



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE
UNIT 29351
APO AE 09014-9351

AEOP-TDT

5 October 2016

MEMORANDUM FOR

HQ USAREUR Staff Principals
Commanders, USAREUR Major Subordinate and Specialized Commands
Commander, HHBN USAREUR

SUBJECT: USAREUR Training and Leader-Development Directive, FY 17–20

1. Supersession. This memorandum supersedes memorandum, USAREUR, AEOP-TDT, 6 October 2015, subject: USAREUR Training and Leader-Development Directive, FY 16-19.

2. References. The [enclosure](#) lists references and provides links to sites that offer additional information and resources.

3. Purpose. This memorandum provides CG, USAREUR, guidance for building and sustaining U.S. Army readiness in Europe to support the requirements of USEUCOM and other combatant commands. This guidance is embedded in the USAREUR Strategic Guidance 2016–2017.

4. USAREUR Mission. USAREUR provides trained and ready land Forces across the USEUCOM area of responsibility (AOR) to reassure our Allies, deter Russia from further aggression, and protect U.S. personnel and interests in Europe. Executing the tasks listed in the USAREUR mission-essential task list (METL) ([para 5](#)) will help accomplish this mission.

5. USAREUR METL. (Task numbers are shown in parentheses.)

- Conduct Mission Command (MC) for Theater-Level Operations (71-9-5101)
- Conduct Theater Security Cooperation (71-9-5711)
- Conduct Joint Reception, Staging, Onward Movement, and Integration (71-9-1130)
- Establish Intelligence Enterprise Interoperability (71-9-2500)
- Coordinate Support for Forces in Theater (71-9-5450)

6. My Intent.

a. Readiness. Readiness is our top priority. We will shift our focus from reassuring Allies to deterring Russia. Deterrence requires a demonstrated credible capability, a will to use this capability, and speed: speed of recognition, speed of decision, and speed of

AEOP-TDT

SUBJECT: USAREUR Training and Leader-Development Directive, FY 17–20

assembly. Achieving a deterrent effect requires trained and ready Forces at every level (strategic, operational, and tactical). During Anakonda 2016 (AK 16), we tested our ability to set the theater. We incorporated the strategic deployment of Forces from the Total Army to ensure we had the capacity, as well as the capability, to accomplish this task. We will perfect our ability to enable and execute unified land operations as a joint force land component command headquarters with assigned, allocated, and apportioned forces.

b. Lessons Learned. The lessons we learned from AK 16 were significant, and the newest members of our team who missed out on AK 16 feel as cursed as the Englishmen who missed the Battle of Agincourt. We must document and share these lessons with them. Doing so will give them an advantage when they get their chance during Saber Guardian 2017 (SG 17). Among the lessons we learned, we must—

(1) Be able to mass a combat-ready armored brigade combat team anywhere in Eastern Europe within 72 hours. To achieve this goal, we must reduce obstacles to freedom of movement across Europe. Training on our processes for rail and convoy movements will be critical to increasing our speed of assembly.

(2) Focus on training fundamentals. Areas that require specific attention include camouflage techniques for Soldiers and equipment, Force dispersal in assembly areas and at the halt, basic navigation skills with analog equipment, and the use of both digital and analog MC systems during collective training events.

c. Expectations.

(1) I expect USAREUR commanders to exercise MC at all levels. I will empower and hold commanders accountable for implementing this philosophy within their organizations.

(2) USAREUR must maintain a *fight-tonight* mentality. We will focus every exercise on achieving this mindset.

(3) Since we will not fight alone, our exercises must be multinational and include specific interoperability training objectives. Our formations must be able to execute in accordance with NATO operational standards, just as we must be able to operate as part of the U.S. Joint Force.

7. Leader Development.

a. Leadership is the decisive element of combat power. All leaders must understand the environment in which we operate and the relevance of our strategic-level actions to our Nation and the Alliance. Along with understanding our environment, we must develop our leaders as trainers and reinforce fundamentals. We develop our leaders through the

AEOP-TDT

SUBJECT: USAREUR Training and Leader-Development Directive, FY 17–20

planning and execution of challenging training in austere environments with constantly varying conditions. USAREUR will continue to be a leadership factory.

b. In April 2017, we will conduct a speed-of-assembly terrain walk. Throughout the year, units will conduct maintenance terrain walks and execute our Organization Inspection Program. All these events are training events and important leader-development opportunities. Include them in your training calendars and coordinate with my staff to incorporate them with your training plans.

c. Europe's history provides many opportunities for staff rides. Studying the history of our Army in Europe is a prerequisite to helping our young Soldiers learn about their lineage. I also want to encourage you to study battles that have occurred in the Atlantic Resolve area of operations. The Combined Arms Training Center, 7th Army Training Command (7th ATC), can support your efforts. After all, if we find ourselves fighting through Norman hedgerows again, we have failed somewhere along the way.

8. Sustainable Readiness in Europe.

a. We are the European arm of the Global Readiness Force and the vanguard of Forces defending Europe. Our Nation expects us to be prepared to *fight tonight*. The transition from the Army Force Generation Model to the Sustainable Readiness Model (SRM) is a welcome development for USAREUR. Implementation of the SRM will prevent the drastic fluctuations in unit readiness that our Army has grown accustomed to over the last 15 years.

b. Readiness requires excellence in four pillars: manning, training, equipping, and leader development. The long pole in this four-pillar tent is the link between manning and training. Units will need to have 85 percent of their leaders and 80 percent of their personnel present at training to achieve a T1 rating. Objective training (OBJ-T) standards provide improved objectivity in assessing unit readiness. Maneuver companies will not be T1-trained and ready for combat until they have successfully completed a night combined-arms live-fire exercise attack with synchronized fires. A quantifiable, standardized way to plan, conduct, and evaluate training, OBJ-T will help leaders make risk-informed resourcing and force-allocation decisions.

c. Disciplined training management is critical to building and sustaining readiness in Europe. We ask a lot of your formations. We must closely look at the relationship between the training objectives in our exercises and your METL. My intent is for our exercises to generate readiness as the Army defines it under OBJ-T. We are working with our Allies and partners to improve live-fire facilities and training areas in Eastern Europe. I ask that leaders scrutinize their training plans to maximize every dollar we spend on building and sustaining readiness.

AEOP-TDT

SUBJECT: USAREUR Training and Leader-Development Directive, FY 17–20

d. Commanders must ensure leaders at every echelon are proficient in planning, preparing, executing, and assessing training. Leaders will post the task, condition, and standards for every training event. They will also use and have a printed copy of training and evaluation outlines (T&EOs) available during all training events and will know and enforce standards for collective and individual tasks as identified in those T&EOs.

e. Do not neglect recovery as you develop your training plans. We must maintain our equipment as well as ourselves. I expect us to maintain an operational-readiness rate of 90 percent or higher. This is a high level that will be hard to reach if you do not develop systems for maintenance and put leader energy behind those systems. Recovery is training! Organizations must include recovery in unit training calendars. I expect to see Soldiers using their -10-level technical manuals (TMs) when they are conducting maintenance.

9. Testing Readiness—Freedom Shock. Deployment-readiness exercises test, train, and validate USAREUR readiness at multiple echelons. Shocks will be initiated with an evaluated assessment by the 7th ATC and involve units rapidly deploying to a specified location within the USAREUR AOR. Enablers and sustainment forces will be “shocked” with infantry units to replicate the deployment of combined-arms teams. Shocks will be multinational to leverage unique Allied capabilities and improve interoperability. Unit movement teams must be fully trained, certified, and capable of executing complex movements using all available means of transportation.

10. Fundamentals. Focus on the fundamentals and your unit METL. Commanders are directly responsible for reinforcing training standards and execution. Observer-controllers/trainers (OC/Ts) will help commanders enforce training standards. Look closely at your plans for OC/T support during training and exercises. Proper OC/T support leads to a higher return on investment in training.

11. United States Army National Guard (ARNG) and United States Army Reserve (USAR) Units. We want ARNG and USAR units to see USAREUR as the training destination of choice. ARNG and USAR units that want to participate in training opportunities in Europe will coordinate with Mobilization and Reserve Affairs, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, for funding and other training requirements. I invite all adjutants general and ARNG and USAR senior leaders to visit the USAREUR headquarters when visiting Europe to gain a better understanding of our very dynamic and complex environment.

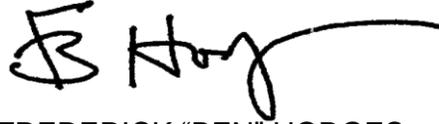
12. Conclusion. AK 16 served as our march objective during FY 16. SG 17 is our march objective for FY 17. The Atlantic Resolve mission under the stewardship of the Mission Command Element, 4th Infantry Division, will continue to evolve over the next year. The 7th ATC and the 21st Sustainment Command will continue to provide world-class support throughout their AORs. Our Soldiers will remain busy. Focus on the fundamentals and be prepared to *fight tonight*. We are here to provide decision space for political leaders to

AEOP-TDT

SUBJECT: USAREUR Training and Leader-Development Directive, FY 17–20

address threats in and around Europe. I will use the USAREUR Commanders Conference from 24 through 27 January 2017 to engage in a dialogue with commanders on my expectations and to provide refined guidance.

Army Strong! Strong Europe!

A handwritten signature in black ink, appearing to read 'F. Hodges', with a long horizontal flourish extending to the right.

FREDERICK "BEN" HODGES
Lieutenant General, USA
Commanding

[Encl](#)

If the Back button of your browser is not visible, use ALT + Back Arrow to return to previous location.

References

1. Publications.

- a. AR 350-1, Army Training and Leader Development
- b. AR 350-32, Army Foundry Intelligence Training Program
- c. AR 600-20, Army Command Policy
- d. AR 690-12, Equal Employment Opportunity and Affirmative Action
- e. Army Doctrine Publication (ADP) 6-0, Mission Command
- f. ADP 7-0, Training Units and Developing Leaders
- g. Army Doctrine Reference Publication (ADRP 1-03), The Army Universal Task List
- h. ADRP 6-0, Mission Command
- i. ADRP 7-0, Training Units and Developing Leaders
- j. The Army Training Strategy (<http://www.forscom.army.mil/leaderdevelopment/Content/Desktop/pdf/ATS.pdf>)
- k. United States European Command Theater Strategy, 7 April 2015 (available only on SIPRNET at the USEUCOM command portal)
- l. [AE Regulation 350-1](#), Training and Leader Development in Europe
- m. [Memorandum, USAREUR, AEOP, 9 September 2014](#), subject: USAREUR 2020 Base Plan (available on AEPUBS as AE Cmd Memo 2014-040)

NOTE: AE and most DA publications are available at <http://www.eur.army.mil/aepubs/>. DA publications are also available at <http://www.apd.army.mil/> or as identified above.

2. Resources. The following agency or program portals provide information about the identified agencies or programs:

- a. Live Training Community (<https://www.lt2portal.org/home.aspx>)
- b. Army Training Network (<https://atn.army.mil/>)