess of the OPFOR MTOE/TDA.
- f. Carries out the following CTC scheduling responsibilities:
  - (1) Manages the JMTC schedule.
  - (2) Develops and publishes long-range training rotation schedules, in coordination with G3/7 TREX.
  - (3) Coordinates higher headquarters requirements for USAREUR echelon above brigade Mission Command Training Program (MCTP) rotations.
  - (4) Coordinates National Guard Bureau (NGB) and Army Reserve activities.
  - (5) Participates in the Worldwide Joint Training and Scheduling Conference.

(6) Identifies long-term support requirements (5-year plan) for JMTC (for example, field and sustainment maintenance, aviation, OPFOR, engineer, heavy equipment transport) with the NGB and the Office of the Chief, Army Reserve.

(7) Identifies required operation and maintenance funding for rotations and operations for each program objective memorandum (POM)/budget-year cycle and informs the CTC responsible official.

(8) Participates in Chief of Staff, Army (CSA), CTC training-management reviews, MCTP schedules, exercise troop lists, training plans, scenarios, and METL reviews. Variances from published guidelines will be briefed to obtain CSA approval.

(9) Publishes an ASCC-specific CTC implementing regulation addressing the policies, procedures, and requirements for training at the sponsored CTC. Such regulations will be developed and revised in coordination with affected ASCCs, the CTC Program responsible official, and HQDA.

(10) Conducts a periodic review of the baseline troop list in coordination with CTC sponsoring ASCCs, the CTC Program responsible official, and HQDA.

g. Provides a realistic, stressful combat training environment for combined arms and joint training that replicate the COE.

h. Provides HQDA with an ETC, as designated.

i. Provides the United States Army Training and Doctrine Command (TRADOC) with data, information, and lessons learned from the JMRC.

j. Participates in Army Force Generation (ARFORGEN) Synchronization Conferences at the United States Army Forces Command (FORSCOM) and USAREUR.

k. Serves as Exercise Director for all JMRC BCT-size exercises ([para 1-30](#)).

#### **1-14. USAREUR GENERAL OFFICER STEERING COMMITTEE**

The USAREUR General Officer Steering Committee (GOSC)—

a. Oversees operations, concept development, and resources.

b. Meets when called by the CoS, HQ USAREUR.

c. Is chaired by the CoS, HQ USAREUR.

d. Is composed of the following:

(1) USAREUR G1.

(2) USAREUR G2.

(3) USAREUR G3/5/7.

(4) USAREUR G4.

- (5) USAREUR Deputy Chief of Staff, Engineer.
- (6) USAREUR G6.
- (7) USAREUR G8.
- (8) The USAREUR Command Surgeon.
- (9) CG, JMTC.
- (10) Commander, Operations Group (COG), JMRC.
- (11) Representatives of USAREUR major subordinate commands (MSCs).
- (12) A representative of the Commander, U.S. Naval Forces Europe/Commander, U.S. Naval Forces Africa/Commander, U.S. Sixth Fleet.
- (13) A representative of the Commander, United States Air Forces in Europe/United States Air Forces Africa.

**1-15. USAREUR G1**

The USAREUR G1—

- a. Serves as the USAREUR POC for JMRC-related personnel issues.
- b. Establishes necessary personnel management policy and procedures to ensure USAREUR designated personnel requirements and priorities are met for the JMRC.
- c. Oversees Army Quality of Life Program (AR 215-1).

**1-16. USAREUR G2**

The USAREUR G2—

- a. Advises the USAREUR G3/5/7 each year on OPFOR threats to ensure the JMRC uses an accurate, current portrayal of threat force capabilities on the complex battlefield.
- b. Regularly reviews AR 350-2 policy, objectives, and guidelines to determine if supplementation is required to meet needs.

**1-17. USAREUR G3/5/7**

The USAREUR G3/5/7—

- a. Serves as the USAREUR staff proponent and POC for JMTC matters.
- b. Prepares a JMTC long-range resource plan each year and coordinates with the CATC those portions of the plan affecting training and feedback concepts on the JMRC realistic battlefield.
- c. Submits completed 36-month plans to the Army G-3/5/7, (DAMO-TR) for approval.
- d. Develops and publishes, in coordination with the TRADOC, a memorandum of understanding for JMTC that establishes procedures for operating, funding, and maintaining a CTC environment.

- e. Allocates the force structure required for the JMTC.
- f. Develops a comprehensive training concept and strategy that will enable USAREUR units to take advantage of JMRC training opportunities provided at JMTC in an Army Force Generation ARFORGEN-like model that synchronizes exercises and training events for USAREUR units.
- g. Provides TRADOC with information using lessons learned from the CTC Program.
- h. Establishes and monitors a management decision-evaluation package in accordance with AR 1-1.
- i. Serves as the liaison to HQDA and TRADOC.
- j. Provides the authorization for military requirements to support the JMRC according to priorities approved by the CG, USAREUR.
- k. Establishes a mechanism to schedule and manage joint, interagency, intergovernmental, and multinational (JIIM) participation in support of the theater security-cooperation priorities for each JMRC BCT rotation, based on rotational unit JIIM training objectives.
- l. Evaluates and assesses training constraints and limitations related to local national (Dragons Team) OC-T support in conducting training. JMRC OC-T maneuver and support teams are trained and equipped to replicate all battlefield effects with local national support when required.

#### **1-18. USAREUR G4**

The USAREUR G4—

- a. Serves as the USAREUR POC for logistic matters.
- b. Develops a logistics support concept and provides policy and procedures for meeting JMTC requirements.
- c. Fills materiel and equipment requirements according to priorities established by the CG, USAREUR.
- d. Maintains the OPFOR mechanized fleet and MRX fleet at required operational levels.

#### **1-19. USAREUR DEPUTY CHIEF OF STAFF, ENGINEER**

The USAREUR DCSENGR—

- a. Serves as the USAREUR POC for JMTC engineer matters.
- b. Programs real property maintenance activity (RPMA) funding requirements to support the JMTC.
- c. Coordinates stationing actions necessary for JMTC development.
- d. Reviews and approves increases in annual recurring requirements and one-time requirements and adjusts RPMA distribution as necessary.
- e. Provides information on programmed stationing actions and other significant force-structure actions to the Host Nation Support Branch, Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, and other agencies according to [USAREUR Regulation 220-5](#).
- f. Monitors long-term environmental effects using the integrated training-area management program.

- g. Synchronizes troop construction activities at JMTC.
- h. Coordinates sourcing of engineer units to support CTC construction projects.
- i. Plans theater engineer equipment sets to support JMTC training activities.
- j. Coordinates design and quality control for the JMTC troop construction program.
- k. Coordinates with Manpower and Reserve Affairs and JMTC to plan and program Reserve unit command and control for JMTC troop construction. This includes material accountability and duration of the rotation party.
- l. Coordinates with the 173d Airborne Brigade Combat Team (173d Abn BCT) and JMTC to support rapid runway-repair training for 173d Abn BCT engineers.
- m. Coordinates with the 2d Cavalry Regiment and JMTC to support route-clearance training in theater.
- n. Provides information on programmed stationing actions and other significant force-structure actions to the Host Nation Support Branch, Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, and other agencies in accordance with [USAREUR Regulation 220-5](#).
- o. Develops theater engineer overseas deployment training (ODT) to support troop construction activities.
- p. Plans and programs equipment sets for ODT rotations in support of troop construction activities.

## **1-20. USAREUR G6**

The USAREUR G6 ensures delivery of joint net-centric mission command network, systems, and information technology services to USAREUR by providing architecture, governance, policy, and portfolio and acquisition management to provide USAREUR Soldiers with decision superiority.

## **1-21. USAREUR G8**

The USAREUR G8—

- a. Allocates resources to the CG, JMTC, according to priorities established by the USAREUR G3/5/7. These resources will be consistent with approved USAREUR and DA funding programs.
- b. Sends allocated funds to the JMTC G8. The JMTC G8 will distribute the funds to JMRC for execution. The JMTC G8 is responsible for monitoring the execution of allocated funds according to DA funding programs.
- c. Allocates enough funds for approved civilian workyears and operational requirements to support the JMRC according to priorities established by the USAREUR G3/5/7.
- d. Helps JMRC develop MN training-funding strategies by using existing programs such as equal-value exchange.

**1-22. CHIEF, SAFETY DIVISION, OFFICE OF THE CHIEF OF STAFF, HQ USAREUR**

The Chief, Safety Division, Office of the Chief of Staff, HQ USAREUR—

- a. Oversees the integration of risk management and safety and occupational health requirements in training.
- b. Monitors overall training programs to ensure compliance with risk-management doctrine and safety guidance.
- c. Serves as the proponent for safety training, the Hazardous Material Driver Training Course, and the Dangerous Goods Advisor Course.

**1-23. COMMANDER, OPERATIONS GROUP, UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER**

The COG, JMRC—

- a. Reports to the HQDA and the CG, USAREUR.
- b. Conducts doctrinally correct training for ULO.
- c. Serves as the Exercise Director for all JMRC BCT-size exercises, if applicable ([para 1-30](#)).
- d. Develops doctrinally sound training scenarios that support decisive action training environment (DATE) events.
- e. Conducts an accurate portrayal of a capabilities-based OPFOR in a COE/Joint operational environment, in accordance with FM 7-100-series manuals.
- f. Trains and certifies OC-Ts and augmentation OC-Ts to TRADOC-established standards.
- g. Conducts brigade- and battalion-level LTPs at JMRC based on established core characteristics.
- h. Participates in resource validation visits.
- i. Participates in the CTC Review Program, which comprises doctrinal review visits, threat validation visits, focused rotations, and trends reversal.
- j. Helps TRADOC and the United States Army Materiel Command develop CTC ITADSS requirements and in assist in testing and fielding of ITADSS that will be used at the CTCs.
- k. Develops, coordinates and executes support agreements, as appropriate, with other Services to ensure joint support of Army training requirements, and sends these agreements through CTC sponsoring Army commands to the Army G-3/5/7 (DAMO-TR) for approval.
- l. Identifies to the CTC responsible official (RO) required operation and maintenance funding for rotational support and operations for each POM/budget-year cycle.
- m. Participates in a periodic review of the baseline troop list in coordination with CTC sponsoring ASCCs, Army commands, the CTC Program RO, and HQDA.

- n. Coordinates, plans, programs, and funds adequate management and supervision of the spectrum.
- o. Participates in the CTC Accreditation Program.
- p. Provides representation in the CTC quarterly review process and provides a voting member to the CTC Council of Colonels.
- q. Exercises command over personnel, units and organizations stationed at the JMRC and the Hohenfels Training Area (HTA).
- r. Schedules, operates, and maintains the JMRC.
- s. Represents USAREUR on the HQDA CTC Training and Leader Development General Officer Steering Committee.
- t. Identifies personnel, materiel, construction, and funding requirements to support JMRC development and operations.
- u. Ensures training units observe the no-maneuver restrictions on MCA use within the 15-kilometer (km) exclusion zone.
- v. Manages and controls training units' use of designated MCAs from the 15-km zone to 50 km that support the JMRC. (MCAs will be managed by the *Kreis* (county) around the JMRC.)
- w. Establishes and executes a visitor control policy.
- x. Provides enough ITADSS to training units at the JMRC to support realistic training.
- y. Provides OC-T and OPFOR instructions and validations for augmentation personnel to support JMRC exercises.
- z. In coordination with the senior trainer, acts as the final approval authority for JMRC scenarios.
  - aa. Provides technical assistance on and supervision of facilities maintenance and repair.
  - ab. Publishes letters of instruction and standing operating procedures (SOPs) that explain JMRC operations and procedures. These directives will apply to every unit training at the JMRC and ensure unit training is—
    - (1) Safe and effective.
    - (2) Conducted to objective training standards.
    - (3) Inclusive of realistic casualty assessments.
    - (4) Adequately supported.
  - ac. Establishes and executes an extensive community relations program in the Oberpfalz region in coordination with the Host Nation Support Branch, Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, and the Chief, Public Affairs (CPA), United States Army Europe.
  - ad. Coordinates and approves requests for media coverage of JMRC training.

- ae. Notifies HQ USAREUR of adverse media coverage and media coverage that may generate interest.
- af. Develops a long-range environmental plan for the JMRC that is based on two 21-day environmental break periods. During this time, no player-unit activity will be permitted in the maneuver box. One environmental break period will occur during the spring planting season and one will occur during the fall planting season.
- ag. Provides life support to Soldiers conducting construction.
- ah. Identifies engineer equipment to support construction.
- ai. Coordinates RSOI of Reserve rotations conducting construction.

#### **1-24. COMMANDERS OF USAREUR MAJOR SUBORDINATE COMMANDS AND SEPARATE BRIGADES**

Commanders of USAREUR MSCs and “separate brigades” ([glossary](#)) will—

- a. Structure rotations based on the unit training assessment and METL.
- b. Schedule BCTs for training during designated training rotations at the USAREUR G3/S3 conferences.
- c. Provide mission-essential tasks, the 300-day Mission Letter with troop list, training objectives, and any live-fire requests to the respective training readiness authority (TRA) general officer (GO) for approval. After approval, the packet will be forwarded to the CG, JMTC, for distribution. Changes to the 300-day Mission Letter, training objectives, or live-fire requests must be approved by the TRA GO before the change is submitted to the CG, JMTC.
- d. Schedule brigades and battalions for rotations.
- e. Ensure USAREUR provides personnel and equipment augmentation in support of JMTC, as required.
- f. Provide TRADOC with data, information, and lessons learned from JMRC.
- g. Participate in the ARFORGEN Synchronization Conference at FORSCOM and USAREUR.

#### **1-25. DIRECTOR, JOINT MULTINATIONAL SIMULATION CENTER**

The Director, JMSC—

- a. Provides the Mission Command Program and serves as the subject-matter expert for USAREUR on the application and instruction of mission command and provides life-cycle teaching, training, coaching, and mentoring for USAREUR, USEUCOM, and European partners on the art of mission command and the science of control to prepare those units for the full range of military operations and scheduled deployments through the training and mentoring of agile, adaptive commanders and staffs.
- b. Provides digital mission command system training through the Digital University (DU). The DU provides individual classroom-focused training on Army and Joint mission command systems. The DU is available to provide over-the-shoulder support to units integrating mission command systems in exercise events.

- c. Provides tactical gaming support to individual and unit collective training and integrates Army Games for Training technologies into training resources available to USAREUR and PN units.
  - d. In coordination with the USAREUR G2 and 66th Military Intelligence Brigade, operates the European Foundry Platform to provide individual and collective training opportunities for intelligence professionals.
  - e. Develops and executes command post exercises (CPXs) by leveraging LVC-G Integrated Training Environment (ITE) to aid multi-echelon exercises from the company to a three-star headquarters and maintains the ability to support scenario development and scripting for constructive events.
  - f. Provides USAREUR program management for the HQDA's Mission Command Training Support Program (MCTSP), a subordinate program of the Training Support System and coordinates with Army G-3 Training and TRADOC on MCTSP issues and funding.
- 1-26. DIRECTOR, TRAINING SUPPORT ACTIVITY EUROPE**  
The Director, TSAE, manages and provides state-of-the-art HS, rotational, and expeditionary training support and visual information capability to prepare USAREUR and MN forces to conduct ULO.
- 1-27. DIRECTOR, COMBINED ARMS TRAINING CENTER**  
The Director, CATC, supports USAREUR in leader development in sync with the CTC Program, which produces leaders capable of executing ULO.
- 1-28. UNIT COMMANDERS**  
Unit commanders will—
- a. Provide personnel and equipment augmentation in support of the JMRC, as required.
  - b. Ensure maneuver damage is repaired (including removing trash and barrier material, filling excavations) before departure. Maneuver damage repair will be coordinated with EXCON.
  - c. Report maneuver damage in the MCA using AE Form 350-22A.
  - d. Send the completed AE Form 350-22A to the USAREUR G3 (AEOP-SCD), Unit 29351, APO AE 09014-9351, in accordance with [AE Regulation 350-22](#).
  - e. Provide the Commander, JMRC, with a copy of the completed AE Form 350-22A.
  - f. Attend JMRC environmental and safety briefings at which JMRC environmental SOPs will be distributed.
  - g. Deliver a commander's in-brief to the COG 3 days before the exercise begins.
  - h. In accordance with AR 385-10, provide an officer or noncommissioned officer to act as additional-duty safety officer or a civilian collateral-duty safety officer to perform safety duties in coordination with the JMRC Safety Office.

## **1-29. SENIOR TRAINER**

The senior trainer is the commander of the parent organization being trained. This commander has two major overall training responsibilities: to develop Soldiers and leaders for future responsibilities and prepare the unit to accomplish the assigned mission. In the absence of a directed mission, commanders must prepare their units to perform the core missions that the unit was doctrinally designed to execute across the full range of military operations.

a. The senior trainer approves the troop list of the training unit. When establishing the troop list, the senior trainer should—

- (1) Identify the task organization of the unit to be trained.
- (2) Complete task organizing, including types and numbers of equipment.
- (3) Ideally, include training-level and maintenance history.
- (4) Identify key echelons to be trained.
- (5) Approve the troop list.
- (6) Determine if late changes require the scenario to be rewritten.

b. The senior trainer—

(1) Determines the training objectives of the exercise and ensures the unit's training objectives support the approved METL. After mission-essential tasks are selected, the senior trainer identifies supporting training objectives for each task. Each training objective has the following three parts:

**(a) Task.** A task is a clearly defined and measurable activity accomplished by individuals and organizations. Tasks are specific activities that contribute to the accomplishment of encompassing missions or other requirements.

**(b) Condition.** Conditions are those variables of an operational environment or situation in which a unit, system, or individual is expected to operate and may affect performance (Joint Publication 1-02).

**(c) Standard.** A standard is a quantitative or qualitative measure and criterion for specifying the levels of performance of a task (ADP 7-0).

(2) Ensures the unit refers to the applicable documents to identify the conditions and standards for its essential tasks.

(3) Conducts, in coordination with the commander of the unit to be trained, an assessment of the current training state of the unit immediately before the exercise. The assessed training condition of the unit as it enters the exercise is expressed as trained (T), partially trained (P), or untrained (U).

(4) Must bring, along with the commander of the training unit, the following tools to the initial planning:

- (a) The troop list.
- (b) The proposed training objectives (METL).

(c) The proposed conditions for the training objective tasks.

(d) The commander's assessment.

(5) Will issue guidance during the analysis of the tools listed in (4)(a) through (d) above and during the discussions and negotiations of the initial planning phase.

### **1-30. EXERCISE DIRECTOR**

The exercise director is an officer of at least equal but preferably senior status to the brigade commander and is not part of the tactical chain of command of the training unit. However, during single-Service Army exercises conducted largely with unit internal resources and not intended as culminating training events, the exercise director and senior trainer may be the same officer. The CG, JMTC, or the COG, JMRC, as specified in the applicable USAREUR order for the exercise, ordinarily serves as the exercise director. The exercise director—

a. Creates and enforces the essential conditions called for by the training objectives and is responsible for approving the combination of settings for the operational variables selected by the exercise planner.

b. Ensures an effective training environment to create the most realistic training. The exercise director emplaces a strong safety program and develops and coordinates training events that synchronize training areas and facilities, training support system products and services, OPFOR, OC-Ts, evaluators, and all other resources to support the required conditions.

c. Acts as an “honest broker” and ensures a level playing field. The exercise director enforces use of OPFOR doctrine and exercise rules of engagement by ensuring that the OC-T organization is well trained and has the resources it needs.

### **1-31. EXERCISE PLANNER**

The exercise planner is typically an officer tasked with the actual creation of the exercise and its conditions. He or she incorporates the training objectives, the desired training conditions, the resources available, the commander's evaluation, and guidance from the exercise director into a cohesive exercise design. The exercise planner will—

a. Develop the exercise scenario. Regardless of the type of training event, the exercise planner builds an exercise framework, which contains the critical facts and conditions for the exercise. The exercise planner must keep in mind that although the sequence of events that lead to the execution of a mission during training may be scripted and controlled, once the conditions for the mission are met and the unit begins mission execution, the events should be allowed to follow their natural course. He or she ensures that there is the least possible restraint on exercise conditions consistent with the training objectives that will allow leaders to realize the full consequences of their decisions.

b. Determine the settings for the operational variables (political, military, economic, social, information, infrastructure, physical environment, and time), establishing a framework to build a dynamic and realistic OE.

c. Develop all orders, plans, and instructions associated with the exercise, including the road to war, the training unit's orders and plans (parent unit and higher), OPFOR combat instructions (orders), and role-player instructions. During MRXs, the exercise planner may be responsible for developing and coordinating controlled scripted events normally executed by OPFOR and other role-players.

d. Develop concept briefings and interim progress reports and coordinate all aspects of the exercise closely with the exercise director to ensure compliance with guidance, support of the exercise training objectives, and adherence to OPFOR doctrine.

e. Be cautious when using material from past exercises. Often, when given the assignment to design an exercise, an exercise planner will use an earlier exercise without modification. This is a common practice and it makes sense to use the work done by others in the past instead of starting from nothing. If using a past exercise, however, the exercise planner must view it only as an initial guide and, more importantly, still go through all the steps and use the AAR from the earlier exercise to prevent repetition of poorly planned or executed scenarios and events.

## **CHAPTER 2**

### **TRAINING**

#### **2-1. USAREUR PRIORITY OF TRAINING**

Commanders will conduct training in accordance with the following USAREUR priorities:

- a. Prepare for ULO and decisive action.
- b. Strengthen joint and combined warfighting.
- c. Restore balance to Soldiers and their Families.
- d. Sustain partner capacity and improve interoperability with joint and MN forces.

#### **2-2. USAREUR TRAINING STRATEGY**

Training for overseas contingency operations (OCO) is USAREUR's top priority and all leaders must train and prepare for operational missions. Units with a designated deployment date are considered deploying expeditionary forces.

- a. Mission-set training will be based on individual Soldier and unit-training requirements and standards and on Army-supported CCMD and USAREUR deployment-readiness criteria.
- b. The second training priority for USAREUR is conducting capabilities-based training for forces not committed to OCO. These forces may be preparing to rebase in the European theater or permanently move to CONUS; they may also be apportioned to operation plans in other CCMD areas of operation as contingency expeditionary forces.
- c. Units without a deployment latest arrival date (LAD) are considered contingency expeditionary forces units and will concentrate training on their DA-standardized METL (<https://combinedarmscenter.army.mil/orgs/cact/TMD/METL/default.aspx>) tasks and MTOE capabilities. These units will concentrate on major combat operations with selected counterinsurgency and stability operations tasks determined as necessary by their commanders and USAREUR guidance.

#### **2-3. CULMINATING TRAINING EVENTS**

- a. The CSA directed the Army to move to a 24-month force-generation cycle. This requires prioritization, more effective training management, and the use of LVC-G training tools.

- b. Apportioned maneuver units (BCTs) that are regionally aligned or postured to assume a contingency expeditionary force mission will conduct one DATE rotation each fiscal year. Apportioned functional and multifunctional units are authorized one CPX each fiscal year or given the opportunity to participate in a JMTC rotation, if supportable.
- c. Allocated maneuver units that have 12 months or less dwell time and an LAD will conduct one MRE before deploying. Allocated maneuver units that have 18 months or more dwell time will conduct one DATE rotation at the end of their 9-month training window following reset and one MRE before deploying. Allocated functional and multifunctional units with an LAD that will execute deployment operations outside a forward operating base (FOB) type of environment will conduct an MRE. Allocated functional and multifunctional units with an LAD that will execute deployment operations inside a FOB-type environment will conduct an MRX, a certification exercise (CERTEX), or an MRE with a functional unit, if available.
- d. Commanders will program culminating events for all of their units, regardless of size. Smaller units are part of the team and must not be overlooked.

## **2-4. TRAINING STRATEGY**

- a. The purpose of the JMTC is to develop self-aware, adaptive leaders and Soldiers with a joint expeditionary mindset and train USAREUR units for ULO. The JMTC staff are enablers of and full participants in the JNTC. As part of JNTC implementation, JMTC will develop the capability to extend the CTC experience beyond the JMRC borders.
  - (1) As the manning paradigm changes for BCTs, CTCs are now able to prepare entire units for combat that will not be affected by normal permanent changes of station and changes in duty assignment immediately after the rotation. As a result, emphasis shifts from giving a brigade or battalion commander a rotation during their command tenure to preparing entire units for combat through warfighting rotations focused on readiness.
  - (2) The JMTC will accomplish this by integrating the OE into all training. This environment will include simultaneous, noncontiguous, and continuous operations potentially as a distributed, global, LVC environment under a decisive-action context. Army units will get a rigorous fight in the OE focusing on offensive, defensive, and stability operations against an unpredictable, free-play, and thinking OPFOR.
  - (3) The battlefield will be arrayed in-depth to maximize stress on digital command, control, communications, computers, intelligence, surveillance, and reconnaissance systems. Complex instrumented terrain including UO or military operations on urbanized terrain will be available for each rotation. Instrumented feedback for both formal and informal AARs will provide the necessary lessons learned for leaders, units, and the Army at large. Lessons learned from combat will be fed into JMTC rotations to ensure that units stay abreast of adaptive threats. To stress the logistics structure, realistic sustainment warfighting functions and Army special operations forces (SOF), if available, will be integrated throughout the rotation.
  - (4) Leaders in JMTC exercises will be required to fight their units on arrival as part of the deployment exercise. All JMTC scenarios are set in a joint context and include joint interdependence and interagency participants in rotations.

b. The JMRC provides required training for ground-maneuver BCTs to conduct brigade force-on-force live maneuver training against an adaptive, capabilities-based OPFOR on an instrumented battlefield with feedback provided by a professional force of OC-Ts. JMRC is capable of providing combined arms live-fire, force-on-force, and UO training. In coordination with JMRC and MCTP, the JMSC provides required training for commanders and staffs of divisions, corps, ASCCs, BCTs, multifunctional support brigades, and functional support brigades to train against an adaptive, capabilities-based world-class OPFOR on a realistic and stressful simulated battlefield.

(1) JMRC and JMSC provide the “capstone collective training event” ([glossary](#)) in the combined arms training strategies. HS training should prepare units to gain the maximum benefit from their CTC experience.

(2) The BCTs deploying to the maneuver CTCs must be task organized with combat, protection, and sustainment assets necessary to execute wartime missions. They conform to the Army G-3/5/7-approved CTC Program troop lists. As the Army moves to BCT designs, troop lists have been adjusted accordingly. Echelons above brigade and division assets will be limited to combat, protection, and sustainment units that directly support the BCT. The requesting unit will fund all echelons above brigade and division assets that do not directly support the BCT. Units not on the Army G-3/5/7-approved CTC Program troop lists must be approved and funded by USAREUR. The scope of unit training at each maneuver center is generally as follows:

**(a) JMRC.** The JMRC is capable of providing Army, joint, and MN forces a training experience at fixed facilities in Germany or anywhere in the world as an ETC. The JMRC trains BCTs of all types by providing tough, realistic, and demanding training, which includes force-on-force training, live-fire exercises, MREs, and LTPs. Within the ARFORGEN readiness model, JMRC will primarily concentrate on collective training events supporting available BCTs. The JMRC will be ready to support CONUS ARFORGEN ETC events, as required. The JMRC is not capable of executing simultaneous fixed MCTC-based and stand-alone ETC events.

**(b) Stryker Brigade Combat Team.** Stryker BCT rotations are inherently more robust in personnel and equipment than other BCT rotations. This in turn creates a requirement for the sponsoring Army command or ASCC to provide additional manpower or equipment resources or both for these rotations. Regardless of the rotation type, all requirements funded by the CTC Program will be based on Army G-3/5/7-approved CTC Program troop lists.

**(c) United States Army Special Operations Command (USASOC).** USASOC elements are integrated to the maximum extent possible at JMRC, the Joint Readiness Training Center (JRTC), and the National Training Center (NTC). Units assigned to the USASOC participate at the MCTC in varying degrees, depending on the operational requirements levied on USASOC. Under most conditions, USASOC units operate in support of a Joint Special Operations Task Force. When activities need to be synchronized with conventional force operations, a special operations command and control element (SOCCE) is established. The SOCCE is the focal point for the synchronization of SOF activities with conventional force operations. The SOCCE performs command and control (C2) or liaison functions according to mission requirements and as directed by the establishing commander. The SOCCE normally is employed when SOF conduct operations in support of a conventional force. It collocates with the command post of the supported force to coordinate, synchronize, and deconflict its operations with the operations of the supported force and to ensure communications interoperability with that force. The SOCCE receives SOF operational, intelligence, and target acquisition reports directly from deployed SOF elements and provides them to the supported headquarters.

**(d) Aviation.** The aviation task force supports each CTC rotation as part of a BCT troop list. Aviation elements preparing to deploy can request JMTC support through the USAREUR G3/7 TREX.

## **2-5. MISSION COMMAND**

Training for operational adaptability requires an understanding of and an ability to effectively execute mission command (that is, the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of ULO (ADP 6-0). The six principles of mission command are listed in ADP 6-0. Leaders must become proficient in exercising mission command in both operations and training. Mission command empowers commanders and trainers to be agile and adaptive in meeting their commander's intent and accomplishing the assigned mission. Leaders maintain and develop adaptability by concentrating on two central tenets of ULO: training to accomplish specific tasks and requirements of decisive action and effectively applying mission command in ULO. Commanders will apply the operational process (plan, prepare, execute, and assess) to unit training and leader development and exercise mission command to give subordinates latitude in determining how to train their units to achieve the desired end state, building trust and initiative in their subordinates. Commanders will train their units using the ITE, a system that, by design, combines or connects support tools and ITADSS in a persistent and consistent manner while leveraging mission command systems to meet the commander's training objectives for the appropriate OE and assigned mission. Leaders will use connect mission command systems with LVC-G enablers over operational networks both within and between installations to enable execution of integrated mission command and maneuver training. These capabilities will reinforce and leverage the links and relationships between HS training, training at CTCs, and training provided by the MCTP.

## **2-6. SCHEDULING**

**a. USAREUR Scheduling.** Ideally, JMRC training events will be scheduled 3 years out and synchronized with ARFORGEN scheduling. These include all brigade and joint rotations. The scheduling and integration of MN units into a JMTC rotation will be accomplished on participation approval granted by the USAREUR G3/5/7. [Figure 2-1](#) shows USAREUR's scheduling role in the overall combat training center program organization.

**b. Scenario Development.** Scenarios are based on the COE, theater-specific design, or any deviation that is mission dependent. Scenario development is the joint responsibility of the JMRC and the senior trainer.

(1) Scenario development will begin with the Concept Development Conference (CDC). At this meeting—

(a) The commander will identify specific mission-essential tasks and training objectives for the exercise.

(b) Milestones for scenario development will be established.

(c) Projected troop lists will be discussed.

(2) Scenario development will continue with JMRC receiving the 180-day Mission Letter. This letter will outline specific training objectives for each rotation 180 days before the rotation.

(3) The OPS GRP will brief the scenarios to the senior trainer.

(4) The Commander, JMRC, in coordination with the senior trainer, will approve the final scenario.

## Combat Training Center Program Organization

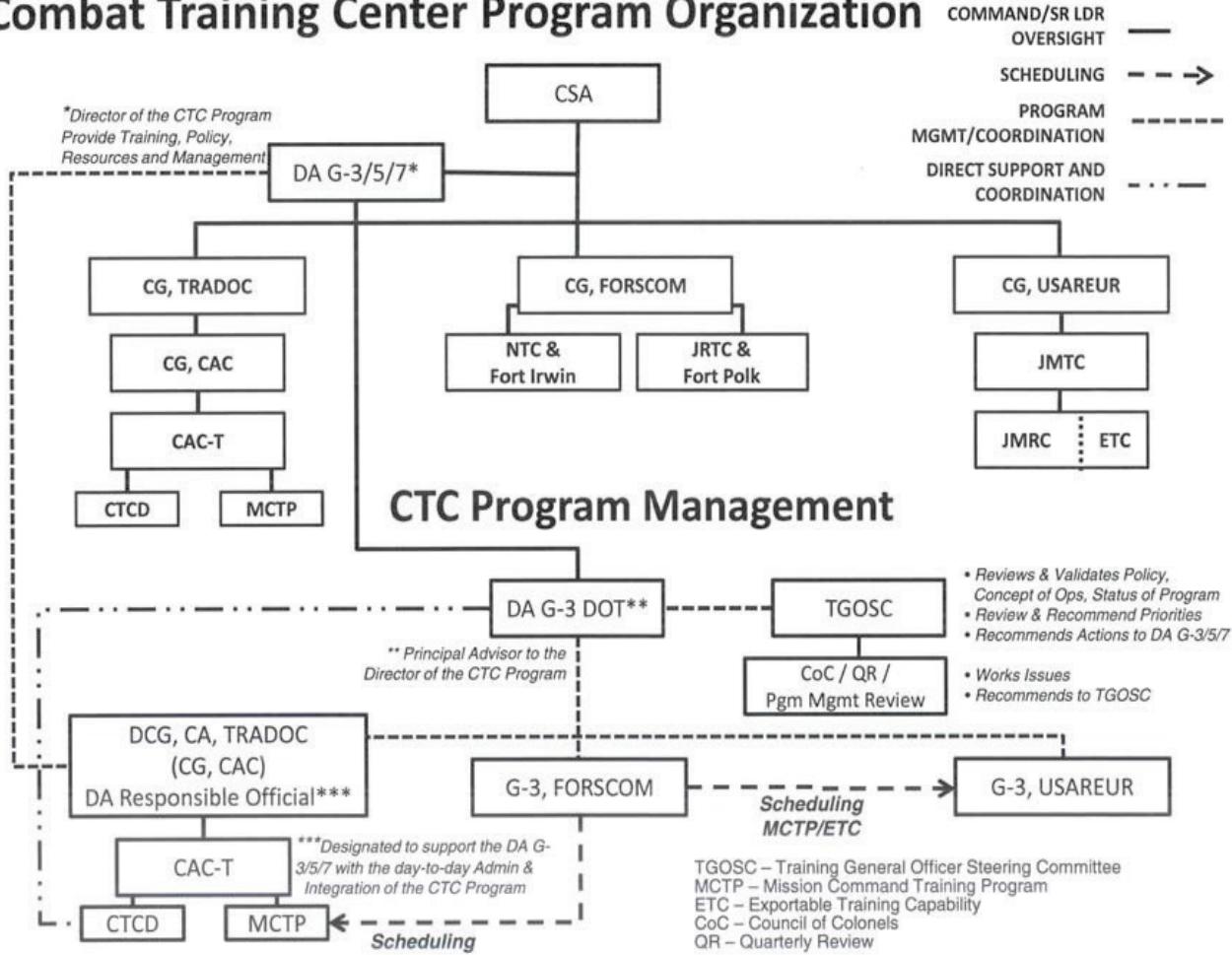


Figure 2-1. Combat Training Center Program Organization

**c. Augmentation OC-Ts.** The OPS GRP will provide OC-Ts for JMRC exercises. OC-Ts will work under the direction of the COG. Training units may be tasked to provide augmentation OC-Ts to meet essential OPS GRP shortfalls. OC-T augmentation requirements will be identified and coordinated at least 180 days before training begins. The OPS GRP will provide the senior OC-T for each team. Augmentation OC-Ts will—

(1) Complete certification training to JMRC standards under the direction of the COG. Soldiers selected for OC-T duty will support a complete brigade rotation. The COG will provide the training-unit commander with the requirements for OC-T personnel and equipment augmentation to support the full rotation. The COG will provide this information at least 180 days before training begins.

(2) Report to the OC-T academy for prerotation certification training as coordinated with the OPS GRP in the tasking letter. Augmentees who show up late for OC-T certification will not deploy into the maneuver area until they are fully certified.

(3) OC-T augmentation is an important aspect of a training rotation. Augmentees must be motivated, disciplined, and qualified to perform the demanding task of OC-T (ideally having served in the positions they are observing and controlling). Augmentee OC-Ts who are not motivated, disciplined, and qualified will be returned to their parent unit.

(4) Augmentees will be released from OPS GRP control when AARs and take-home packages are completed.

**d. OPFOR.** An OPFOR representing the required components of a threat force will oppose training units in force-on-force training. The OPFOR will—

(1) Be configured according to the threat outlined in the rotation design.

(2) Execute scenario-directed missions under the C2 of an appropriate headquarters portrayed by the regimental tactical operations center (RTOC).

(3) Execute tactical missions according to threat force doctrine found in the COE.

(4) OPFOR will execute all missions under the direction of the COG. For each rotation, OPFOR will execute missions based on guidelines in the Complex Battlefield Inject and through “free” play.

**e. OPS GRP.** The OPS GRP will—

(1) Control the entire exercise battlefield.

(2) Improve battlefield realism through firemakers, training devices, and tactical simulations.

(3) Coordinate through USAREUR to augment specific personnel or equipment shortfalls to support the exercise. Additional taskings may arise because of unit requests beyond JMRC support capabilities.

(4) Conduct exercises in accordance with JMRC exercise procedures and the JMRC exercise instructions as published by the OPS GRP S3.

(5) Conduct instrumented AARs as required. Units may request leader-led AARs in the rotational training letter (300 days out.)

**f. JMRC Scheduling.**

(1) Ideally, rotation and ETC training events will be scheduled 2 years out in accordance with the FORSCOM and USAREUR ARFORGEN scheduling process. These include all USAREUR BCT, functional brigade, and JIIM training requests.

(2) Scheduling of units to be trained in the ETC program is accomplished during the ARFORGEN Synchronization Conference. USAREUR should conduct a semiannual theater synchronization conference before the FORSCOM-hosted ARFORGEN Synchronization Conference. Representatives from the following organizations participate in the scheduling process:

(a) Office of the Deputy Chief of Staff, G-3/5/7, HQDA (DAMO-TR).

(b) TRADOC.

(c) FORSCOM (includes a representative from each corps and the United States Army Reserve Command).

(d) NGB.

(e) United States Army Pacific.

(f) United States Army South.

(g) USAREUR.

(h) Eighth United States Army.

(i) USASOC.

(j) Battle Command Training Program.

(k) JRTC.

(l) NTC.

(3) All requests should be sent to the brigade headquarters through JMTC to the JMRC S3. Once scheduling is completed, the brigade headquarters must request adjustments from the CG, JMTC, who coordinates with USAREUR to approve the schedule.

(4) Scheduling of JIIM participants must be requested through the CG, JMTC, to be approved.

**h. MCAs.** All MCAs will be planned and coordinated in accordance with [AE Regulation 350-22](#).

## **2-7. LEADER TRAINING PROGRAM**

The Joint Combined Academics Program (JCAP) is a two-phase program that supports the efforts of the training unit to interoperate with allies and partners.

**a. Phase 1.** The first phase is a 3-day seminar at HS, the HTA, or an alternate location where resident OC-Ts provide lessons learned and conduct warfighting-function breakout sessions to help the training unit adapt policies and procedures to account for operations in a MN environment. The dates and location for this phase are coordinated at the CDC and confirmed at the initial planning conference (IPC).

**b. Phase 2.** The second phase of the JCAP takes place during the RSOI period at the HTA. The duration is usually 6 days, with the first 3 days spent building the processes of the brigade task force across the warfighting functions in cooperation with the participating allies and partners, enabling refinement of the products created during Phase 1. The next 3 days concentrate on the military decision-making process, culminating with the issuance of the brigade operation order for the rotation. OC-Ts are available throughout this phase not only to observe, but to provide training as required. The JCAP schedule of classes will be provided to the training unit through the 300-day letter, and any particular requests for JCAP training will be requested during the IPC and confirmed at the MPC.

## **2-8. MOBILE TRAINING TEAMS FOR HOME-STATION TRAINING**

The JMRC provides mobile training teams (MTTs). MTTs provide HS or HTA-based training for units.

**a. Scope.** The MTT provides several days of instruction and training for platoons, teams, specialty platoons, attached platoons, and combat support service (CSS) elements. The MTTs are primarily staffed by OC-Ts. A JMRC MTT can provide tailored training, depending on the unit commander's request, to include, but not limited to, the following:

- (1) COE briefing.
- (2) Current JMRC trends.
- (3) Effects-based approach to operations.
- (4) Intelligence-driven operations.
- (5) Specialty training.
- (6) Warfighting function topics.

**b. Scheduling.** Units will schedule MTT exercises with the JMRC S3 and the OPS GRP at the IPC.

## **2-9. AVIATION POLICY**

**a. Operations.** Aviation operations at the JMRC will be coordinated and conducted according to the JMRC Army Airspace Command and Control SOP available at <https://intranet.eur.army.mil/hq/g37/train/TrainingPolicy/USAREURJMTCMissionFunctions/Forms/AllItems.aspx>. For terrain flights, JMRC exercises will be considered HQ USAREUR directed exercises. The COG may waive requirements in AE Regulation 95-1, paragraph 4-2, for JMRC airspace and training areas.

**b. Coordination.** Aviation units will coordinate requests through the S3, JMRC. The COG, the S3, JMRC, and the senior aviation OC-T are the approval authorities for aviation operations (fixed and rotary wing) within the restricted airspace at Hohenfels (EDR-137) and the HTA.

## **2-10. LOGISTIC SUPPORT**

**a. Unit Deployment.** Units may deploy with a CSS unit to provide support, such as a brigade support battalion.

**b. Logistic Sustainment Coordination.** Units will coordinate logistic support during the scenario development process according to SOPs. Logistic operations will be according to doctrine and the JMTC Base Operations (BASOPS) SOP.

**c. Additional Sustainment Assets.** Appropriate additional sustainment assets (approved during rotational coordination meetings) will be provided to replicate doctrinal support (for example, supply classes 1, 2, 3, 5, 8, 9; water; transportation; C2 elements). Direct use of logistic assets by rotational units is not authorized unless requested and approved during prerotation coordination meetings with the OPS GRP.

**d. Movement and Transportation.** Units will—

- (1) Conduct movements in accordance with [AE Regulation 55-1](#).
- (2) Coordinate air, rail, and surface movements with the local branch movement control team or the Movement Control Battalion or both.
- (3) Offload tracked vehicles shipped by rail at Parsberg (near Hohenfels) and drive them to a designated forward assembly area. Units trucking tracked vehicles to the JMRC will offload vehicles at designated offload ramps.
- (4) Plan for class 1 and class 3 support and for services and sleeping facilities for security personnel working at the Parsberg railhead.
- (5) Coordinate unit security requirements with the JMRC S2.
- (6) Coordinate materiel-handling equipment for offloading equipment.
- (7) Ensure that wheeled vehicles driven to JMRC enter the training area through Gate 5 (Main/Albertshof) or Gate 6 (Emhof) based on the scenario, after coordination with the S3, OPS GRP, and the JMRC Provost Marshal Office.

**e. Multiple Integrated Laser Engagement System (MILES) Equipment and Maintenance Support.**

- (1) When possible, individual MILES equipment will be signed for from the MILES Warehouse. Rotational units will bring blank firing adapters for individual weapons (M4 rifles, M16 rifles, and machineguns).

**NOTE:** MILES shortages will be determined after the JMRC receives a detailed troop list at the 150-180 day main planning conference (MPC). Units will be notified of MILES II shortfalls and required augmentation from area training resource assistance centers. Units will coordinate MILES II equipment and other training-aid support from JMRC according to the JMTC BASOPS SOP.

- (2) Tracked vehicles must come to the JMRC with Velcro affixed according to the vehicle technical manual for installation of MILES II and simulated area weapons effect – radio frequency.
- (3) When possible, JMRC will provide MILES II equipment for combat and combat support vehicles and for service support vehicles. Every vehicle and person must be MILES-II-equipped before entering “the box” ([glossary](#)).
- (4) A MILES II contact team will visit each battalion-sized unit each day during training to repair or provide direct exchange of inoperative MILES II equipment. The unit OC-T will—
  - (a) Coordinate MILES II contact-team support.
  - (b) Provide MILES II battery resupply through class 2 resupply.

**f. Visitor Support.** Anyone visiting the JMRC who is not on the training-unit manning roster is considered a visitor.

- (1) Requests to visit the JMRC must be coordinated with HQ USAREUR and the CG, JMTC.

(2) Units in training must ensure that plans for their visitors (including allied visitors) are coordinated with Protocol Office, JMRC (mil 520-5047).

**g. Miscellaneous.** The following items can be found in the JMTC BASOPS SOP. <https://intranet.eur.army.mil/hq/g37/train/TrainingPolicy/USAREURJMTCMissionFunctions/Forms/AllItems.aspx>:

(1) Administration. This includes administrative augmentation, chaplain support, medical services, military justice, and provost marshal support.

(2) Billeting costs.

(3) Charges and services.

(4) DA civilian, local national employee, and contractor overtime costs.

(5) Environmental and infrastructural damage caused by the responsible unit; reimbursement will be made to the Directorate of Public Works, United States Army garrison (USAG) Bavaria.

(6) Loss or damage to JMRC equipment.

(7) Other equipment or services directly attributable to the training unit.

## **2-11. MAPS**

Units will order maps through normal procurement channels. The 1:50,000 Hohenfels-series, M745-TR-Z-SG63 (7643-01-482-51199) maps will be required. Operation orders issued to training units will refer to this map.

## **2-12. SAFETY**

All BLUFOR unit personnel will receive a JMRC safety briefing from an OC-T before conducting any maneuver training in the HTA. At completion of the safety brief, the OC-T will issue a JMRC Safety Card to each individual receiving the safety brief. The JMRC Safety Card is the only acceptable proof of having received the safety brief.

**a. JMRC Safety Card.** OC-Ts will remove from the maneuver box any individual found without a valid JMRC Safety Card.

**b. Unsafe Acts or Conditions.** OC-Ts or anyone else that observes an unsafe act or condition will halt any action that, if allowed to continue, would result in damage to Government property or injury to personnel.

**c. Actions After Accidents.** If an incident occurs that results in serious personal injury, loss of life, or damage to a vehicle that makes the vehicle non-mission capable, the following requirements apply:

(1) The OC-T and training unit will—

(a) Immediately stop the action, assess the situation, and notify EXCON.

(b) Ensure all vehicles and personnel within 300 meters of the accident remain in the area until released by the COG or a designated representative unless required for evacuation or to get help.

- (c) Ensure any vehicle involved in the accident remains in place.
  - (d) Use red smoke to identify accident sites requiring a medical evacuation (MEDEVAC). At night, infrared strobe light will be used to identify an accident site.
  - (e) OC-Ts will assist the unit with MEDEVAC procedures as necessary.
- (2) The unit safety officer will conduct investigations of rotational unit accidents. The JMRC Safety Office will respond only if significant injury, loss of life, significant damage to Government property, or JMRC personnel, property, or equipment is involved.
- (3) JMRC safety managers are in charge of all accident scenes after the training unit arrives and will direct efforts to create a photographic record of the accident. No other photographs will be taken unless approved by the COG or the safety official on site. Any unauthorized photographic material may be confiscated for accident-investigation purposes.
- (4) Units will conduct an investigation in accordance with AR 15-6 for all class-B accidents and any incident resulting in a serious injury to a Soldier.

## **2-13. WHITE FORCE ENGINEERS AND ENGINEER AUGMENTATION**

- a. Environment.** Environmental damage may affect safety, tactical realism, cost, and the quality of training. Units will train at JMRC according to established training area environmental regulations and procedures.
- b. Repair.** Rotational unit repair and recovery of the training area will be made with organic engineer assets.

## **2-14. COMMUNICATIONS-ELECTRONICS OPERATING INSTRUCTIONS**

Training units will use JMRC communications-electronics operating instructions. Communication requirements will be coordinated with the JMRC S6.

## **2-15. BILLETING AND ADMINISTRATIVE FACILITIES**

Requirements for facilities will be coordinated with the Commander, USAG Bavaria, as required by SOP. Coordination must take place at least 120 days before a unit rotation.

## **APPENDIX A REFERENCES**

### **SECTION I PUBLICATIONS**

NATO Status of Forces Agreement (SOFA) and Supplementary Agreement to the NATO SOFA

German-USAREUR Major Training Areas Administrative Agreement, 1993

Foreign Assistance Act of 1961 (Public Law (P.L. 87-195)

Arms Export Control Act of 1976 (P.L. 94-329)

National Defense Authorization Act for FY 2006 (P.L. 109-163)

10 USC 1206

National Disclosure Policy

Chairman of the Joint Chiefs of Staff (CJCS) Manual 3500.03D, Joint Training Manual for the Armed Forces of the United States

CJCS Guide 3501, The Joint Training System: A Guide for Senior Leaders

Joint Publication 1-02, DOD Dictionary of Military and Associated Terms

DOD Directive 5230.20, Visits and Assignments of Foreign Nationals

DOD Directive 8521.01E, Department of Defense Biometrics

DOD Instruction 5111.19, Section 1206, Global Train-and-Equip Authority

DOD Manual 1000.13, DOD Identification (ID) Cards: ID Card Life-Cycle

Defense Security Cooperation Agency Manual 5105.38-M, Security Assistance Management Manual

AR 1-1, Planning, Programming, Budgeting and Execution System

AR 11-33, Army Lessons Learned Program (ALLP)

AR 15-6, Procedures for Investigating Officers and Boards of Officers

AR 25-2, Information Assurance

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 215-1, Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities

AR 350-2, Opposing Force (OPFOR) Program

AR 350-50, Combat Training Center Program

AR 380-5, Department of the Army Information Security Program

AR 380-10, Foreign Disclosure and Contacts with Foreign Representatives

AR 385-10, The Army Safety Program

AR 614-10, Army Military Personnel Exchange Program with Military Services of Other Nations

FM 7-100.1, Opposing Force Operations

FM 7-100.4, Opposing Force Organization Guide

ADP 6-0, Mission Command

ADP 7-0, Training Units and Developing Leaders

[AE Regulation 1-3](#), International and Other Agreements

[AE Regulation 10-3](#), Taskings

[AE Regulation 10-5](#), Headquarters, United States Army Europe

[AE Regulation 55-1](#), United States Military Motor Vehicle Operations on Public Roads

[AE Regulation 95-1](#), General Provisions and Flight Regulations for Army Aviation

[AE Regulation 350-1](#), Training and Leader Development in Europe

[AE Regulation 350-2](#), Integrating the Armed Forces of Other Nations into U.S. Army Unit-Level Events in Europe

[AE Regulation 350-10](#), Allied and USAREUR Major Training Areas

[AE Regulation 350-22](#), Off-Installation Maneuver and Field Training Exercise Coordination in Germany

[AE Regulation 525-5](#), USAREUR Lessons Learned Program

[AE Regulation 600-8-22](#), Military Awards and Decorations

[AE Regulation 600-700](#), Identification Cards and Individual Logistic Support

[AE Pamphlet 385-15](#), Leader's Operational Accident-Prevention Guide

[USAREUR Regulation 220-5](#), USAREUR Peacetime Stationing

## **SECTION II FORMS**

[AE Form 350-22A](#), Maneuver Environmental Damage Incident Report

DA Form 348, Equipment Operator's Qualification Record (Except Aircraft)

DA Form 581, Request for Issue and Turn-In of Ammunition

## APPENDIX B

### UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER ROTATION PLANNING

#### B-1. GENERAL

United States Army Joint Multinational Readiness Center (JMRC) rotation planning and development is a process involving both the rotational training unit (RTU) and the Seventh Army Joint Multinational Training Command (JMTC) based on the joint event life cycle (JELC).

**a. JELC Overview.** The JELC is the planning tool that USAREUR uses to convey a predictable, consistent model for the planning and execution of exercises and rotations. Dependent on the type of training event, the JELC may either be protracted or contracted to provide an appropriate amount of time for planning. Subparagraphs (1) through (12) below outline a general timeline standard that represents a baseline to be deviated from. Figure B-1 shows the USAREUR Exercise JELC. Further discussion of the JELC can be found in Chairman of the Joint Chiefs of Staff (CJCS) Manual 3500.03D, available at [http://www.dtic.mil/doctrine/training/cjcsrm3500\\_03d.pdf](http://www.dtic.mil/doctrine/training/cjcsrm3500_03d.pdf), and CJCS Guide 3501, available at <http://www.dtic.mil/doctrine/doctrine/other/g3501.pdf>.

#### (1) D-365.

(a) USAREUR schedules rotations and multinational (MN) participants before the Concept Development Conference (CDC).

(b) The Multinational Training Division (MNTD), G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, identifies MN funding sources (country self-funded or U.S.-funded).

#### (2) D-330. Concept Development Conference.

(a) Participants include USAREUR, JMTC, JMRC, and the RTU. The participants will—

1. Develop the initial framework of the exercise or rotation.

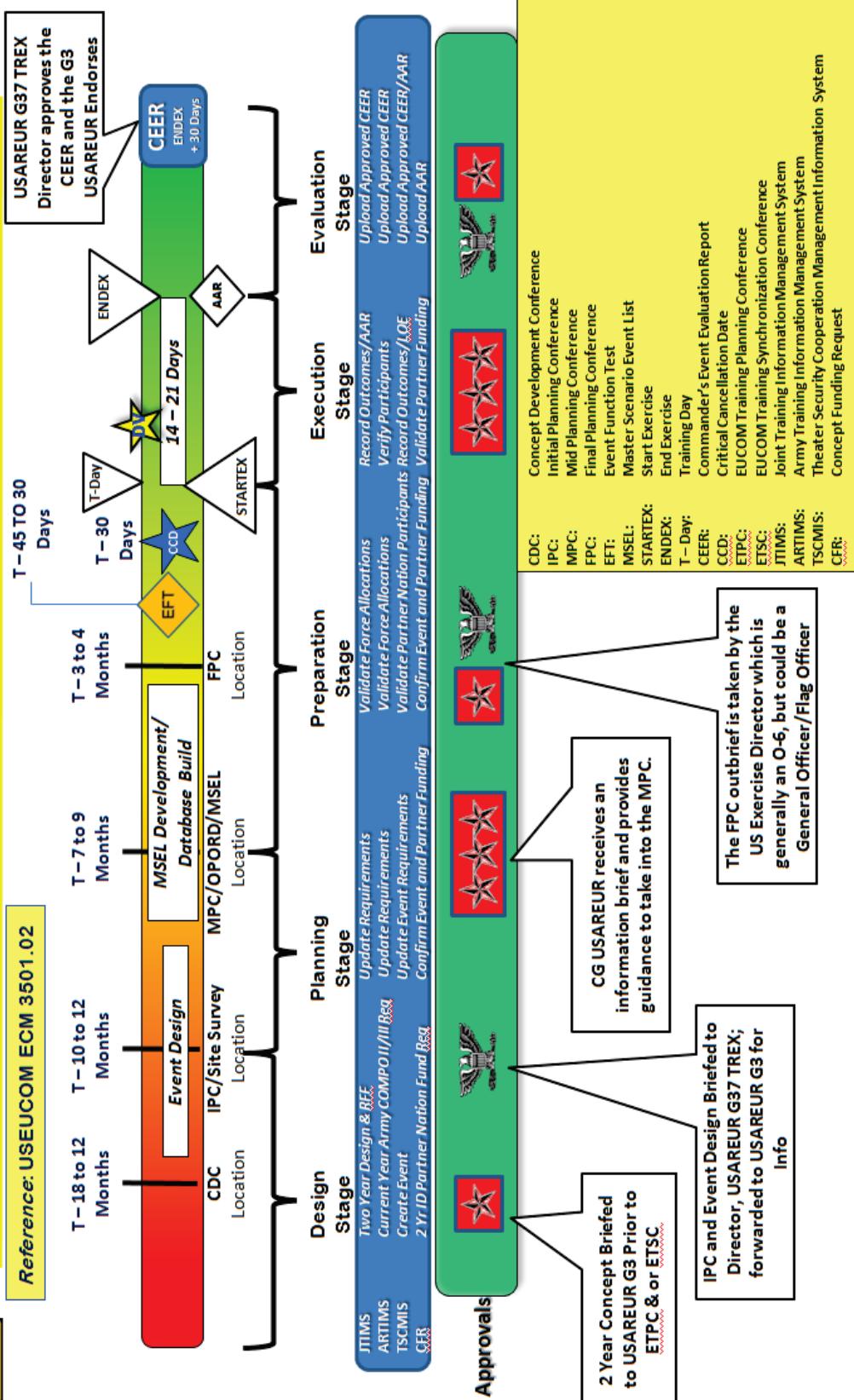
2. Set conditions for the Initial Planning Conference (IPC) at D-300-270 (2-day conference). This conference proposes a USAREUR 365-day training program cycle (UTPC) timeline and provides initial plans and directives for all parties to prepare for subsequent UTPC events. Figure B-2 shows the UTPC model.

(b) During the CDC, the MNTD coordinates MN exercise participation based on the USAREUR Exercise and Training Program events timeline. At each CDC, the MNTD verifies MN participation and training objectives for exercises 12 months out (year of execution). The MNTD will conduct planning for MN exercise participation 24 months out (year of planning) and schedule for MN exercise participation 36 months out (year of programming). Figure B-3 shows the CDC purpose, attendees, inputs, and outputs.

# USAREUR Exercise Joint Event Life Cycle (JELC)



Reference: USEUCOM ECM 3501.02



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Figure B-1. USAREUR Exercise Joint Event Life Cycle

## USAREUR 365 Day Training Program Cycle (UTPC) Model

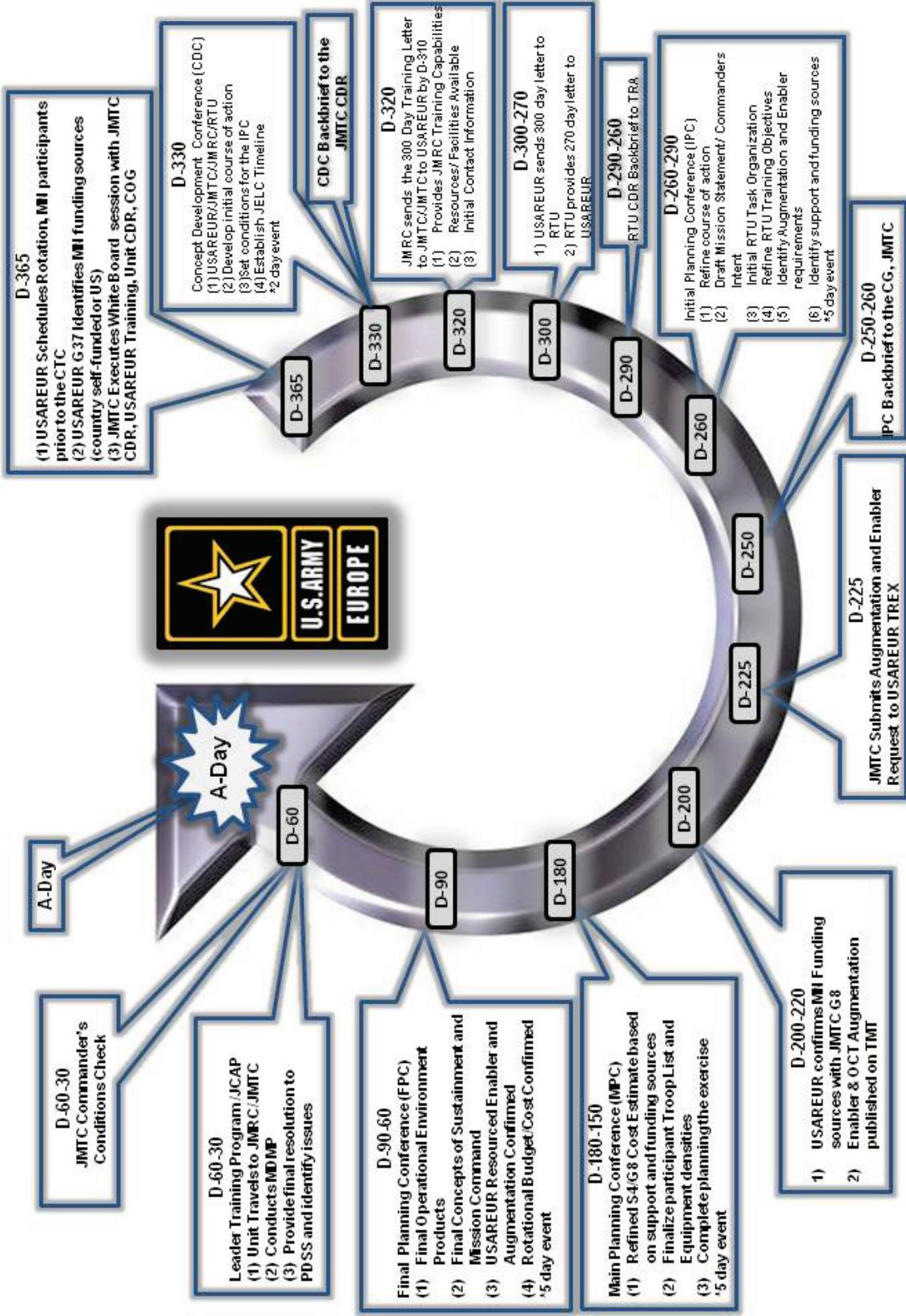


Figure B-2. USAREUR 365-Day Training Program Cycle Model



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## Concept Development Conference (CDC): D-330

PURPOSE	Attendees
<ul style="list-style-type: none"><li><input type="checkbox"/> To establish the initial framework of the exercise to continue refined planning and set the conditions for the 300-day Training Letter and the Initial Planning Conference at D-300-270</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> JMTC Lead Planner</li><li><input type="checkbox"/> JMRC Primary Staff (S2, S3 Planner, S4, S6)</li><li><input type="checkbox"/> TSAE Representative</li><li><input type="checkbox"/> RTU Representatives (CMD, S3) – Primary Training Audience Only</li><li><input type="checkbox"/> USAREUR MNTD/TREX Representatives</li><li><input type="checkbox"/> Lead Maneuver Planner, usually Mustang</li></ul>
Inputs	Outputs
<ul style="list-style-type: none"><li><input type="checkbox"/> RTU training requirements</li><li><input type="checkbox"/> Exercise objectives (from USAREUR, MARFOREUR, FORSCOM, etc)</li><li><input type="checkbox"/> Proposed exercise area of operations/area of interest</li><li><input type="checkbox"/> Time available</li><li><input type="checkbox"/> Initial budget</li><li><input type="checkbox"/> Proposed multinational force array</li><li><input type="checkbox"/> Initial plans/directives</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Confirm timeline for remaining JELC events (IPC, MPC, etc.)</li><li><input type="checkbox"/> RTU training objectives</li><li><input type="checkbox"/> RTU training tasks (for BDE or RGT)</li><li><input type="checkbox"/> Initial RTU training crosswalk: identify how each phase of the exercise will meet and support the established training objectives; to be confirmed at conclusion of the IPC.</li><li><input type="checkbox"/> Identify training resources</li><li><input type="checkbox"/> Identify land requirements: Extended GTA Box, MRA</li><li><input type="checkbox"/> OCT Team assignments to RTU</li><li><input type="checkbox"/> Transportation/TPFDD Dates (if RTU is CONUS)</li></ul>

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Figure B-3. Concept Development Conference

(3) D-320. At D-320, JMRC sends a 300-day training letter to USAREUR. The letter includes—

- (a) An RTU mission statement for the rotation or exercise.
- (b) The RTU, higher headquarters, and the RTU commander's intent and training objectives.
- (c) A projected troop list and task organization.
- (d) A current mission-essential task list (METL) assessment.
- (e) Key training tasks for primary and secondary audiences. Generally, this includes the brigade, its subordinate battalions, and any specialty formations down to platoon level.
- (f) The proposed general rotational scenario.
- (g) The proposed concept of the operation based on a deploy-enhanced situational training exercise external evaluation redeploy (DEXR) schedule ([table B-1](#)).

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## **Table B-1 DEXR Schedule**

DEXR Schedule

AARS:

- X4 – STX Lanes Final Greenbook AARs
  - X7 – Mid Rotation AARs
  - X14 – Final AARs

DEFENSE	HASTY ATK	MTC WAS	Attack MDMP	Orders Issue	Rehearsals	QOS	DELIBERATE ATTA
Defense MDMP Orders Issue Rehearsals EA Development							

(4) D-300-270. USAREUR sends the 300-day training letter to the RTU. The RTU provides a 270-day letter response to USAREUR. Figure B-4 shows the required content for the introductory 300-day letter.



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## The Introductory (300 Day) Letter

### The Introductory (300 Day) Letter (JMRC to RTU through JMTC/USAREUR)

- Provide Rotational Milestones (JELC Events)
- Provide Scenario Recommendation
  - Area of Operations, Area of Influence
  - General Scenario Outline
  - Critical Training Events
  - Recommended Enablers and Combat Multipliers
- Outline requests from JMRC to JMTC/USAREUR (enablers / capabilities / HICON)
- Outline requests to RTU (Mission/180 Day Letter)
  - Projected Task Organization
  - Key Leader Information
  - Current METL Assessment and Pre-Deployment Training Plan
  - Unit Training Objectives and Training Tasks for the primary and secondary training audiences. Ensure the RTU outlines Training Objectives for CPX Events as well as the MRE.
  - Combat Multiplier/Enabler Requests (Engineers, AWT, ADA Assets, etc)
  - Unit Equipment Lists and SOPs
  - Initial MILES/Equipment/Communications Requests
- Outline JMTC Responsibilities/Capabilities
  - Specialty Training Menu with Recommendations
  - STX Menu with Recommendations
  - OCT Coverage Capabilities
  - Facilities (MOUT Sites, Ranges, STOL Strip)
  - Instrumentation Capabilities (SAWE/IS)
  - AAR Facilities and Recommendations
  - Maneuver Coordination Area Capabilities/Limitations
  - Sustainment Capabilities to Include Contracted Support
  - Concept of JELC Events (CDC, IPC, etc)
  - Provide Initial Contact Data for JMRC, JMTC, USAREUR and Other Training Agencies

➤Signed by the COG and routed through JMTC G3 to USAREUR to the RTU

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Figure B-4. Introductory (300-Day) Letter

**(5) D-300-270. Initial Planning Conference.** The IPC takes place among representatives of USAREUR, JMTC, the RTU, and identified supporting elements to confirm the training unit's training objectives, training tasks, and exercise requirements in order to set the conditions for future planning. Figure B-5 shows the IPC purpose, attendees, inputs, and outputs.



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## The Initial Planning Conference (D-300-270)



### PURPOSE

- To confirm the RTU's training objectives, training tasks, and exercise requirements to set the conditions for future planning; provide planning guidance to JMRC OPSGRP Staff and Teams

### Attendees

- JMTC Lead Planner
- JMRC Primary Staff (S2, S3 Planner, S4, S6)
- JMTC TSAE Planner
- JMTC G4 Planner
- RTU Representatives (S3, Multinational)
- USAREUR M NTD/TREX Representatives
- Supporting Elements (ITACSS, Oscars, etc)
- Assigned Team Planners

### Inputs

- Approved CDC Products
- Draft Mission Statement/Commander's Guidance
- RTU Task Organization to include Multinational Enablers (with equipment densities)
- Final RTU Training Objectives, Initial Multinational Training Objectives
- Live-Virtual-Constructive construct guidance

### Outputs

- Concept for future PDSS/Recons
- Initial Requirements for Mission Command
- Initial Requirements for Sustainment
- Initial "Cartoon" Listing; thematic events that will endure throughout the exercise (e.g. Conduct Attack, Aviation Operations, Contracting, etc.)
- Initial Enabler and Augmentation Request
- MRX Fleet Requirements
- Concept of LTP
- Concept of HICON
- Simulations Requirements
- OPFOR requirements
- Initial Operational Environment build (town-sets)

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Figure B-5. Initial Planning Conference

**(6) D-290-260.**

(a) IPC attendees from JMTC deliver an IPC backbrief to the CG, JMTC.

(b) The RTU commander delivers a backbrief to the training readiness authority.

**(7) D-225. Augmentation and Enablers.** JMTC submits an augmentation and enabler request to the Training Division, G3/7 TREX.

**(8) D-220-200. Multinational Funding and Augmentation and Enabler Requirements.**

USAREUR confirms MN funding sources with the JMTC G8. USAREUR publishes enabler and augmentation requirements using the Task Management Tool to coordinate fills.

**(9) D-180-150. Main Planning Conference.** The MPC takes place among the RTU and all supporting elements to approve the rotational plan and training concept, develop concepts of sustainment and mission command, and set conditions for the Final Planning Conference (FPC). USAREUR confirms MN funding streams (U.S. Government-funded or self-funded by the participating country). [Figure B-6](#) shows the MPC purpose, attendees, inputs, and outputs.



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## The Main Planning Conference (D-180-150)

<u>PURPOSE</u>	<u>Attendees</u>
<ul style="list-style-type: none"><li><input type="checkbox"/> To approve the rotational plan and training concept, develop the initial concepts of sustainment and mission command, and set conditions for the Final Planning Conference.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> JMTC Lead Planners</li><li><input type="checkbox"/> U'R Lead Planners, G2TREX</li><li><input type="checkbox"/> JMRC Primary Staff (S2, S3 Planner, S4, S6)</li><li><input type="checkbox"/> JMTC/U'R Lead Planners, G2TREX</li><li><input type="checkbox"/> JMTC TSAE, G4 and GTA Planners</li><li><input type="checkbox"/> Rotational Enablers (TBOC, JIEDDO, etc.)</li><li><input type="checkbox"/> RTU Representatives (CDR, S3, S4, S6 Multinational Elements)</li><li><input type="checkbox"/> Supporting Elements (ITACSS, Oscars, etc)</li><li><input type="checkbox"/> Assigned Team Planners</li></ul>
<u>Inputs</u>	<u>Outputs</u>
<ul style="list-style-type: none"><li><input type="checkbox"/> Approved IPC Products</li><li><input type="checkbox"/> Final Budgetary Guidance</li><li><input type="checkbox"/> Multinational Force Density, Training Objectives</li><li><input type="checkbox"/> Approved DEXR</li><li><input type="checkbox"/> RTU Pre-Rotational Training Construct</li><li><input type="checkbox"/> JMRC Recon/PDSS Reports</li><li><input type="checkbox"/> Mission Analysis products from S4/S6</li><li><input type="checkbox"/> USAREUR/FORSCOM Enabler/Augmentation Density</li><li><input type="checkbox"/> MRX Fleet Density</li><li><input type="checkbox"/> Confirmed Land Requirements</li><li><input type="checkbox"/> TSAE Support</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Final Box Set</li><li><input type="checkbox"/> Draft Significant Events Matrix (MSEL)</li><li><input type="checkbox"/> Developed Cartoon Listing</li><li><input type="checkbox"/> Multinational Training Task Integration</li><li><input type="checkbox"/> OPFOR Counter-Tasks Listing and Draft Operational Framework</li><li><input type="checkbox"/> Final STX Construct</li><li><input type="checkbox"/> Initial RTU RIP/TOA Plan (If Required)</li><li><input type="checkbox"/> Refined Tier III/LTP Training Concept</li><li><input type="checkbox"/> Specialty Training Schedule/Confirmation</li><li><input type="checkbox"/> Flow of Forces Plan</li><li><input type="checkbox"/> Final COB Requirement</li><li><input type="checkbox"/> Final Exercise Task Organization</li><li><input type="checkbox"/> Draft Concept of Sustainment</li><li><input type="checkbox"/> L-V-C Construct Confirmation</li></ul>

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Figure B-6. Main Planning Conference

**(10) D-90-60. Final Planning Conference.** The FPC takes place among the RTU and all supporting elements to confirm the exercise or rotational training plan. The senior trainer or exercise director makes adjustments to the developed training plan. Figure B-7 shows the FPC purpose, attendees, inputs, and outputs.



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## The Final Planning Conference (D-90-60)

### PURPOSE

- To serve as a confirmation brief for the COG and the RTU for the exercise and to provide the former with the opportunity to make an exercise adjustments.

### Attendees

- JMTC Lead Planner
- JMTC G8 Planner
- JMRC Primary Staff (S2, S3 Planner, S4, S6)
- RTU Representatives (CDR, S3, S4, S6)
- USAREUR MNTD/TREX Representatives
- Supporting Elements (ITACSS, Oscars, etc)
- Assigned Team Planners

### Inputs

- Approved MPC Products
- MSEL Development Conference Products
- Final Significant Events Matrix
- Final Operational Environment Products
- Refined Concepts of Sustainment and Mission Command
- Final Augmentation/Enabler Feedback from JMTC/USAREUR
- Approved Budget and SAS
- Confirmed MRX Fleet Support

### Outputs

- Timeline for Exercise Preparation
  - Wargame
  - OPFOR Back-brief\*
  - Rehearsal
  - Battle-Handover Brief
  - Town-Set/COP/FOB Build Schedule
  - MILES/MRX Draw Schedules
  - RTU Arrival Sequence
  - OC Academy
  - OPFOR Academy
- DV Schedule and Itinerary
- IIA Messaging and Requirements
- Initial AAR Schedule
- JMRC Rotational OPORD

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Figure B-7. Final Planning Conference

**(11) D-60-30. Leader Development Program.** The Leader Development Program includes—

- (a) Unit travel to JMRC.
- (b) The military decision-making process.
- (c) JMRC reconnaissance and predeployment site-survey reports.

**(12) D-Day.** The exercise is conducted.

## **APPENDIX C**

### **ASSIGNMENT OF A MULTINATIONAL OBSERVER/CONTROLLER-TRAINER CADRE FOR NON-U.S. PARTICIPANTS**

#### **C-1. PURPOSE**

- a. This appendix establishes procedures and processes for USAREUR and assigned units for nominating, selecting, assigning, receiving, and employing personnel assigned to the Multinational (MN) Observer/Controller-Trainer (OC-T) Cadre Familiarization Program for non-U.S. participants, and for making information-sharing arrangements in support of the program. The proponent of this appendix is the Security Cooperation Division (SCD), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.
- b. The MN OC-T Cadre Familiarization Program supports the DOD Strategic Guidance, the Combatant Commander's Theater Campaign Plan, USEUCOM Country Cooperation Plans, the Army Security Cooperation Strategy, the HQDA Army Campaign Support Plan, and the USAREUR Theater Campaign Support Plan (TCSP). This program is intended to strengthen NATO alliance relationships by sustaining allied interoperability and maintaining or enhancing organizational relationships in support of regional military cooperation strategies.
- c. USAREUR units have identified opportunities for NATO allies to participate in a variety of USAREUR security-cooperation programs. These cadre-participant positions allow mid-grade officers and noncommissioned officers from allied nations to gain in-depth familiarization with the roles and functions of United States Army Joint Multinational Readiness Center (JMRC) OC-Ts. In addition, MN participants will have the support of an assigned contact officer for the duration of their assignment. The appointment of an individual contact officer to sponsor each incoming participant is an essential part of the MN OC-T Cadre Familiarization Program. Program orientation and preparatory training are compulsory before assuming duties associated with a specific position.
- d. The MN OC-T Cadre Familiarization Program will be applied in accordance with current Department of the Army (DA), USEUCOM, and USAREUR security-cooperation mechanisms.
- e. The MN OC-T Cadre Familiarization Program is intended to strengthen defense cooperation and interoperability by integrating U.S. and NATO allied military personnel assigned to one of the eight OC-T team positions at the unit level. Through short-term visits of partner-nation military personnel, the MN OC-T Cadre Familiarization Program provides a framework that has the potential to prepare officers and noncommissioned officers for future assignments in support of MN operations. The primary purpose of this program is to enhance interoperability through familiarization and practical experience.
- f. This appendix addresses MN OC-T postings for up to 90 days. Other TDY assignments may be governed by appropriate regulations listed in appendix A.

#### **C-2. LEGAL AUTHORITIES**

The MN OC-T Cadre Familiarization Program is consistent with the following legal authority and regulatory policy:

- a. The legal authorities supporting this initiative are the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, under the Foreign Military Sales (FMS) Program. The FMS Program authorizes NATO allies to procure U.S. training for the purposes of enhancing interoperability and improving operational readiness.

b. AR 350-50 provides regulatory guidance for MN OC-Ts participating at U.S. combat training centers.

### **C-3. PROGRAM CONCEPT**

a. The MN OC-T Cadre Familiarization Program is designed to ensure that MN participants receive familiarization and orientation on U.S. and NATO allied procedures as an OC-T for military maneuver unit training. MN OC-T candidates must meet the professional skill-level criteria of their host nation (HN) before participating in this program. The intent of the program is to enhance interoperability between MN participants and U.S. counterparts.

b. The JMRC has identified 17 specific positions and developed associated position descriptions (PDs) that offer a variety of professional expertise and experience levels. MN OC-Ts are divided into several teams (for example Raptor, Warhog, Badger, Mustang, Falcon, Vampire, Grizzly, Timberwolf, Adler). All OC-Ts can expect to be assigned to a team for the duration of their appointment.

c. MN OC-Ts will receive revised instruction and practical application in rotational operations during JMRC exercises including brigade and battalion mission-readiness exercises (MRXs), and decisive action training environment (DATE) exercises. In addition, participants will be able to attend familiarization courses at the JMRC and will have an opportunity to garner and reinforce their ability to work in an interoperable environment.

d. The tour of duty for MN OC-Ts, excluding travel time, is intended to last no longer than 90 days. Any time required for qualification and familiarization may be in addition to the normal tour-rotation period.

e. Under general operating conditions, the U.S. Office of Defense Cooperation (ODC) or appropriate representatives of the U.S. country team may negotiate directly with country desk officers assigned to HQ USAREUR to identify OC-T cadre opportunities at the JMRC.

### **C-4. RESPONSIBILITIES**

a. The G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, will—

(1) Provide oversight, guidance, and direction for the MN OC-T Cadre Familiarization Program.

(2) Ensure commanders of subordinate units develop their own applicable policies and processes in order to implement this appendix.

b. The SCD will—

(1) Serve as the HQ USAREUR primary staff element for managing and directing USAREUR units implementing this appendix.

(2) Prepare talking points for the CG, USAREUR; the DCG, USAREUR; the CSM, USAREUR; and the USAREUR G3/5/7 on an as-needed basis with recommendations for key-leader engagements to encourage invitations to NATO allied nations to participate in the MN OC-T Cadre Familiarization Program.

(3) Manage MN OC-T accountability and identify, in coordination with Seventh Army Joint Multinational Training Command (JMTC) liaison officers, any MN OC-T positions that need to be filled.

(4) Communicate with ODCs to receive nominations and identify support requirements, program objectives, procedures, and capabilities that support the MN OC-T Cadre Familiarization Program.

c. The Foreign Disclosure Officer (FDO), Office of the Deputy Chief of Staff, G2, HQ USAREUR, will—

(1) Provide support and advice on U.S. disclosure policies, processes, and procedural requirements to the MN OC-T Cadre Familiarization Program Manager to meet appropriate disclosure requirements while providing recommendations for emerging issues in accordance with governing foreign-disclosure regulations.

(2) Direct and support the preparation of a delegation of disclosure authority letter (DDL) within prescribed timelines and ensure that the DDL adequately defines appropriate information disclosures in support of JMTC and JMRC.

d. The Office of the Chief, Public Affairs, HQ USAREUR, will promote the MN OC-T Cadre Familiarization Program through USAREUR promotional venues in accordance with respective USAREUR TCSP objectives.

e. The CG, JMTC, will—

(1) Develop and maintain a standing operating procedure (SOP) prescribing procedural guidance, execution, and oversight in support of the overall program.

(2) Ensure MN OC-Ts have received reception and integration counseling and are familiar with relevant Army and Army in Europe policies, procedures, and personal and professional conduct as it applies to the duration of TDY assignments.

(3) Ensure that the JMTC FDO validates that all security requirements are met for participating nations and that appropriate access-control levels are enforced.

(4) Prepare DDLs required in support of the USAREUR MN OC-T Cadre Familiarization Program and present them to the USAREUR FDO for approval.

(5) Ensure that foreign visitor requests are initiated as required in accordance with the timelines established by HN authorities, as applicable.

(6) In accordance with AR 380-10, designate and appoint in writing a contact officer for each individual MN participant to provide assistance with establishing contacts, requesting information, arranging for consultations, gaining access, and other activities of the MN OC-T Cadre Familiarization Program. Once appointed, contact officers are required to take online training to familiarize themselves with their assigned duties.

f. The Commander, Operations Group, JMRC, will—

(1) Develop, maintain, and adjust MN OC-T Cadre PDs as required.

(2) Provide scheduled Tier-I OC-T certification and high-mobility multipurpose wheeled vehicle drivers training to assigned MN OC-Ts before OC-T program incumbents are permitted to assume control of any U.S. Government property or vehicle.

(3) Ensure that MN OC-Ts are appropriately inprocessed into the garrison to obtain a common access card (CAC), lodging, and other logistic and administrative support.

g. MN OC-Ts will—

(1) Be cleared for entry into Germany by the German Liaison Office located at the U.S. Embassy in Berlin, in coordination with JMTC and the SCD.

(2) Be issued a CAC in accordance with AR 25-2. The CAC will provide MN OC-Ts access to military installations and unclassified information systems (for example, NIPRNET). The CAC will not automatically grant MN OC-Ts entitlements such as shopping at a tax-free post exchange or commissary. The MN OC-Ts' bilateral agreements will determine entitlements.

(3) Not have access to USAREUR medical and dental facilities. MN OC-Ts must use German medical and dental facilities and will be responsible for out-of-pocket expenses. MN OC-Ts who are members of the European Union (EU) and possess a European Health Insurance Card are eligible for medical care at German medical facilities based on medical necessity and may be subject to fees for services. More information on European Health Insurance Card benefits and participating EU members can be found at <http://ec.europa.eu/social/main.jsp?catId=559>.

(4) Render their biometrics to obtain a CAC card, in accordance with DOD Directive 8521.01E and DOD Manual 1000.13.

## C-5. STRUCTURE AND FUNCTIONS—GUIDING PRINCIPLES

a. MN OC-Ts will be selected on a competitive basis from among career military personnel of the participating NATO member country. The participating country should nominate its MN OC-T candidate with the help of the U.S. country team representatives, typically the ODC or the senior defense official, based on the criteria outlined in subparagraph b below. **Figure C-1** illustrates the MN OC-T request process.

b. The CG, JMTC (or a designated appointee), in coordination with the SCD, will ensure the following criteria are adhered to in the final selection process. Nominees—

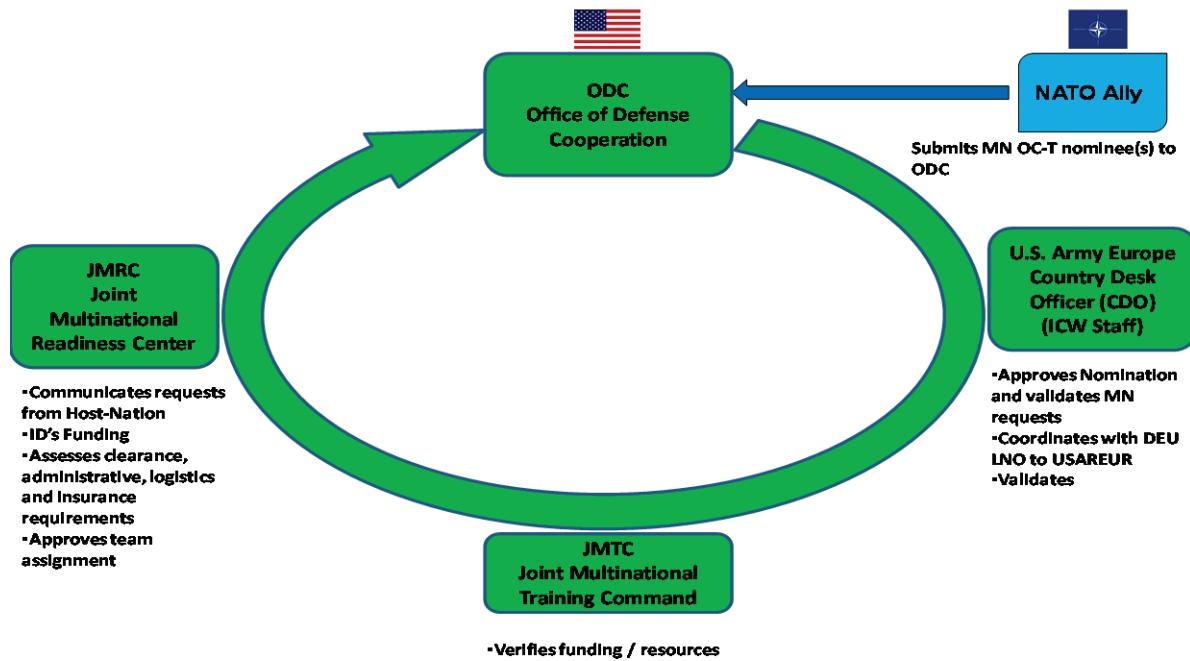
(1) Must be sufficiently proficient in speaking, listening, and reading English in accordance with NATO Standardization Agreement 6001, proficiency level 2 (functional).

(2) Should be well versed in the current practices, technical training, and doctrine of their organization and be particularly qualified through experience for the position to be assigned.

(3) Must have the grade, skill, training, and academic qualifications that are described in the applicable PD.

(4) Should have demonstrated capabilities for future positions of greater responsibility.

c. JMRC and MN OC-T personnel are responsible through the same chain of command for the execution of assigned duties. MN OC-Ts should expect to cooperate as necessary with other JMRC bodies.



**Figure C-1. MN OC-T Request Process**

d. USAREUR retains the right to discharge participating personnel from this program who do not meet the requisite criteria.

## C-6. MN OC-T FUNCTIONS

a. The range of OC-T duties and positions varies. MN OC-T duties may include the following functional areas:

### (1) Coach:

- Receive Tier-I training.
- Participate actively in Operations Group leader professional development programs.
- Conduct OC-T duties with U.S. counterparts.

(d) Experience different types of rotations (DATE and MRX exercises, military advisory teams, police advisory teams, as appropriate).

### (2) Academy:

- Plan and provide resources for OC-T training and standardization.
- Conduct MN Tier-I training (for example, counter-improvised explosive device training, drivers training).

(c) Increase familiarization with the rules of engagement, stability operations, the Hybrid Threat Model and Tier-III (“train-the-trainer”) training (rotational-specific).

**(3) JMRC Plans:**

- (a) Increase familiarity with rotational design.
- (b) Assist with the planning of multiple rotations.

**C-7. ORGANIZATION**

a. The structure and organization of MN OC-T positions are defined in the PDs. MN OC-T positions are not aligned or recorded in JMTC’s table of distribution and allowances. MN OC-T positions will be reportable only through JMRC daily status reporting in accordance with JMTC SOPs.

b. The number of MN OC-Ts depends on JMTC’s ability to accommodate visiting participants while supporting the providing nation’s interest.

c. MN OC-Ts will perform their duties under the guidance of a U.S. Army teamleader. The teamleader will establish performance criteria and evaluate MN OC-Ts by providing periodic remedial instruction and a final performance assessment. Final performance assessments will be developed for all MN OC-Ts. They should be drafted by the teamleader, discussed with the individual MN OC-T, and retained by the JMTC S3.

**C-8. CONDITIONS AND LIMITATIONS**

a. MN OC-Ts will—

(1) Not be assigned to positions under this program that involve the release of restricted data or formerly restricted data as defined in the U.S. Atomic Energy Act of 1954, as amended; communications-security information for which foreign distribution has been prohibited in whole or in part; information for which a special access authorization is required; information originated by another organization, department, agency, or government; or controlled unclassified information, unless the specific information has been authorized in writing for release under an existing program or with the prior written consent of the appropriate disclosure authority, whichever is applicable.

(2) Not act in a liaison capacity or otherwise act as representatives of participating nations while assigned, nor will they act as representatives of USAREUR. MN OC-Ts will perform duties as defined in the PD for their respective position and for periods up to but not intended to exceed 90 days.

(3) In no case be assigned to positions that would require exercise of command or to positions that would require them to exercise responsibilities that are reserved by law or regulation to an officer or employee of the United States Government.

(4) Not be placed on duty or in positions in areas of political sensitivity where their presence would jeopardize the interests of the providing nation or where, in the normal course of their duty, they may become involved in activities that may embarrass or discredit the providing nation or any other allied (or non-allied partner) nation.

(5) Not serve as conduits between the United States or HQDA and their own nation or government for requests and transmission of controlled unclassified information (CUI) or be used as a mechanism for exchanging technical data or other controlled information between governments or their agencies.

(6) Not have permanent custody of CUI. They may have access to the information during normal duty hours at the place of assignment when access is necessary for the performance of their duties. In all cases, local security policies and procedures apply.

(7) Adhere to U.S. law and DOD, DA, and Army in Europe regulations referencing access to information, equipment, and places of authorization in building areas.

b. MN OC-T personnel committing an offense under the laws of the Federal Republic of Germany, the United States, or their sending nation may be withdrawn from this program with a view toward further administrative or disciplinary action by the country with appropriate jurisdiction. Disciplinary action against MN OC-Ts, however, will not be taken by USAREUR, and MN participants will not exercise disciplinary powers over USAREUR personnel.

## **C-9. PARTNERSHIP STAFF POST, LOCATION, AND SECURITY**

a. MN OC-Ts will at all times be required to comply with the security laws, regulations, and procedures of the German Government and USAREUR. Any violation of security procedures by MN OC-Ts during their assignments will be reported to the government of the MN OC-T's nation for appropriate action through the respective U.S. country team leaders. MN OC-Ts committing violations of security procedures during their assignments will be withdrawn from the MN OC-T program and may be subjected to administrative or disciplinary action, as appropriate.

b. It is the responsibility of the requesting NATO member country representatives to send requests for extended visits through their embassy to the U.S. Army at least 90 days before the desired start date and receive Army approval before their participants may assume duties or gain access to U.S. military facilities or installations.

c. To the extent authorized by the laws and regulations of the Governments of the United States and Germany, USAREUR will arrange for the provision of administrative support deemed necessary for MN OC-Ts to perform assigned tasks. USAREUR, through JMTC, will familiarize MN OC-Ts with any unique procedures necessary for the proper performance of their assigned tasks.

## **C-10. LEGAL STATUS**

a. The respective ministry of defense representative must ensure assigned MN OC-Ts have all documentation required by the German Government, as coordinated with the German Ministry of Defense, for legal entry into and exit from Germany. The NATO ally's ministry of defense is responsible for completing coordination with the German Government before individual participants arrive at the JMRC in Hohenfels. The NATO ally will provide to USAREUR a copy of the letter from the German Ministry of Defense, which will serve as evidence of such coordination.

b. It is the responsibility of the sending nation's representatives to send requests for extended visits through their embassy to the U.S. Army at least 90 days before the desired start date and receive Army approval before their participants may enter Germany.

c. MN OC-Ts will be informed by USAREUR about applicable laws, orders, regulations, and customs and are required to comply with them. In addition, MN OC-Ts will be briefed by USAREUR personnel regarding their specific entitlements, privileges, and obligations after their arrival at Hohenfels.

d. The NATO Status of Forces Agreement (SOFA) and supplemental agreements distinguish between sending-state and nonsending-state alliance members. MN OC-Ts from sending states enjoy a special status because those states retain forces in Germany. Sending states are identified in the NATO SOFA and the NATO SOFA Supplementary Agreement and are as follows:

- (1) Belgium.
- (2) Canada.
- (3) France.
- (4) Netherlands.
- (5) United Kingdom.
- (6) United States.

## **C-11. FINANCE**

NATO allies participating in the FMS Program are generally accountable for their own financial obligations. However, there are U.S. funding options designed to alleviate financial requirements for certain NATO allies. Defense Security Cooperation Agency (DSCA) Manual 5105.38-M, chapters 4, 5, and 6, describes the various funding tools that may be offered to NATO members. The manual is available at <http://www.samm.dsca.mil/listing/chapters>. The ODCs are the lead DOD agencies assigning the appropriate funding mechanisms.

## APPENDIX D

### SAMPLE UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER ROTATION SCHEDULE

**Table D-1** is a sample United States Army Joint Multinational Readiness Center (JMRC) rotation schedule created using a deploy-enhanced situational training exercise external evaluation redeploy (DEXR) schedule template.

Table D-1		Sample JMRC Rotation Schedule																							
DATE		12-May	13-May	14-May	15-May	16-May	17-May	18-May	19-May	20-May	21-May	22-May	23-May	24-May	25-May	26-May	27-May	28-May	29-May	30-May	31-May	1-Jun	2-Jun	3-Jun	
		A1	A2	D1	D2	D3	D4	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14	R1	R2	R3	
1/1 BDE	Arrival	COMMEX		ISSUE OPORD		FOF										AAR/REDPLOY									
2-5 CAV		MILES/MRX DRAW SPECIALTY TRAINING		FOF										AAR/REDPLOY											
GEO BN		MILES/MRX DRAW SPECIALTY TRAINING		LTP / STX				FOF																	
ARB		MILES/MRX DRAW SPECIALTY TRAINING		FOF										AAR/REDPLOY											
BGR BN		MILES/MRX DRAW SPECIALTY TRAINING		LTP / STX				FOF																	

## **APPENDIX E**

### **CIVILIANS ON THE BATTLEFIELD AUGMENTEE CERTIFICATION PROGRAM**

#### **E-1. GENERAL**

Civilians on the battlefield (COB) augmentees (COBAs) will undergo a 3-day certification program at the United States Army Joint Multinational Readiness Center (JMRC). This training will be a centralized instruction program that includes classroom and hands-on training. The program provides instruction to ensure COBA performance meets JMRC's high standards for each rotation.

#### **E-2. INSTRUCTION**

- a. The instruction will include—
  - (1) Area study and cultural awareness training.
  - (2) Combat battle instructions.
  - (3) Complex battlefield instructions.
  - (4) Role-player instructions.
  - (5) Rules of engagement.
  - (6) Safety.
  - (7) Village orientation.
  - (8) Rehearsals.
  - (9) Operational overview.

b. The Operations Group COB Cell will conduct the instruction and will include familiarization with the “maneuver box” ([glossary](#)) area.

#### **E-3. REQUIREMENTS**

COBAs must report with the correct seasonal field uniform including load-bearing equipment, Kevlar helmet, protective mask, and sleeping bag.

**a. Clothing.** COBAs must also bring their own footwear, gloves, and appropriate undergarments. The COB team will provide civilian clothing, weapons, vehicles, and props. Although civilian clothing will be provided, COBAs are encouraged to bring their own clothing to supplement the clothing provided.

**b. DA Form 348, Equipment Operator’s Qualification Record.** COBAs must report with a copy of DA Form 348 and a transportation motor pool license with updated required safety training.

#### **E-4. REPLACEMENTS**

COBAs will not be replaced during a rotation without prior coordination, except in the event of an emergency. COBAs will only be replaced during rotation breaks. Replacements must be of the same gender. Units will not send Soldiers with profiles or appointments to serve as COBAs.

## APPENDIX F COMMUNICATIONS AND ELECTRONIC WARFARE

### F-1. GENERAL

The task force signal officer or brigade signal officer is the primary liaison officer between the rotation unit and the United States Army Joint Multinational Readiness Center (JMRC) signal office. An S6 representative will be deployed with the rotational unit and be available during the entire rotation to resolve all frequency issues. Any questions about communications at the JMRC will be addressed to the JMRC Signal Officer (mil 520-5735/5676/5030).

### F-2. SIGNAL OPERATING INSTRUCTIONS

Units with Single Channel Ground and Airborne Radio Systems (SINCGARSS) may use either the single-frequency mode or frequency-hopping mode. Units desiring to use the frequency-hopping mode will coordinate with the JMRC Signal Officer for authorized frequency-hop sets. Units starting a rotation in frequency-hopping mode must coordinate with JMRC Exercise Control (EXCON) before going to single-frequency mode during the rotation.

### F-3. SECURE VARIABLES AND FILLS

- a. Training units will use only JMRC secure variables and fills.
- b. The use of any variable other than the JMRC variable is strictly prohibited. Dates and times of frequency and variable change will be in accordance with the unit's standing operating procedures. Any variance must have the approval of the Commander, Operations Group, JMRC.
- c. Bootlegging frequencies is strictly prohibited at the JMRC. Vehicles with radios operating on bootlegged frequencies will be assessed as a casualty and given a simulated battle damage assessment (SBDA) packet, and personnel will be assessed as non-battle casualties.

### F-4. ELECTRONIC WARFARE

**a. Jamming.** Training units planning to conduct jamming operations during a JMRC rotation, including military intelligence (MI) units tasked to augment the opposing force, must request jamming frequencies from the USAREUR Frequency Management Office not later than 90 days before the rotation. 90 days are required to process the request for jamming frequencies and receive authorization from the host nation. Units must use the Standard Frequency Action Format to submit this request. On approval of jamming frequencies, units must coordinate with the JMRC Signal Officer not later than D1. The JMRC Signal Officer will then publish the authorized jamming list for EXCON and regimental tactical operations center (RTOC) use.

**b. STOP BUZZER Frequency.** All electronic warfare (EW) assets will continuously monitor the STOP BUZZER frequency and cease operation immediately if directed to do so. The STOP BUZZER frequency will be published before each rotation when units are authorized to jam.

**c. RESTRICTED and TABOO Frequency Lists.** The RESTRICTED and TABOO frequencies are strictly controlled. Jamming or monitoring these frequencies is strictly forbidden. Examples of TABOO frequencies are internationally controlled, broadcast emergency, commercial air, medical evacuation, and JMRC operations frequencies. Vehicles found with radios monitoring Operations Group nets will be given an SBDA packet; personnel will be assessed as non-battle casualties.

**d. Authorized Jamming List.** Ground EW assets may jam only those frequencies listed on the authorized jamming list that the JMRC Signal Officer publishes before each rotation. This list is provided to EXCON and to the RTOC to use in approving jamming requests. The Blue Forces MI control unit, usually the direct-support company analysis and control team, will contact EXCON for clearance before conducting jamming missions. EXCON will approve only frequencies on the approved jamming list. The MI control unit augmenting the OPFOR will contact the RTOC for similar clearance. Maximum power output is 100 watts.

**e. QUICKFIX Heliborne Intercept and Electronic Countermeasures System.** Aircraft operating in the maneuver area for collection operations must be able to communicate with the Air Force OC team (call sign LIGHTNING) using an ultrahigh frequency to assist airspace management. Training units planning to use QUICKFIX must coordinate with the JMRC S3 before the rotation for airspace requirements and frequency management.

#### **F-5. SPECIAL INSTRUCTIONS**

The following information is required by the JMRC Signal Officer no later than D1 or before deploying any signal assets into the maneuver area, whichever is earlier. This information is required to ensure compatible operations between the JMRC Instrumentation System and communication systems of rotational units and to ensure that host-nation communications systems are protected as required by the Status of Forces Agreement.

- a. A list of transmitters to be deployed into the maneuver area.
- b. The sequential frequency list, master net organizational list, full-sheet signal operations instructions, and automated net control device download.

## **APPENDIX G OBSERVER/CONTROLLER-TRAINER AUGMENTEE CERTIFICATION PROGRAM**

### **G-1. PURPOSE**

The observer/controller-trainer (OC-T) augmentee certification program provides training for rotational augmentee OC-Ts, eligible officers, and noncommissioned officers temporarily assigned or attached to the United States Army Joint Multinational Readiness Center (JMRC) in the necessary skills, tactics, techniques, procedures, and knowledge required to perform duties as an OC-T in support of the JMRC mission.

### **G-2. SCOPE**

The Observer Coach Trainer Academy provides the training program necessary for rotational augmentee OC-T training and certification at JMRC. OC-T training concentrates primarily on military assistance and JMRC capabilities. OC-Ts will understand and be capable of applying the interoperability of military assistance, JMRC capabilities, and OC-T duties and responsibilities in support of JMRC missions.

### **G-3. TRAINING CONCEPT**

The Observer Coach Trainer Academy is responsible for training all personnel assigned or attached to the JMRC Operations Group enabling OC-Ts to support training exercises at the platoon through brigade levels. The Rotational Augmentee Tier I training program comprises 19 modules.

### **G-4. CERTIFICATION**

a. Certification requires successful completion of all 19 modules of the Rotational Augmentee Tier-I training program. These modules teach the minimum common elements of knowledge and proficiency that OC-Ts require to perform duties during a JMRC rotational training exercise. The training outline is designed to enable OC-Ts to meet the certification requirements. The objective of Rotational Augmentee Tier-I training is the provisional certification as an OC-T. This certification is valid for 180 days.

b. Rotational augmentee OC-Ts returning within 180 days after certification will not be required to be retrained. The Soldier's name will be verified in the Observer Coach Trainer Academy's student files to ensure course completion.

c. All rotational augmentee OC-Ts who return later than 180 days after certification or are not listed in the Academy's database will be required to retrain without exception.

### **G-5. RECERTIFICATION**

Any multinational, U.S. Army, U.S. Air Force, or U.S. Marine Corps officer or noncommissioned officer certified as an augmentee who has not performed duties as an OC-T for a period of at least 180 days must be recertified as an OC-T.

## APPENDIX H

# INTEGRATION OF MULTINATIONAL UNITS INTO U.S. TRAINING EXERCISES AT THE UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER

### H-1. MULTINATIONAL TRAINING OPPORTUNITIES

The Collective Training Branch, Multinational Training Division (MNTD), G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, is the primary POC for planning, coordinating, resourcing, and scheduling partner-nation (PN) participation in Seventh Army Joint Multinational Training Command (JMTC) training rotations or USAREUR exercises conducted at the United States Army Joint Multinational Readiness Center (JMRC) ([AE Reg 350-2](#)).

### H-2. ACCESS BY UNITS FROM OTHER NATIONS

**a. Approval Authority.** The CG, USAREUR, is the Army's designated approval authority for access by units from other nations who request to participate in exercises and training rotations at JMRC. The CG, USAREUR, will approve requests from other nations consistent with this regulation; Chief of Staff, Army, guidance; and applicable agreements with the Federal Republic of Germany. The MNTD is the primary action agent to receive, coordinate, and respond to PN requests in coordination with the Security Cooperation Division (SCD), the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR; the Office of the Deputy Chief of Staff, G2; the International Agreements Division, Office of the Deputy Chief of Staff, G8; the Office of the Deputy Chief of Staff, G4; the Staff Judge Advocate; and JMTC.

**b. Criteria for Approval of Access by PNs to the JMRC.** The MNTD will, in coordination with the SCD, prioritize and obtain CG, USAREUR, approval of requests that support U.S. primary training requirements to enhance or sustain U.S. unit interoperability with selected NATO allied or PN units and help achieve overall USAREUR exercise objectives. When disclosure of classified military information to representatives of foreign governments is required, authorization will be obtained in accordance with AR 380-5 and AR 380-10. Land force representatives of participating nations must agree to pay for or reimburse USAREUR for training and related life support through an acquisition cross-servicing agreement with national funds or one of the possible U.S. funding sources (for example, Developing Country Combined Exercise Program (DCCEP), Warsaw Initiative Fund (WIF), Coalition Readiness Support Program (CRSP), Foreign Military Financing (FMF), Reciprocal Unit Exchange Program).

**c. PN Unit Scheduling.** The MNTD schedules PN participation in USAREUR exercises hosted by the JMTC at the JMRC primarily during the semiannual NATO/USAREUR Combined Training Conferences, held normally in November and June. Before each Combined Training Conference, the MNTD coordinates with the SCD to ensure resources are available and used in accordance with USEUCOM; CG, USAREUR; and USAREUR theater security-cooperation priorities. The MNTD will receive and evaluate the feasibility of any out-of-cycle requests from countries to participate in USAREUR exercises and provide coordinated recommendations to the CG, USAREUR, for decision.

#### d. PN Unit Funding During USAREUR Exercises at JMRC.

**(1) PN Units Participating as Primary Training Audiences (Blue Forces (BLUFOR)).** PN units receiving training benefit as BLUFOR will self-fund all costs associated with transportation to and from JMRC and all life and training support during the rotation. Eligible countries that have received approved U.S. Security Assistance funding, such as FMF, CRSP, or 10 USC 1206 funding, may pay participation costs with these funds.

**(2) PN Units Participating as Training Enablers for U.S. BLUFOR.** PN units participating as training enablers for U.S. training audiences are expected to self-fund their participation, including transportation to and from JMRC and all costs associated with life and training support during the rotation, when capable. Eligible developing countries may request available U.S. funding assistance during the Combined Training Conference scheduling conferences (12-18 months in advance) if they are unable to self-fund and are required as enablers during the exercise to achieve U.S. unit training objectives. The MNTD will plan, coordinate, and resource prioritized PN unit participation in this series, using available DCCEP, WIF, FMF, or other authorized funding sources. The G3/7 TREX POC for PN funding is the Deputy Chief, MNTD (mil 537-3851).

**e. Types of USAREUR Exercise Training Rotations at JMRC.**

**(1) Decisive Action Training Environment (DATE) Saber Junction (SJ) Exercise Series.**

USAREUR conducts one DATE rotation annually, alternating its two brigade combat teams, the 173d Airborne Brigade Combat Team and the 2d Cavalry Regiment, as available, as the primary U.S. training audience. DATE rotations are supported by the mission command training program and train on full-spectrum operations scenarios. USAREUR seeks up to two battalion task-force equivalents of primarily peer or similarly capable partners to participate in the opposing force (OPFOR) or BLUFOR role and will include a variety of other nations in multifunction enabler roles as funding, exercise objectives, and PN unit availability allow. USAREUR will leverage a tailored mix of funding sources to fund this exercise series. The Department of the Army provides primary funding for U.S. forces to JMTC from the management decision evaluation package. Capable partners self-fund their participation. G3/7 TREX will assess what available USEUCOM DCCEP, WIF, CRSP, or FMF funds are required and coordinate with appropriate offices 12–24 months in advance to acquire funding, based on scheduling commitments provided by countries at Combined Training Conferences.

**(2) Kosovo Force (KFOR) Rotations.** USAREUR hosts NATO KFOR mission-rehearsal exercises at JMRC to prepare U.S. and PN forces to assume the next KFOR rotation mission. The primary U.S. training audience is the designated U.S. rotational unit headquarters and its associated subordinate units. NATO seeks to align designated PN units that will conduct the mission during the same operational rotation. G3/7 TREX may assist in seeking selected enabler units among available PNs. USAREUR funds U.S. unit participation using KFOR-designated funds.

**(3) NATO Response Force (NRF) Exercises at JMRC Combined Resolve Exercise Series.**

USAREUR plans, funds, and coordinates two NRF exercises at JMRC each fiscal year. USAREUR schedules these rotations based on alignment with the two 60-day semiannual European Rotational Force (ERF) rotations of a brigade combat team (BCT) to Europe and synchronizes them with scheduled NATO NRF exercises hosted in other NATO countries. The U.S. BCT headquarters, battalion headquarters, and battalion task-force elements of the designated USEUCOM rotational aligned force serve as the primary U.S. training audience of this exercise series. G3/7 TREX, in coordination with USEUCOM J5/8, will schedule other priority NRF designated NATO units to participate in this series based on unit availability and national or USEUCOM funding. The MNTD will also schedule selected available PN units at Combined Training Conferences to serve as enablers and coordinate to provide funding assistance to eligible countries. Capable partners will self-fund, and the MNTD will request funding with authorities through USEUCOM fund program managers for eligible PNs with designated NRF unit participants.

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**(4) Multinational Interoperability Training Rotations Allied Spirit Exercise Series.**

USAREUR will conduct two or three Allied Spirit rotations per fiscal year, depending on allocated funding. The primary U.S. training audience for this series is the USAREUR BCT that is in its training phase leading up to the next USAREUR DATE rotation (SJ Exercise). This exercise will be used by the U.S. BCT commander as a pre-DATE train-up for that unit while simultaneously enhancing or sustaining U.S. interoperability with selected PN units. USAREUR will schedule up to two battalion task-force equivalents of selected PN land forces to train with the USAREUR primary training audience. USAREUR's intent is to provide a flexible training environment where both U.S. and participating PN units meet their training and readiness objectives while maintaining or enhancing coalition interoperability.

## APPENDIX I ROTATIONAL INTEL BUILD CONCEPT AND DESIGN

### I-1. GENERAL

a. The United States Army Joint Multinational Readiness Center (JMRC) will use the following concepts when designing rotations. These concepts will help rotational units build historical files for their rotations such as target folders and Commander's Emergency Response Program projects within their area of operation.

b. Figure I-1 shows the intel build concept and design process.

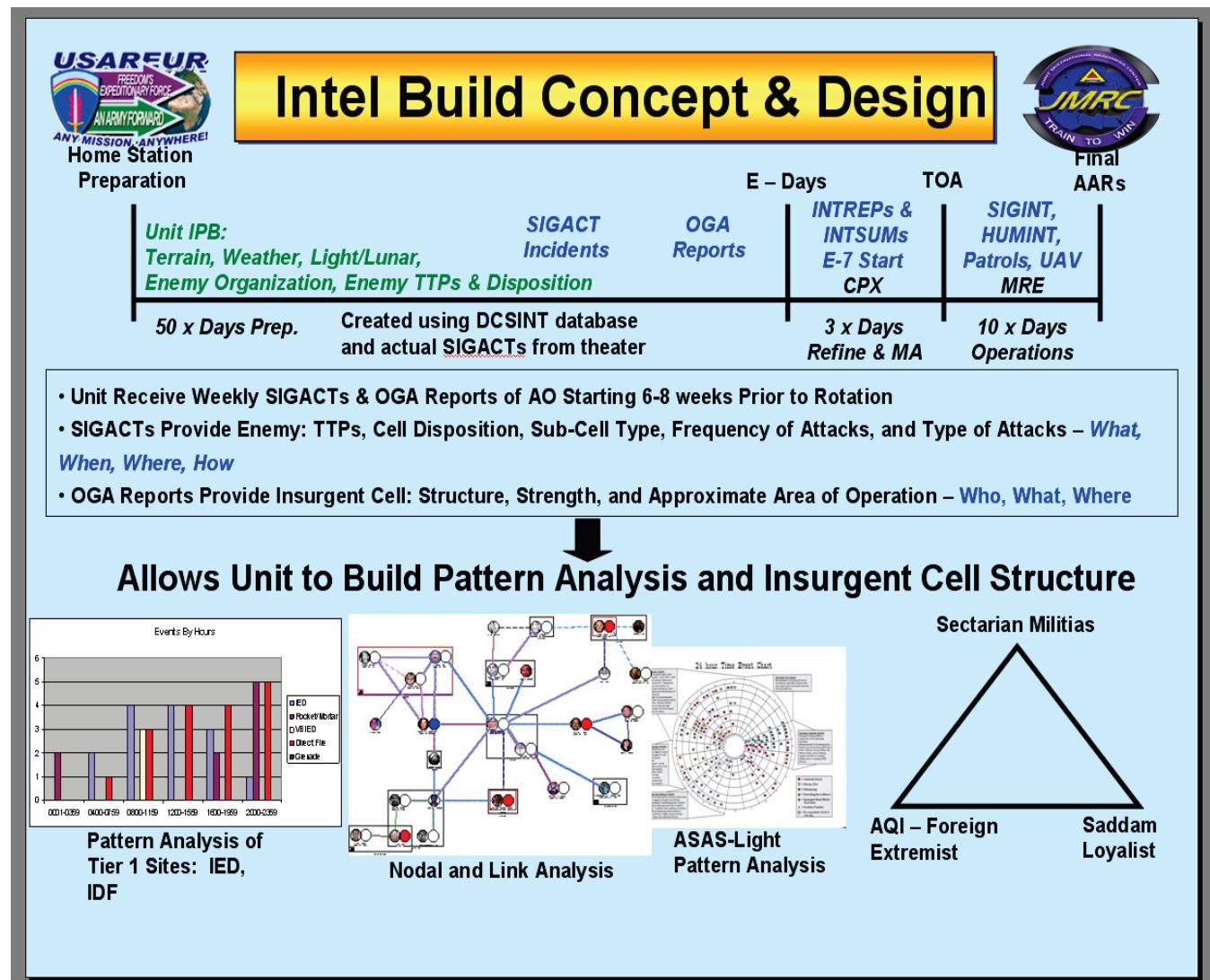


Figure I-1. Intel Build Concept and Design

## I-2. INTEL-BASED MISSIONS

Intel-based missions consist of injects with a logical sequence of intel provided incrementally through advanced situational training exercises (STXs) and exercise days that help Blue Forces (BLUFOR) units conduct various operations linked to required mission-essential task list (METL) training. Figure I-2 illustrates benefits of intel-based missions and the validation tasks trained.



# Intel Based Missions



**Intel Based Missions:**

- + Ensures Unit Meets METL Training Tasks
- + Trains CDR's & Battle Staff on Targeting and Mission Planning
- + Trains Intel BOS on Collection & Analysis
- + Trains ES2 by Providing Intel to Soldiers Through Contact with Local Nationals
- Intel is Provided (Fed) to Units
- Near Total Resolution for Mission Go & Situation Clarity if intel systems are effective

	2-Mar-06 X1	3-Mar-06 X2	4-Mar-06 X3	5-Mar-06 X4	6-Mar-06 X5	7-Mar-06 X6	8-Mar-06 X7	
<b>2 BCT</b>			005	06-04 MRE Validation				
<b>TF 1-18 (TW) FOB WEST</b>			Raid 1200 Badra CBI 2213	Raid 1500 Ba' Alah CBI 7830			Mosque C&S 1900 Bavil CBI 1125	
<b>COIN</b>			GB AAR		AAR			
	X2-#7623	X3-#7711	X4-#8015	X5-#7774	X6-#1149	X7-#1125		
	INTSUM: OGA Reports Salah Ad Din Chief Al-Muwalid recently met with Musab Al Zargawi outside of Baghdad and received instructions for operations against Coalition Forces	Irqi Police Report at SOI engagement that Al Chahid Martyr Mosque is being used as meeting place, Request help in observing	Contact Farheed Hadi al Hamidan Informs patrol heard that various leaders in the area are waiting for details of a meeting to occur in the near future	Prophet Intercept: Rawi Cell at QV 005614, coordinating w/Samarra Cell QV 079589, Tawaab Al-Muwalid is planning a meeting in the "Martyr Mosque"	Registered Source Farheed Hadi al Hamidan Informs THT: Unusual activity around the Chahid Martyr Mosque with out-of-town men	Resources in place		

**Validation Tasks Trained**

- TV01 Conduct Passive HUMINT Collection
- TV02 Conduct Pattern Analysis and Targeting
- TV03 Plan, Execute, and Assess IO
- TV07 Conduct Forward Collection Point Operations
- TV11 Conduct Cordon and Search Operations
- TV16 Support ISF operating in the AO
- BV01 Conduct HUMINT Operations
- BV02 Conduct Precision Targeting Process
- BV04 Plan, Execute, and Assess IO
- BV10 Conduct Detainee Operations
- BV12 Provide Lethal Fires
- BV20 Support ISF operating in the AO

Figure I-2. Intel-Based Missions

### I-3. OPPOSING FORCE (OPFOR) “FREE PLAY”

The OPFOR conducts insurgent activities to replicate targeted operational tempo, unstable environment, and a “free-thinking” enemy that can generate an action–reaction tactics, techniques, and procedures cycle. Figure I-3 shows requirements and benefits of free-play missions.



## “Free Play” Missions



**Structured Insurgent “Free Play:”**

- + Active Insurgent Footprint & Indicators for Unit to Collect On
- + Rewards Units w/Aggressive ISR Plan & Patrolling Operations
- + Units must Conduct real “Bottom-Up” Intel Collection, Targeting, and Short Fuse Missions
- + Creates Fluid Mission Execution as OPFOR Intent Directly Conflicts w/BLUFOR
- Not Guaranteed to Occur!
- “Free Play” May Interfere with Directed Missions
- Requires O/C/T flexibility

- OPFOR are Competitive During Entire Rotation, Always Probing and Exploiting Unit Weakness
- Attack IAW Pattern Established by Pre-rotation Intel Build, Adapt Tactics to Exploit Unit SOP/TTPs
- Forces Unit to Develop Patrol Matrix that Targets Free Thinking and Adaptable Enemy

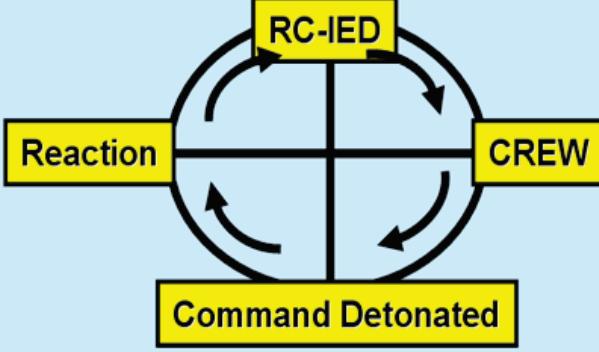


Figure I-3. Free-Play Missions

## **APPENDIX J**

### **COMMAND AND CONTROL—SIGNAL STRUCTURE**

#### **J-1. JOINT NETWORK NODE (JNN) AND COMMAND POST NODE (CPN) LOCATIONS**

For planning purposes, the following grids are available for JNN and CPN locations:

a. Hohenfels.

(1) Albertshof. 32UQV0514557239-Building 1168 (JOC); 32UQV0523857316; 32UQV0547257323; 32UQV0554757320; 32UQV0562157316; 32UQV0600357477-40S Airfield.

(2) Forward Operating Base (FOB) East. 32UQV1046558652; 32UQV1060658257.

(3) FOB West. 32UPV9733360906; 32UPV9739161129.

b. Grafenwöhr.

(1) 301 FARP. 32UPA9572911918; 32UPA9495811901.

(2) Camp Aachen/Algiers. 32UQA1077008935; 32UQA1067908947; 32UQA1060108953; 32UQA1091509041; 32UQA1084909050; 32UQA1003908636; 32UQA1000608080; 32UQA0990008104; 32UQA0980008135; 32UQA0970108171; 32UQA0966108301; 32UQA0957308324; 32UQA0948708361; 32UQA0939908399; 32UQA0931708438.

(3) Tactical Air Command (TAC) Site 17. 32UPA9284406982; 32UPA9317006719.

c. Amberg Local Training Area. 32UQV1430077050; 32UQV1445076600.

d. Schweinfurt TAC Site. 32UNA8884355117; 32UNA8874655129.

e. Hammelburg. 32UNA6215244111.

f. Hemau. 32UQV0430937363; 32UQV0500837222.

g. Oberviechtach. Garrison area 32URV1445285650; near MOUT 32URV1515083200.

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## J-2. FOB EAST AND FOB WEST TACTICAL OPERATIONS CENTERS

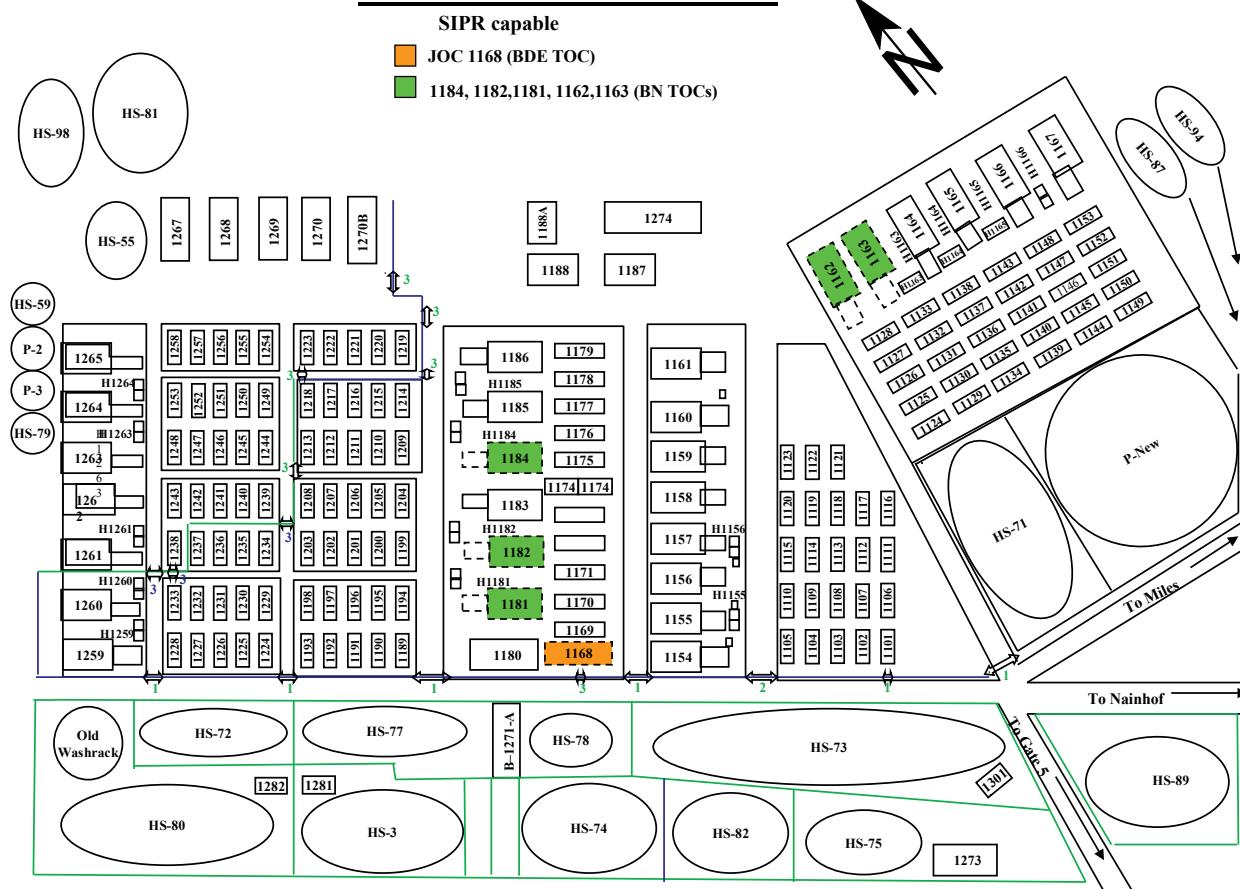
Buildings shown in figures J-1 and J-2 can be used as brigade- and battalion-level tactical operations centers.



Figure J-1. FOB East and FOB West Tactical Operations Centers

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# CAMP ALBERTSHOF



## **Figure J-2. Camp Albertshof Tactical Operations Center**

## **APPENDIX K**

### **EXERCISE PLANNING INVOLVING CLASS 5 AMMUNITION (TRAINING AMMUNITION)**

**K-1.** For exercises involving class 5 ammunition (training ammunition), the following actions must be taken within the specified timelines:

a. No later than the main planning conference (D-180-150)—

(1) The training unit, in coordination with the Seventh Army Joint Multinational Training Command (JMTC), will identify total ammunition training requirements by Department of Defense identification code (DODIC) and quantity (QTY) and submit requirements to the USAREUR Training Ammunition Management Office (TAMO) for validation.

(2) The USAREUR TAMO will validate the requirements and provide feedback to the training unit. A copy of the feedback will be sent to the USAREUR G4 to issue available ammunition.

(3) The training unit, in coordination with JMTC, will identify ammunition requirements for non-U.S. entities by country, DODIC, and QTY only if an acquisition and cross-servicing agreement (ACSA) is involved (procuring U.S. ammunition through the ACSA process.) If a non-U.S. entity is shipping or using its own assets, there are no additional requirements other than storage. The non-U.S. entity should know the process and timelines for shipment to the Grafenwöhr or Hohenfels Training Area. Storage will be coordinated through JMTC G3 Ammunition (mil 475-8253).

b. No later than the final planning conference (D-90-60), ammunition authorizations will be adjusted in the Training Ammunition Management Information System (TAMIS), if required.

c. No later than 60 days before the required delivery date (RDD) (that is, the start of the event), the U.S. training unit will submit an ammunition forecast to the ammunition supply point (ASP) closest to the training location (for example, Vilseck or Grafenwöhr (ASP1), Hohenfels (ASP2)). For any training conducted out of sector requiring shipment or transportation of ammunition (ASP9 (Miesau)), the out-of-sector remarks on electronic DA Form 581 should have the range name and ship-to address of the country and the name and telephone number of the POC.

d. No later than 30 days before the RDD, the U.S. training unit will submit DA Form 581 through TAMIS and coordinate with the ASP for any issue requirements. The unit should submit DA Form 581 no later than 30 days before the start of the event for issues from ASP1, ASP2, and ASP7 (Italy). Non-U.S. entities acquiring U.S. ammunition through an ACSA must present approved documents to the ASP before issue.

e. No later than 45 days before the RDD, the unit should submit an electronic DA Form 581 for ammunition from ASP9 for out-of-sector training and should coordinate with ASP9 for a joint verification or inventory and for signing for the ammunition before sealing the shipping container.

**K-2.** The POC for questions regarding training ammunition and operational load ammunition is JMTC G3 Ammunition (mil 475-8253).

## **APPENDIX L**

### **USAREUR REQUIREMENTS FOR FOREIGN MILITARY PARTICIPATION IN UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER TRAINING EVENTS**

#### **L-1. LIMITED OPPORTUNITIES**

The goal of the United States Army Joint Multinational Readiness Center (JMRC) is to train coalition interoperability by integrating platoon through company multinational (MN) units into rotations at the brigade combat team (BCT) level. JMRC can be used to spread U.S. Army training philosophy and methodology to coalition partners through visits, exchange officers, observer/controller-trainers (OC-Ts), the leadership training program, and limited unit access. JMRC, being forward-deployed, can provide critical training with NATO, NATO partners, and other coalition partners.

#### **L-2. ACCESS BY UNITS OF OTHER NATIONS**

**a. Approval Authority.** The CG, USAREUR, is the designated approval authority for the participation of other nations in U.S. rotations at JMRC and will review requests consistent with this regulation; Chief of Staff, Army (CSA), guidance; and applicable agreements with the Federal Republic of Germany or, in the case of exportable training capabilities (ETCs), other host nations.

**b. Criteria for Approval of Access to JMRC by Non-U.S. Units.**

(1) Participation of other nations in training at JMRC is prioritized for units from countries that are currently participating in overseas contingency operations and for units with some likelihood of conducting combined operations with the U.S. Forces.

(2) Any participation by units of other nations in a JMRC rotation will not—

(a) Displace a U.S. unit or element that needs training.

(b) Jeopardize the ability of participating U.S. units to accomplish their training objectives.

(c) Jeopardize the ability of the center to maintain rigor or provide appropriate feedback for participating U.S. units.

(3) The other nation must agree to reimburse the U.S. for training and related support through an acquisition and cross-servicing agreement or reciprocal unit exchange.

#### **L-3. ACCESS BY INDIVIDUALS OF OTHER NATIONS TO JMRC FOR TRAINING OPERATIONS AND INTEROPERABILITY**

**a. Long-Term Individual Access to JMRC.** The CG, USAREUR, may authorize the establishment of temporary MN observer/controller-trainers (OC-Ts) to support designated coalition training at the JMRC.

**b. Training of Individuals.**

(1) Requests for individuals of other nations to participate in training at JMRC require the approval of the CG, USAREUR, and will be granted in accordance with this regulation, CSA guidance, and applicable agreements with the Federal Republic of Germany or, in the case of ETCs, other host nations.

(2) HQDA approval is not required for foreign personnel participating in an authorized military personnel exchange program (MPEP). In accordance with AR 614-10, chapter 2-1, paragraph 2-2a, HQDA has sole authority to approve MPEPs. The CG, USAREUR, however, can approve the participation of individuals supporting an MPEP. Similarly, HQDA approval is not required if a foreign individual will deploy on real-world military operations with a U.S. unit scheduled for a JMRC rotation. The individual must perform in the same capacity as during real-world military operations.

#### **L-4. VISITORS FROM OTHER NATIONS TO COMBAT TRAINING CENTERS**

- a. Requests for individuals from other nations to visit or observe a JMRC rotation will be coordinated through that nation's office of defense cooperation to the CG, JMTC, and the CG, USAREUR.
- b. Visits will not exceed 3 days, except as approved by the CG, USAREUR, to support MN OC-T or other position exchanges at the JMRC.

## **GLOSSARY**

### **SECTION I ABBREVIATIONS**

173d Abn BCT	173d Airborne Brigade Combat Team
AAR	after-action review
ACSA	acquisition and cross-servicing agreement
ADP	Army doctrine publication
AE	Army in Europe
AEPUBS	Army in Europe Library & Publishing System
APO	Army post office
AR	Army regulation
ARFORGEN	Army Force Generation
ASCC	Army service component command
ASP	ammunition supply point
BASOPS	base operations
BCT	brigade combat team
BLUFOR	Blue Forces
C2	command and control
CAC	common access card
CATC	Combined Arms Training Center
CCMD	combatant command
CDC	concept development conference
CG	commanding general
CG, USAREUR	Commanding General, United States Army Europe
CG, JMTC	Commanding General, Seventh Army Joint Multinational Training Command
CJCS	Chairman of the Joint Chiefs of Staff
CNE-CNA-C6F	Commander, U.S. Naval Forces Europe/Commander, U.S. Naval Forces Africa/Commander, U.S. Sixth Fleet
COB	civilians on the battlefield
COBA	civilians on the battlefield augmentee
COE	contemporary operating environment
COG	Commander, Operations Group, United States Army Joint Multinational Readiness Center
CONUS	continental United States
CoS, HQ USAREUR	Chief of Staff, Headquarters, United States Army Europe
CPA	Chief, Public Affairs, United States Army Europe
CPN	command post node
CPX	command post exercise
CSA	Chief of Staff, Army
CSM	command sergeant major
CSM, USAREUR	Command Sergeant Major, United States Army Europe
CSS	combat service support
CTC	combat training center
CUI	controlled unclassified information
DA	Department of the Army
DATE	decisive action training environment
DCG, USAREUR	Deputy Commanding General, United States Army Europe
DDL	delegation of disclosure authority letter
DEXR	deploy-enhanced situational training exercise external evaluation redeploy

DOD	Department of Defense
DODIC	Department of Defense identification code
DPW	directorate of public works
DU	Digital University
EDR	Europe Deutschland restricted [area]
ETC	exportable training capability
EU	European Union
EW	electronic warfare
EXCON	Exercise Control, United States Army Joint Multinational Readiness Center
FARP	forward area rearm/refuel point
FDO	foreign disclosure officer
FM	field manual
FMS	foreign military sales
FOB	forward operating base
FORSCOM	United States Army Forces Command
FPC	final planning conference
FY	fiscal year
G3/7 TREX	G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
GO	general officer
GOSC	[USAREUR] General Officer Steering Committee
GTA	Grafenwöhr Training Area
HN	host nation
HQDA	Headquarters, Department of the Army
HQ USAREUR	Headquarters, United States Army Europe
HS	home station
HTA	Hohenfels Training Area
HUMINT	human intelligence
IMCOM-Europe	United States Army Installation Management Command, Europe Region
INTREP	intelligence report
INTSUM	intelligence summary
IPC	initial planning conference
ITADSS	instrumentation, training aids, devices, simulators, and simulations
ITE	integrated training environment
JCAP	Joint Combined Academics Program
JELC	joint event life cycle
JIIM	joint, interagency, intergovernmental, and multinational
JMTC	Seventh Army Joint Multinational Training Command
JMRC	United States Army Joint Multinational Readiness Center
JMSC	Joint Multinational Simulation Center
JNN	joint network node
JNTC	Joint national training capability
JRTC	Joint Readiness Training Center
KFOR	Kosovo Force
km	kilometer
LAD	latest arrival date
LTP	Leader Training Program
LVC	live, virtual, constructive
LVC-G	live, virtual, constructive-gaming
MCA	maneuver coordination area
MCTC	maneuver combat training center

MCTP	Mission Command Training Program
MCTSP	Mission Command Training Support Program
MDEP	management decision evaluation package
MEDEVAC	medical evacuation
METL	mission-essential task list
MI	military intelligence
MILES	Multiple Integrated Laser Engagement System
MN	multinational
MNTD	Multinational Training Division, G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
MOUT	military operations in urban terrain
MPC	main planning conference
MPEP	military personnel exchange program
MRE	mission-rehearsal exercise
MRX	mission-readiness exercise
MSC	major subordinate command
MTOE	modification table of organization and equipment
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NGB	National Guard Bureau
NIPRNET	nonsecure Internet protocol router network
NRF	North Atlantic Treaty Organization Response Force
NTC	National Training Center
OCO	overseas contingency operations
OC-T	observer/controller-trainer
ODC	office of defense cooperation
ODT	overseas deployment training
OE	operating environment
OPFOR	opposing force
OPS GRP	Operations Group, United States Army Joint Multinational Readiness Center
PD	position description
PN	partner nation
POC	point of contact
POM	program objective memorandum
PRO-COB	professional civilian on the battlefield
QTY	quantity
RDD	required delivery date
RO	responsible official
RPMA	real property maintenance activity
RSOI	reception, staging, onward movement, and integration
RTOC	regimental tactical operations center
RTU	rotational training unit
S2	intelligence officer
S3	operations and training officer
SBDA	simulated battle damage assessment
SCD	Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
SJ	Saber Junction
SOCCE	special operations command and control element
SOF	special operations forces

SOFA	[North Atlantic Treaty Organization] Status of Forces Agreement
SOP	standing operating procedure
STX	situational training exercise
TAC	tactical air command
TAMIS	Training Ammunition Management Information System
TAMO	Training Ammunition Management Office
TCSP	[United States Army Europe] Theater Campaign Support Plan
TDA	table of distribution and allowances
TDY	temporary duty
TOC	tactical operations center
TRA	training readiness authority
TRADOC	United States Army Training and Doctrine Command
TSAE	Training Support Activity Europe
ULO	unified land operations
UO	urban operations
U.S.	United States
USAFE/AFRICA	United States Air Forces in Europe/United States Air Forces Africa
USAG	United States Army garrison
USAREUR	United States Army Europe
USAREUR DCSENGR	Deputy Chief of Staff, Engineer, United States Army Europe
USAREUR G1	Deputy Chief of Staff, G1, United States Army Europe
USAREUR G2	Deputy Chief of Staff, G2, United States Army Europe
USAREUR G3/5/7	Deputy Chief of Staff, G3/5/7, United States Army Europe
USAREUR G4	Deputy Chief of Staff, G4, United States Army Europe
USAREUR G6	Deputy Chief of Staff, G6, United States Army Europe
USAREUR G8	Deputy Chief of Staff, G8, United States Army Europe
USASOC	United States Army Special Operations Command
USEUCOM	United States European Command
UTPC	United States Army Europe 365-day training program cycle

## **SECTION II TERMS**

### **capstone collective training event**

A culminating training event

### **maneuver box**

An area designated for maneuver exercises; an exercise area

### **separate brigade**

A brigade that is not part of a division; often used to refer to nondivisional combined arms brigades, but can also apply to other types of nondivisional brigades (for example, a signal brigade)

### **slice**

Part of a combat arms, combat support, or combat service support unit that supports a maneuver force

### **the box**

An area designated for maneuver exercises; an exercise area