Training

Training and Leader Development in Europe

*This regulation supersedes AE Regulation 350-1, 31 July 2017.

For the Commander:

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Summary. This regulation prescribes training policy for the Army in Europe and must be used with AR 350-1.

Summary of Change. This revision—

● Updates the USAREUR Task Organization chart (fig 1-1).

● Assigns additional responsibilities to the Commanding General, 7th Army Training Command (paras 1-10j and k).

● Establishes policy for the assessment of training proficiency and removes information about the development of mission-essential task lists (METLs) (para 1-34).

● Adds the Objective Task Evaluation Criteria Matrix as the basis for commanders to assess METLs (fig 1-4).

● Assigns the responsibility for conducting Digital Training Management System (DTMS) briefings at the unit level and for familiarizing unit members with the DTMS to command DTMS master trainers (paras 1-37c, c(1), and c(4)(a)).

● Provides procedures for reporting missed meals for students who attend courses at the Combined Arms Training Center (CATC) (para 3-3b(1)).
● Establishes policy for submitting requests for exception to attending the USAREUR Precommand Course (para 4-8b).

● Establishes policy on physical readiness training (paras 4-9a and b).

● Removes the requirement for Soldiers to complete medical evaluation and demonstration of individual competence (MEDIC) tables between 1 April and 15 October of each year (para 4-12a(2)(b)).

● Adds a link to the website that provides information about current threats caused by improvised explosive devices (para 4-16).

● Specifies that threat-mitigation teams provide assistance with training on counter-improvised explosive devices (C-IEDs) (para 4-22).

● Updates the list of USAREUR consolidated certification requirements (table B-2).

● Removes the Badger team as a coordinator for C-IED training (throughout app H).

● Specifies that the Army Training Network provides assistance and familiarization with the DTMS at the operator level (para I-5).

● Adds the requirement for unit commanders to coordinate the use of the Combined Arms Language Training Center by unit linguists with command language program managers (para K-17).

● Deletes references to 5th Signal Command throughout.

● Establishes the term “commands under USAREUR operational control.”

**Applicability.** This regulation applies to U.S. Army Soldiers, Department of the Army civilian employees, and contractor personnel in the European theater.

**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/](https://www.arims.army.mil/).

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

**Forms.** This regulation prescribes AE Form 350-1A, AE Form 350-1B, AE Form 350-1C, AE Form 350-1D, AE Form 350-1E, and AE Form 350-1F. AE and higher level forms are available through the Army in Europe Library & Publishing System (AEPUBS) at [http://www.eur.army.mil/aepubs/](http://www.eur.army.mil/aepubs/).

**Suggested Improvements.** The proponent of this regulation is the G3/7 TREX TNG (mil 537-3267). Users may send suggested improvements to this regulation by e-mail to the G3/7 TREX TNG at USARMY Wiesbaden USAREUR Mailbox G37 TNG Policy.

**Distribution.** This regulation is available only electronically and is posted in AEPUBS at [http://www.eur.army.mil/aepubs/](http://www.eur.army.mil/aepubs/).
CHAPTER 1
TRAINING OVERVIEW

SECTION I
GENERAL

1-1. Purpose
1-2. References
1-3. Explanation of Abbreviations
1-4. Responsibilities
1-5. Command Imperatives

SECTION II
USAREUR MISSION AND FORCE GENERATION

1-6. USAREUR Mission and Task Organization
1-7. Mission-Essential Task Lists (METLs)
1-8. USAREUR Application of the Sustainable Readiness Model

SECTION III
ROLES AND RESPONSIBILITIES

1-9. USAREUR Command Group
1-10. CG, 7th Army Training Command (CG, 7th ATC)
1-11. USAREUR G1
1-12. USAREUR G2
1-13. USAREUR G3/5/7
1-14. USAREUR G4
1-15. USAREUR Deputy Chief of Staff, Engineer (USAREUR DCSENGR)
1-16. USAREUR G6
1-17. USAREUR G8
1-18. USAREUR Chaplain (USAREUR CH)
1-19. USAREUR Inspector General (USAREUR IG)
1-20. USAREUR Judge Advocate (USAREUR JA)
1-21. Chief, Safety Division, Office of the Chief of Staff, HQ USAREUR
1-22. Provost Marshal, USAREUR (USAREUR PM)
1-23. Chief, Public Affairs, USAREUR (USAREUR CPA)
1-24. Command Sergeant Major, USAREUR (USAREUR CSM)
1-25. Commanders of USAREUR Major Subordinate Commands
1-26. Director, IMCOM-Europe

SECTION IV
TRAINING MANAGEMENT

1-27. Purpose
1-28. Responsibilities
1-29. Training Intent
1-30. USAREUR Training Priorities
1-31. USAREUR Army Training and Leader-Development Goals
1-32. Training Based on the Department of the Army Standardized METL
1-33. Culminating Training Events
1-34. Objective Assessment of Training Proficiency
1-35. Commander’s Assessment
1-36. Training-Management Process
1-37. Training-Management Systems

SECTION V
TRAINING IN USAREUR

1-38. USAREUR Training Strategy
1-39. USAREUR Unit Training Validation Process for High-Risk and Sensitive Employments
   (In Accordance With HQDA EXORD 042-14)
1-40. Mandatory and Predeployment Training
1-41. Mission Command
1-42. Responsibilities for Training
1-43. USAREUR Training Readiness Authority, Training-Management Reviews, and Training
   Conferences

SECTION VI
UNIT ENABLING TRAINING

1-44. Mobile Training Team Coordination and Institutional Training Requests
1-45. Leader Development and Education for Sustained Peace
1-46. Governance and Economics Predeployment Conferences
1-47. Contracting Officer’s Representative Training
1-48. Comprehensive Soldier and Family Fitness
1-49. Mine and Improvised Explosive Device (IED) Awareness
1-50. Modular Brigade-Security Force Assistance Training
1-51. Electronic-Warfare Training for Battalions and Above
1-52. Culture and Language Predeployment Training and Language-Sustainment Standards

CHAPTER 2
TRAINING DOMAINS

2-1. Institutional Training and the Army Training Requirements and Resources System
2-2. Operational Training
2-3. Self-Development Domain
2-4. Leader Development
2-5. Professional Military Education and the Army Distributed Learning Program

CHAPTER 3
USAREUR INSTITUTIONAL TRAINING AND EDUCATION

SECTION I
INTRODUCTION

3-1. Overview
3-2. Eligibility
SECTION II
INSTITUTIONAL-TRAINING COMPONENTS

3-3. Combined Arms Training Center
3-4. Officer Education System
3-5. Warrant Officer Education System
3-6. Noncommissioned Officer Education System
3-7. Civilian Education System

CHAPTER 4
TRAINING IN UNITS AND ORGANIZATIONS

SECTION I
UNIT TRAINING

4-1. Small-Unit Training
4-2. Collective Training at the Company Level
4-3. Collective Training at the Maneuver-Battalion Level
4-4. Collective Training at the Brigade Level
4-5. Joint Task Force

SECTION II
LEADER-DEVELOPMENT TRAINING IN UNITS

4-6. Leader-Development Training and Programs
4-7. Army Warrior Training
4-8. Precommand Courses

SECTION III
MILITARY TRAINING PROGRAMS

4-9. Battlefield Readiness
4-10. User-Level Maintenance Training (Maintenance Cadre Certification Program)
4-11. Weapons Qualification Training
4-12. Medical Training
4-13. Military Police Law Enforcement (LE) Training
4-14. Communications
4-15. Navigation
4-16. Mine and IED Awareness
4-17. Crew Training
4-18. Cultural-Awareness Training
4-19. Expeditionary Intelligence Skills
4-20. Individual Replacement Training
4-21. Standards of Conduct in Armed Conflict
4-22. Counter-Improvised Explosive Device (C-IED) Training
4-23. Forward Observer
SECTION IV
DIGITAL TRAINING

4-24. Digital-Training Levels
4-25. Digital-Training Tables
4-26. Mission-Command Proficiency at Battalion and Brigade Levels
4-27. Digital-Training Resources
4-28. Individual Digital Training
4-29. Theater Security-Cooperation Management Information System

CHAPTER 5
TRAINING-SUPPORT SYSTEMS

5-1. Training Resources
5-2. Training Environments
5-3. Sustainable Range Program

CHAPTER 6
USAREUR DISTRIBUTED-LEARNING PROGRAM

6-1. Distributed Learning and Training
6-2. Digital-Training Facilities

Appendixes
A. References
B. Training and Certification Requirements
C. Aviation Training
D. Reserve Component Training Programs
E. Airborne Training in Europe
F. Access to Training Areas and Facilities
G. Training in Italy
H. C-IED Training
I. Digital Training Management System
J. Mission Command and Mission-Command-System Training
K. Intelligence Training
L. Leader-Development Programs
M. Noncommissioned Officer Education System
N. Predeployment Training
O. Army Training Management System
P. USAREUR Staff Ride Program
Q. USAREUR Exercise Program
R. Combined Arms Training Center Courses of Instruction

Tables
4-1. Subsequent Proficiency-Level Goals for the Advanced Gunnery Training System
4-2. Training on Standards of Conduct in Armed Conflict
4-3. Digital-Training Tables
6-1. Digital-Training Facilities
B-1. Training Requirements for USAREUR Personnel
B-2. USAREUR Consolidated Certification Requirements
CHAPTER 1
TRAINING OVERVIEW

SECTION I
GENERAL

1-1. PURPOSE
This regulation prescribes policy, procedures, and responsibilities for developing, managing, and conducting training for USAREUR forces in the USEUCOM theater of operations.

NOTE: Commanders unable to comply with the requirements of this regulation will request exceptions during training-management reviews (TMRs).

1-2. REFERENCES
Appendix A lists references.
1-3. EXPLANATION OF ABBREVIATIONS
The glossary defines abbreviations.

1-4. RESPONSIBILITIES
Chapter 1, section III, prescribes responsibilities.

1-5. COMMAND IMPERATIVES

a. USAREUR’s role in supporting the Army Campaign Plan (ACP) and the Army training vision is essential to providing globally responsive and engaged forces that are regionally aligned, mission-tailored, and able to prevent, shape, and win wars now and in the future. Therefore, the Forces’ command imperatives are carefully nested with the Army Imperatives. The Forces’ command imperatives are as follows:

(1) **Leader Development**: Integrate the knowledge and experience gained from a decade of persistent conflict.

(2) **Training and Readiness**: Prepare ready forces to operate across the range of military operations.

(3) **Mission Command (MC)**: To be applied and enabled at every echelon.

(4) **Core Competencies**: Concentrate on the basics (that is, establish good order and discipline, enforce standards, create a positive command climate, and concentrate on mission-essential training).

(5) **Sustainable Readiness**: Sustain an integrated sustainable-readiness strategy for future environments.

(6) **Predictability**: Establish a predictable tempo that maintains operational flexibility for unpredictable employment conditions.

(7) **Soldier and Family Care**: Provide Soldiers and their Families the best possible care and services.

(8) **Communication**: Improve internal and external communication.

b. USAREUR’s enduring priorities are as follows:

(1) **Leader Development**: USAREUR is the leadership laboratory for the Army. We have the unique advantage of working side by side with our allies and partners every day.

(2) **Readiness**: Readiness to perform any mission is why we are forward stationed in Europe. We make up only 5 percent of the Army’s manpower, but are involved in most of what is delivered in terms of strategic effect.

(3) **Enabling the Alliance**: USAREUR will continue to be ready, reliable, and forward stationed to underwrite the guarantee of collective defense, our Article 5 obligation of an attack on one is an attack on all.
SECTION II
USAREUR MISSION AND FORCE GENERATION

1-6. USAREUR MISSION AND TASK ORGANIZATION

a. USAREUR Mission. USAREUR trains and leads Army Forces in support of USEUCOM and HQDA by—

(1) Training and preparing forces that are capable of unified land operations (ULO) for global employment.

(2) Strengthening alliances and building partner capability and capacity.

(3) Providing Army service component command (ASCC) and Title 10, United States Code (10 USC), Army support.

(4) Continually seeking to improve the readiness and the quality of life of Soldiers, Army Families, and Civilian employees.

b. USAREUR Task Organization.

(1) Figure 1-1 shows the USAREUR task organization.
(2) The USAREUR contingency command post (CCP) provides a forward MC presence for missions of limited scope and duration. The CCP increases USAREUR’s ability to respond to USEUCOM and DOD taskings to provide forward MC elements.

1-7. MISSION-ESSENTIAL TASK LISTS (METLs)

a. USAREUR METL. The USAREUR METL includes the following tasks:

   (1) Conduct mission command for theater-level operations (task number 71-9-5101).

   (2) Conduct theater security cooperation (task number 71-9-5711).

   (3) Conduct joint reception, staging, onward movement, and integration (task number 71-9-1130).

   (4) Establish intelligence enterprise interoperability (task number 71-9-2500).

   (5) Coordinate support for forces in theater (task number 71-9-5450).

b. Department of the Army (DA) Standardized METLs for Brigades and Higher Level Units. DA standardized METLs and development tools are available on the Army Training Network (ATN) website.

c. METL Training Plans. Commanders will develop training plans to meet all METL requirements and brief their training plans during their TMRs.

1-8. USAREUR APPLICATION OF THE SUSTAINABLE READINESS MODEL

a. Sustainable Readiness. Sustainable readiness is the Army’s new force-generation process. USAREUR will use this process to generate trained and ready units to meet operational demands and remain postured to deploy rapidly for unforeseen contingencies. As USAREUR transitions to this new process, new policies will be adopted to better prioritize and protect the training environment and improve commanders’ ability to assess and report training readiness. This will help the Army see itself. The Sustainable Readiness Model (SRM) will provide commanders and staffs the ability to predict training requirements as units plan training to support known demands as well as identified unit requirements while postured to meet contingency requirements. A coordinated, resource-informed training strategy provides the benchmark for any unit-readiness roadmap. Training schedules that meet the Army goal of a 6-week lock-in and training calendars synchronized with higher and lower echelons will enhance predictability and improve the effectiveness of our overall training strategy. The SRM comprises three phases: Train/Prepare, Available, and Committed. The SRM will guide the allocation of training resources and the scheduling of United States Army Joint Multinational Readiness Center (JMRC) rotations.
b. Force Pools. To ensure the right forces are trained and available to support CCDRs, all Army units are represented in one of three force pools: Mission, Rotational (Deployed or Nondeployed), and Operational Sustainment. Although these force pools do not equate to a specific readiness level, Mission-pool forces have high-demand operational requirements and are generally required to sustain a steady state of readiness. Rotational units are either allocated or assigned to a combatant command (CCMD). There are two subsets of rotational forces: Rotational forces with and rotational forces without a latest arrival date (LAD). Those with an LAD are considered to be in the Rotational Deployed force pool. Those without an LAD are apportioned forces in the Rotational Nondeployed force pool. Units in the Operational Sustainment force pool are not apportioned, allocated, or assigned to a CCMD. AR 525-29 provides additional information and updates to the SRM and the SRM process.

c. Regionally Aligned Forces. Globally responsive and regionally engaged, the Army is an indispensible partner that provides a full range of capabilities to CCDRs in a joint, interagency, intergovernmental, and multinational environment. As part of the Joint Force, and in all it does, the Army guarantees the agility, versatility, and depth to prevent, shape, and win wars. As a result, the Total Army Force will become regionally aligned in order to provide CCMDs with professionally trained and regionally specialized forces. Regionally aligned forces provide CCMDs with headquarters that are capable of operations up to the joint task force (JTF) level with scalable, tailorable capabilities that enable CCDRs to shape the environment. These forces are represented by Army units categorized as assigned, allocated, or distributed. This includes Army Total Force organizations and capabilities that are forward-stationed operating in a CCMD area of responsibility (AOR) or providing support from outside the AOR.

(1) Assigned Forces. Assigned forces are those forces that are placed under the CCMD of a unified commander as directed by the President and ordered by the Secretary of Defense (SECDEF) in his Forces for Unified Commands memorandum.

(2) Allocated Forces. Allocated forces are those forces that are transferred by the SECDEF or Service Secretaries from one CCDR to another CCDR for employment, as approved in the SECDEF orders book and documented in the Global Force Management Allocation Plan (that is, the forces and resources provided to the commander of a unified command by the President and SECDEF for execution planning or operations).

(3) Distributed Forces. Distributed forces are those Army forces in the Available phase that are not assigned or allocated to CCDRs. As directed by the Service Force Provider, these forces establish a planning association with a specific geographic combatant command (GCC) through a mission alignment order. Distributed forces are decisive action-capable and are the forces that are first considered for sourcing the GCC with which they are aligned.

(4) Apportioned Forces. Apportioned forces are forces and capabilities that the Chairman of the Joint Chiefs of Staff (CJCS) provides to CCMDs to develop contingency plans (CONPLANs). Apportionment informs CCDRs of the forces that they can reasonably expect to have available for planning, but does not necessarily identify the actual forces to be allocated for use when a contingency plan transitions to execution. The CJCS apportions forces to CCMDs based on the SECDEF’s Guidance for Employment of the Force (GEF). Apportionment is documented in the Global Force Management Implementation Guidance (GFMIG).
d. Regional Mission Requirements. Regional missions are driven by CCMD requirements, which include an understanding of the cultures, geography, languages, and militaries of the countries where CCMDs are most likely to be employed as well as expertise in how to share military knowledge and skills.

SECTION III
ROLES AND RESPONSIBILITIES

1-9. USAREUR COMMAND GROUP

a. CG, USAREUR. The CG, USAREUR, is responsible for providing—

(1) 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.

(2) Administrative and logistic support to U.S. ground forces in the USEUCOM theater of operations.

(3) Command and control for assigned forces and other forces as directed.

(4) U.S. Army forces to NATO.

b. Deputy Commanding General, Mobilization and Reserve Affairs (DCG, M&RA). The DCG, M&RA, is responsible for—

(1) Informing the USAREUR Command Group, HQ USAREUR staff principals, coordinating staff, and commanders of USAREUR MSCs on how to employ United States Army National Guard (ARNG) and United States Army Reserve forces.

(2) Developing, reviewing, and coordinating plans, policy, and programs concerning the RC to ensure assets and capabilities are properly integrated to meet USAREUR’s operational and strategic mission requirements.

(3) Coordinating with the USAREUR G3/5/7 and MSCs to identify and validate requirements for RC support, developing and submitting RC program budget estimates to the USAREUR G3/5/7 for approval, and tracking and managing RC missions approved in support of the USAREUR Campaign Plan.

(4) Advising HQ USAREUR staff principals and MSC commanders on RC sourcing solutions and capabilities to meet unprogrammed or short-notice USAREUR operational shortfalls.

(5) Serving as the executive agent for the Chief, National Guard Bureau (NGB); the Director, Army National Guard; and the Chief, Army Reserve, for RC policy and procedures affecting RC Soldiers and units in the European theater.

(6) Providing information on current RC operations, training requirements, and mission-support planning to the United States Army Reserve Command, the ARNG Directorate, the NGB Joint Staff, FORSCOM, USEUCOM, and HQ USAREUR staff principals.

(7) Providing personnel and staff support to USAREUR.
1-10. CG, 7TH ARMY TRAINING COMMAND (CG, 7TH ATC)
The CG, 7th ATC—

a. Commands, operates, and maintains the 7th ATC.

b. Serves as the single-point manager for all training support and resources in USAREUR. The functions overview outlines the functions of the 7th ATC G3 in relation to the functions of the G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

c. Serves as single-point manager for all ranges and training areas in the European theater and is responsible for ensuring safety at those sites.

d. Uses combat training center (CTC) resources and simulations to produce state-of-the-art live, virtual, constructive (LVC) exercises and mission rehearsals.

e. Provides MC for the Joint Multinational Simulation Center (JMSC); the Directorate of Simulations, Training Support Activity Europe (TSAE); the United States Army Joint Multinational Readiness Center (JMRC), and USAREUR.

f. Is responsible for developing, operating, and maintaining USAREUR major training areas (MTAs), USAREUR local training areas (LTAs), and all USAREUR ranges.

g. Provides training support across the spectrum of training in USAREUR, from home-station training (HST) to training at CTCs, by—

   (1) Coordinating the development and standardization of training aids, devices, policy, publications, simulations, simulators, and systems for USAREUR.

   (2) Coordinating the management of regional training support divisions (RTSDs) and training support centers (TSCs).

   (3) Recommending to the USAREUR G3/5/7 priorities for allocating and distributing construction resources and facilities to support the total training effort.

   (4) Providing home-station and deployed training support through RTSDs as outlined in AE Regulation 350-220.

h. Plans and develops policy, procedures, and supporting documents governing USAREUR participation in the CJCS Exercise and Training Program.

i. Serves as the HQ USAREUR staff proponent for the Army Training Requirements and Resources System (ATRRS).

j. Serves as the HQ USAREUR Organizational Inspection Program evaluator for institutional training. Evaluations are performed through the Combined Arms Training Center (CATC).
k. Serves as the HQ USAREUR staff proponent for bidding, scheduling, and paying tuition to NATO education and training organizations for USAREUR-assigned personnel. The CG, 7th ATC, is also responsible for coordinating the bidding, scheduling, and payment of tuition for Army personnel who attend NATO education and training courses and who are not assigned USAREUR organizations.

1-11. USAREUR G1
The USAREUR G1 advises USEUCOM, the USAREUR Command Group, HQ USAREUR staff principals, and USAREUR commanders on military and civilian personnel policy and management, diversity, employment programs, equal opportunity, occupational health, quality of life, and sexual assault prevention and response. This includes Family readiness; suicide prevention; theater financial policy; theater morale, welfare, and recreation; theater postal policy; and warfighting and contingency plans to support military personnel, civilian employees, Family members, and retirees in the European theater.

1-12. USAREUR G2
The USAREUR G2—

a. Monitors overall intelligence training programs of intelligence units to ensure compliance with doctrine and guidance.

b. Is the HQ USAREUR staff proponent for policy and guidance on foreign-language training and manages the Command Language Program.

c. Is the HQ USAREUR staff proponent for the Tactical Intelligence Readiness Training Program (Foundry) and overall responsible for ensuring that the European Foundry Platform (EFP) is used as the priority intelligence-support training program.

d. Coordinates intelligence manning, training, and equipping; related programming actions; and policy issues with senior officers throughout the intelligence community including—

(1) Senior intelligence officers (SIOs) of USAREUR major subordinate commands (MSCs).

(2) SIOs of ASCCs, the United States Army Forces Command (FORSCOM), the United States Army Intelligence and Security Command (INSCOM), and United States Army Training and Doctrine Command (TRADOC).

(3) The Joint Chiefs of Staff (JCS).

(4) SIOs of other service component commands.

(5) Senior officers of the National Geospatial-Intelligence Agency, the National Reconnaissance Office, the National Security Agency, and other national intelligence agencies.

e. Monitors, reports, and influences readiness for all USAREUR units throughout the SRM cycle and the CONPLAN process by leveraging the Foundry Intelligence Training Program (AR 350-32), the Army Foreign Language Program (AR 11-6), and HST capabilities.
f. Coordinates equipment requirements of subordinate military intelligence (MI) units with the Office of the Deputy Chief of Staff, G-2, HQDA; the Office of the Deputy Chief of Staff, G-8, HQDA; the Office of the Deputy Chief of Staff, G-2, HQ FORSCOM; the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR; TRADOC; INSCOM, and program managers for new-equipment training (NET) and fielding.

g. Coordinates individual and collective intelligence warfighting function training with the Office of the Deputy Chief of Staff, G-2, HQDA; TRADOC; INSCOM; and subordinate units in accordance with AR 350-1 and AR 350-32 and drafts training guidance for the USAREUR MI community.

h. Manages Foundry budget and program.

i. Develops the Intelligence Readiness Operations Capability (IROC) concept in USAREUR to support CONPLAN and named operations.

j. Coordinates intelligence support for mission-rehearsal exercises (MREs) and other Joint Service exercises with the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

k. Manages and integrates the USAREUR Multinational Foundry Program in accordance with all Army activities (ALARACT) message 133/2013, providing individual and collective training readiness for multinational allies and partners.

l. Serves as the HQ USAREUR staff proponent for interpreter operations.

m. Serves as the HQ USAREUR staff proponent for all signal intelligence training.

n. Develops the multinational IROC concept in USAREUR in order to provide resources for U.S. and allied MI professionals to learn new skills and sustain current skills to remain at the highest level of mission readiness to fully support deployment, contingency, and sanctuary intelligence operations.

o. Provides or arranges for weather support for USAREUR commands and their staffs and assists with Army weather-support issues (document reviews, equipment, staffing, readiness, training).

p. Provides geospatial information and services support to G3/7 TREX for integrated training-area management (ITAM).

q. Serves as the HQ staff proponent for the disclosure of classified military information (CMI) and controlled unclassified information (CUI) to all foreign participants in USAREUR training events and provides information on disclosing CMI and CUI in accordance with applicable guidance and established national agreements to foreign dignitaries visiting USAREUR training events.

r. Coordinates and manages the use of the Military Intelligence Training System within USAREUR to centralize the control, approval, and scheduling of MI courses in accordance with AR 350-32.

**1-13. USAREUR G3/5/7**

The **USAREUR G3/5/7** has general staff responsibility for planning, directing, and supervising the training of USAREUR units and of Reserve component (RC) units that are based in CONUS and conduct overseas mission support (OMS). The following staff principals, directorates, and divisions of the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, are involved in this process:
a. The Chief, **G3/3 Operations Division** (G3/3 OPS)—

(1) Provides the CG, USAREUR, with timely, accurate, and critical information about operations in the USEUCOM AOR on a 24-hour basis.

(2) Manages personnel requirements and taskings for contingency operations (CONOPS) and validates, coordinates, and directs support taskings (including USAREUR Band taskers and MREs throughout the USAREUR AOR).

(3) Provides the CG, USAREUR, access to and control of accurate and timely information on unit and non-unit movements and directs and coordinates movements according to operational requirements.

(4) Manages the USAREUR Command Center.

b. The Chief, **Aviation Operations Branch, G3/3 OPS**, is the USAREUR executive agent for aviation training and the proponent of the unmanned aircraft system (UAS) training strategy (app C). He or she also serves as the proponent for policy and guidance on collective aviation training.

c. The Chief, **Force Management Division (FMD)**, implements DA policy for Force Management Functional Area 50 (FA50) and coordinates and monitors the Army Modernization Training Program in USAREUR including NET and displaced-equipment training (DET).

d. The Chief, **G3/5 Plans Division**, develops the USAREUR METL and supporting tasks.

e. The Chief, **Requirements Definition Division**, coordinates and manages funds for training in USAREUR.

f. The Director, **G3/7 TREX**, staffs exercise requirements submitted by available units (including RC units). The functions overview outlines the functions of the G3/7 TREX in relation to the functions of the 7th ATC G3. Specifically, the Director, G3/7 TREX—

(1) Is responsible for developing training policy and serves as the single-point manager for all training.

(2) Develops concepts and establishes requirements for all individual, staff, unit, and joint training for USAREUR-assigned and -allocated units.

(3) Plans and develops policy, procedures, and supporting documents on USAREUR participation in the CJCS Exercise and Training Program.

g. The Chief, **Antiterrorism/Force Protection Branch, G3/3 OPS** (G3/3 OPS AT/FP) develops, prioritizes and synchronizes protection policy and resources and oversees the execution of protection-related programs to maximize the safety and security of USAREUR personnel. The G3/3 OPS AT/FP works directly for the USAREUR G3/5/7 and consists of three subordinate divisions. The major functions of the G3/3 OPS AT/FP are to—

(1) Integrate the 12 USAREUR protection functional elements in a collaborative cross-directorate effort to—
(a) Share insights on the Army protection work with staff principals and commanders.

(b) Develop a systematic assessment program to identify strengths and weaknesses in protection efforts.

(c) Guide and assess overall program effectiveness at the executive level.

(2) Provide police support to host nations (HNs) for protection, emergency-management, and security- or law-enforcement activities and oversee the support provided.

(3) Execute USEUCOM Executive Agent and tri-service responsibilities in support of NATO Status of Forces Agreement (SOFA) policy, customs enforcement, confinement, and vehicle and weapons registration in Germany.

h. The Chief, Assessment Division, provides quantitative systems-analysis support to the USAREUR Command Group, the HQ USAREUR staff, and commanders of USAREUR MSCs.

i. The Chief, Strategy, Policy, and Programs (SPP) Division, helps the USAREUR G3/5/7 develop and define goals and plans to establish a clear vision for USAREUR transformation. The SPP Division coordinates all aspects of rebasing, restructuring, inactivating, and returning USAREUR forces to CONUS to achieve the desired Army transformation and USAREUR end state. It coordinates and implements strategy, policy, executable plans, and operation orders to support Office of the Secretary of Defense (OSD) and USEUCOM force-posture priorities and USAREUR transformation.

j. The Chief, Security Cooperation Division (SCD), supports USAREUR’s mission of training and preparing full-spectrum-capable forces for global employment as well as strengthening alliances and building partnership capacity and partner capability by developing, managing, and implementing theater security-cooperation activities that favorably shape the security environment, assure access, and enhance interoperability throughout the USEUCOM AOR. The SCD is responsible for—

   (1) Supporting the development of strategy, policy, plans, and orders to support USEUCOM and DA security-cooperation strategic priorities and USAREUR security-cooperation goals and objectives.

   (2) Developing a key-leader engagement (KLE) plan for the USAREUR CG, the USAREUR DCG, and the USAREUR CSM, that takes into account the strategic plan for each country and the mission for each engagement. The KLE plan is the baseline for all other engagements by senior leaders in USAREUR and subordinate units.

   (3) Providing a USAREUR-wide battle rhythm that supports the theater security-cooperation strategy and its implementation.

   (4) Supporting the execution of theater security-cooperation activities to achieve USAREUR security-cooperation goals and objectives by having country desk officers and political military specialists provide country-specific expertise and a multifunctional perspective of USAREUR engagement.

   (5) Ensuring that all Army theater security-cooperation activities are properly documented in one of the systems of record and providing subject-matter expertise on using these systems to HQ USAREUR staff offices and USAREUR MSCs.
(6) Providing a USAREUR HN relations strategy for Germany, Italy, and the BENELUX.

(7) Ensuring that United States Forces liaison officers execute HN policy and guidance.

(8) Executing USAREUR-specific tasks and training in compliance with the arms control treaty.

(9) Providing administration of the Military Personnel Exchange Program and the Schools of Other Nations program in the USEUCOM AOR to ensure that all Army personnel in both programs are properly supported.

1-14. USAREUR G4
The USAREUR G4 provides logistic support plans, policy, processes, and services to meet Soldier and Army in Europe needs in peace, crises, special operations, and war. The USAREUR G4 is the senior logistics advisor to the CG, USAREUR, and USAREUR MSC commanders.

1-15. USAREUR DEPUTY CHIEF OF STAFF, ENGINEER (USAREUR DCSENGR)
The USAREUR DCSENGR—

a. Provides ASCC engineer staff estimates.

b. Coordinates theater engineer assets including equipment and personnel.

c. Exercises troop construction.

d. Establishes forward operating site (FOS) bases and FOS facility standards.

e. Coordinates environmental and real-estate agreement requirements.

f. Advises USAREUR units on military, contingency-facility, environmental, real-estate, and construction engineering for locations outside of the jurisdiction of the United States Army Installation Management Command Europe (IMCOM-Europe).

g. Coordinates theater engineering priorities with IMCOM-Europe, the United States Army Corps of Engineers, and USEUCOM J4 engineers.

h. Provides engineering reach-back to the United States Army Africa/Southern European Task Force (USARAF/SETAF) Engineer Directorate.

1-16. USAREUR G6
The USAREUR G6 ensures delivery of joint net-centric MC network, systems, and information-technology services to USAREUR by providing architecture, governance, policy, and portfolio or acquisition management in order to give USAREUR warfighters decision superiority.

1-17. USAREUR G8
The USAREUR G8 enables the accomplishment of the USAREUR expeditionary and joint or combined-capable mission by leading the Planning, Programming, Budgeting, and Execution (PPBE) process to obtain resources for financial, civilian manpower, and agreements requirements.
1-18. USAREUR CHAPLAIN (USAREUR CH)
The USAREUR CH executes the CG, USAREUR, Religious Support Plan through the delivery of 10 USC religious support.

1-19. USAREUR INSPECTOR GENERAL (USAREUR IG)
The USAREUR IG enhances command discipline and readiness by identifying and recommending solutions to performance inhibitors and responding to requests for assistance from Soldiers, Family members, Retirees, and Civilians. According to AR 20-1, IGs provide assistance, inspections, investigations, teaching, and training. The USAREUR IG is a member of the USAREUR CG’s personal staff. The IG’s mission is to assess the state of and provide feedback on the command’s discipline, efficiency, mission performance, morale, readiness, and training as directed by the CG.

1-20. USAREUR JUDGE ADVOCATE (USAREUR JA)
The USAREUR JA enables accomplishment of the USAREUR expeditionary and joint or combined-capable mission by providing principled, accurate, timely, value-added, and mission-focused legal advice across all legal disciplines to support the USAREUR Command Group and HQ USAREUR staff while providing technical support to the legal elements of all assigned USAREUR forces.

1-21. 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. Is the proponent for safety training, the Hazardous Material Drivers’ Course, and the Hazardous Goods Advisor Course.

1-22. PROVOST MARSHAL, USAREUR (USAREUR PM)
The USAREUR PM—

a. Provides staff and technical supervision over USAREUR military police (MP) operations.

b. Advises the CG, USAREUR, and HQ USAREUR and IMCOM-Europe staff principals on matters relating to—

(1) MP operational force capabilities.

(2) Internment and resettlement.

(3) Customs.

(4) Law enforcement (LE).

(5) Physical security.

(6) Employment of MP resources.
1-23. CHIEF, PUBLIC AFFAIRS, USAREUR (USAREUR CPA)  
The USAREUR CPA plans, produces, and distributes information about the mission, operations, and activities of USAREUR to internal audiences, key stakeholders, the U.S. public, and HN public audiences throughout the USAREUR AOR.

1-24. COMMAND SERGEANT MAJOR, USAREUR (USAREUR CSM)  
The USAREUR CSM is the principal advisor to the CG, USAREUR, on all enlisted matters. The CSM is responsible for—

a. Providing advice and recommendations on all USAREUR enlisted matters to the USAREUR CG; the Sergeant Major of the Army, USAREUR units, and HQ USAREUR staff offices.

b. Executing established policy and monitoring the standards of enlisted personnel performance, training, and conduct.

c. Planning, coordinating, and participating in events such as conferences and official ceremonies.

d. Performing other duties directed by the CG, USAREUR.

1-25. COMMANDERS OF USAREUR MAJOR SUBORDINATE COMMANDS  
Commanders of USAREUR major subordinate commands (MSCs) will—

a. Publish METL-based training strategies and training requirements for their subordinate units. Platoon through battalion annual training plans will be based on the Combined Arms Training Strategy (CATS) developed by TRADOC.

b. Provide an overview of METL assessments, the METL-based training status and strategy, and METL-based training programs twice a year to the CG, USAREUR, through the USAREUR TMR.

c. In accordance with Army Doctrine Publication (ADP) 7-0, publish or update each year, as necessary, command training guidance or directives as well as the major events calendar for subordinate units. The command training guidance must include the command mission, goals, training philosophy, and training strategy.

d. Publish timely and detailed information on training events so that subordinate units can “lock in” their training plans. Commanders will also plan for, coordinate, allocate, and protect resources to implement training plans, create challenging conditions for training, and protect subordinate units from unprogrammed taskings and other training distracters.

NOTE: G3/7 TREX is the primary proponent for airborne standing operating procedures (ASOPs) governing conventional fixed- and rotary-wing airborne-training issues and initiatives. The CG, United States Army Special Operations Command, is the primary proponent for ASOPs governing special, nonstandard fixed- and rotary-wing airborne training. Direct coordination is authorized between G3/7 TREX and USAREUR commanders as well as USAREUR units and personnel temporarily or permanently on airborne status to accomplish this mission. Appendix E provides information about airborne training in Germany.

1-26. DIRECTOR, IMCOM-EUROPE  
The Director, IMCOM-Europe, will—
a. Develop annual training guidance supporting USAREUR training policy and guidance.

b. Ensure that USAG commanders—

   (1) Sustain, maintain, and restore real property that is used to support training using the funds allocated by DA for that purpose.

   (2) Take proactive measures to prevent and respond to encroachment into training areas and ranges in their garrison AOR.

   (3) Coordinate with chiefs of local and regional mission support elements (MSEs), RTSDs, and TSCs in preparation for their mandatory real-property planning boards.

   (4) Allocate sufficient space and real property in their master plans to execute required HST and training support as outlined in this regulation and **AE Regulation 350-220**. This is a Real Property Planning Board decision approved by the general officers for force protection.

   (5) Properly document all real property that is used in support of training in the garrisons’ real-property inventories and report this property in the annual installation status report.

   (6) Include the chiefs of local and regional MSEs, RTSDs, and TSCs as voting members on their real-property planning boards.

**SECTION IV TRAINING MANAGEMENT**

**1-27. PURPOSE**

This section prescribes policy, procedures, and guidance for commanders for managing, planning, conducting, assessing, and documenting training for USAREUR units.

**1-28. RESPONSIBILITIES**

Active-component commanders and leaders will follow the training-management process described in ADP 7-0 and the ATN. They will—

   a. Determine the unit’s mission and operational environment.

   b. Develop or adjust their METL, task groups (TGs), and unit-supporting tasks. **METLs for units** at the brigade level and above are standardized and provided through AKO. Units at the battalion level and below must develop their METLs in accordance with ADP 7-0.

   c. Determine the training operational environment and theme.

   d. Determine the unit’s current level of proficiency in all tasks.

   e. Identify the unit’s SRM training template, readiness-level aim points, and event menu matrix.

   f. Develop and execute a unit training plan (UTP) in accordance with ADP 7-0 and Army Doctrine Reference Publication (ADRP) 7-0.
g. Determine the training-support resources and the LVC and gaming enablers needed to support the UTP.

h. Document training in the Digital Training Management System (DTMS). All unit and subordinate unit METLs and missions must be entered in DTMS.100

i. Ensure that, in order to meet the challenges associated with preparing for decisive action in ULO, all training will be conducted in accordance with the Army Training Strategy following the Army’s Eight Principles of Training (fig 1-2).

j. Incorporate composite risk management into the planning and execution of all training.

```
Train to standard.
Commanders and other leaders are responsible for training.
NCOs train individuals, crews, and small teams.
Train as you will fight.
Train fundamentals first.
Train to sustain.
Conduct multiechelon and concurrent training.
Train to develop adaptive leaders and organizations.
```

**Figure 1-2. The Army’s Eight Principles of Training**

1-29. TRAINING INTENT
Commanders will develop training plans in compliance with the following USAREUR intent for training and brief their training plans at their scheduled TMR:

a. Integrate unit formations into the SRM process as supported and supporting commands.

b. Train and prepare forces for ULO and decisive action through the SRM refit, modernization, training, and deployment process.

c. Support efforts to strengthen alliances and sustain partner capacity and capabilities through theater security-cooperation activities.

d. Promote regional stability and security.

e. Sustain key strategic relationships while developing coalition support with allies, and sustain partner capacity, increase capabilities, and improve interoperability.

f. Meet Title 10 requirements for deploying forces in the designated CCDR AOR.

g. Support USEUCOM and provide support to USAFRICOM and USARAF/SETAF as directed in the memorandum of agreement between USAREUR and USARAF/SETAF.

h. Provide Army support to other Services and lead service functions as designated by the CCDR.
i. Work with IMCOM-Europe and other enabling organizations to ensure training, deployability, and readiness support for all units.

j. Improve coordination with and maximize the integration of RC forces operating in Europe.

k. Effectively manage the planning, programming, budgeting, and execution process to secure resources to meet the full range of training requirements.

l. Use select training programs (for example, Sexual Harassment/Assault Response and Prevention; safety, diversity, and suicide-prevention programs) to protect the Force in critical ways and improve the understanding of and adherence to Army programs.

m. Leverage personnel redeployment, transition, and refit programs for individual and unit readiness.

n. Develop, adjust, or provide resources for programs, services, training, and other initiatives to improve the quality of life of our Soldiers and their Families.

1-30. USAREUR TRAINING PRIORITIES
Commanders will prioritize 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 multinational forces.

1-31. USAREUR ARMY TRAINING AND LEADER-DEVELOPMENT GOALS
USAREUR supports the Army Training and Leader Development Strategy (AT&LDS) by designing and executing training that supports the top 10 goals of the AT&LDS. ADP 6-22 and ADP 7-0 are additional resources for use in understanding and developing training and leader-development programs. Commanders will brief their leader-development training program during their unit TMR. Units will develop training by including collective training, self-development training programs, and institutional programs that—

a. Train units for ULO and decisive action.

b. Develop adaptive and competent leaders.

c. Enable the adaptation of training and leader development.

d. Provide a safe environment in which to train and sustain Soldier and Army civilian skills.

e. Sustain and improve the effectiveness of the USAREUR CTC.

f. Provide training at home station and while deployed.

g. Provide LVC training-support systems including gaming enablers.
h. Increase cultural and foreign-language competencies.

i. Provide supporting and integrating capabilities.

**1-32. TRAINING BASED ON THE DEPARTMENT OF THE ARMY STANDARDIZED METL**

a. Units will use ADP 3-0 to guide the development of training for ULO.

b. Commanders will train their units on their DA-standardized METL. Commanders will concentrate training on the METL that best supports their deployment-specific mission 9 months before deploying.

c. Units with a dwell period of less than 18 months will concentrate their training and readiness reporting on ULO in the deployed-mission operating environment (OE).

d. Units with a dwell period of more than 18 months will conduct training and readiness reporting in accordance with their unit’s METL based on their assigned OE. Nine months before their projected deployment date, the unit’s deployment mission becomes the basis for training and readiness reporting.

**1-33. CULMINATING TRAINING EVENTS**

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

b. Apportioned maneuver units (brigade combat teams (BCTs)) that are regionally aligned or postured to assume a contingency expeditionary force mission will conduct one decisive action training environment (DATE) rotation each fiscal year. Apportioned functional and multifunctional units are authorized one command post exercise (CPX) each fiscal year or given the opportunity to participate in a CTC rotation with a BCT, if supportable.

c. Allocated maneuver units that have 12 months or less dwell time and an LAD will conduct one mission-readiness exercise (MRX) 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 after reset and one MRX before deploying. Allocated functional and multifunctional units with an LAD that will execute deployment operations outside of a forward operating base (FOB) type of environment will conduct an MRX. Allocated functional and multifunctional units with an LAD that will execute deployment operations inside of a FOB-type environment will conduct an MRX, a certification exercise (CERTEX), or an MRX with a functional unit, if available.

d. Commanders will program culminating events for all their units, regardless of their size. Smaller units are part of the team and must not be overlooked.

**1-34. OBJECTIVE ASSESSMENT OF TRAINING PROFICIENCY**

Units train to achieve and sustain unit training proficiencies. Proficiencies are directly related to the unit’s training readiness as reflected in the T-level rating defined in AR 220-1. Training proficiencies are the measure of an individual’s, crew’s, and unit’s ability to perform their METLs to standard. For individual and crew tasks, the Army proponent of the task defines the standards and rating for measuring task proficiency. For all Army mission-essential tasks (METs), the task’s training and evaluation outline (T&EO) contains the standards and the proficiency ratings. T&EOs are the Army standard for all individual and collective training.
a. **Training Readiness.** Training readiness consists of four foundational components:

1. **Individual, Crew-Served, and Platform Proficiencies.** Qualified and Unqualified are the training-proficiency measures used for reporting these proficiencies. Units report only the systems authorized by their modification tables of organization and equipment (MTOEs) and listed in appendix C of the Leader’s Guide to Objective Assessment of Training Proficiency.

2. **MET Proficiency.** Commands will evaluate their units’ collective-task proficiency during training events in accordance with MET T&EOs.

3. **Collective Live-Fire Task Proficiency.** Commands will evaluate their units’ collective-task proficiency under live-fire conditions in accordance with T&EOs. The commander two levels above the echelon of measured proficiency determines the collective tasks that will be performed and evaluated under live-fire conditions.

**NOTE:** All individual, crew-served, platform, MET, and collective live-fire proficiency requirements are listed in the Leader’s Guide to Objective Assessment of Training Proficiency (available at https://atn.army.mil/dsp_template.aspx?dpID=376).

4. **Training Days (T-Days).** T-days are a commander’s estimate of the minimum number of continuous training days, unconstrained by resources, that are required to achieve T1. T-days are derived from the approved UTP and refined through commander-to-commander dialogues (d below).

b. **DA Standardized METLs.**

1. HQDA has established standardized METLs for ASCCs down to company-, troop-, and battery-level units to focus on training and leadership development in the operational training domain. Standardized METLs represent the minimum fundamental doctrinal tasks that a unit was designed to perform in any OE. They provide the readiness community a method for comparing the readiness of like units while providing unit leaders the flexibility needed to concentrate on the fundamental tasks on which the unit needs training. Unit leaders train on METs under conditions that support mission readiness. All ASCCs down to company-, troop-, and battery-level units will use DA-standardized METLs.

2. Any change to DA-standardized METLs must be processed through the Army Mission-Essential Task List Review Board (AMRB) and approved by the Army G-3/5/7. The AMRB generally meets twice a year (in spring and fall) depending on issues presented. The AMRB develops METLs and recommends changes and updates to the Home Station/Deploy Council of Colonels (HS/D CoC). The HS/D CoC vets the AMRB recommendations and forwards them to the Training General Officer Steering Committee (TGOSC). The TGOSC reviews the HS/D CoC recommendations and forwards them to the Army G-3/5/7 for final approval. The Director, G3/7 TREX, participates in the AMRB as the USAREUR voting member. USAREUR can submit suggestions for METL changes to the AMRB.

3. DA-standardized METLs do not include internal sustainment tasks as METs or TGs.
(a) Internal sustainment tasks (that is, tasks supporting a unit’s own sustainment) are viewed as an inherent responsibility of command. As such, they are incorporated in all tasks the unit performs. METs are the core capabilities that a unit was designed to perform for the Force. If a unit performs sustainment tasks for other units, it can have those sustainment tasks included as METs or TGs in the DA-standardized METL. Standardized METLs should have a limited number of METs that encompass the core capabilities that a unit requires to perform decisive action in any OE.

(b) Units with internal sustainment capabilities will embed those specific sustainment collective tasks within the appropriate supported TG of the MET.

(c) Units with a primary sustainment-support mission will embed internal protect-the-force collective tasks within the appropriate supported TG of the MET.

(4) DA-standardized METLs can be accessed through the ATN. Standardized METLs are augmented only when a unit is assigned a mission it was not designed to perform. If the assigned mission is outside the unit’s core functions (fig 1-3) or designed capabilities, the commander will analyze the assigned mission, identify the METs, and, if necessary, add additional METs to the unit’s METL as a temporary modification to accommodate the assigned mission.

**Figure 1-3. Infantry Brigade Combat Team (IBCT) Core Mission**

**c. Assigned-Mission Training Requirements (A Level).** This A level is applicable only to the primary assigned mission. On occasion, external authorities (for example, Congress, OSD, JCS, CCDRs) and Army commands at higher levels may, in conjunction with the assignment of operational requirements, prescribe specific training requirements for deploying Army units and require the unit commander to report the status of training on these requirements in the CUSR. The A level is an overall readiness assessment that reflects a unit’s ability to accomplish the assigned mission and indicates the status of training requirements associated with the assigned mission. DA Pamphlet 220-1 provides additional information.

**d. Commander-to-Commander Dialogue.** The commander-to-commander dialogue is a collaborative process between higher and lower echelons with an administrative-control (ADCON) relationship. Commanders review unit tasks for training that is critical to accomplishing the mission, the conditions for training, and the unit commander’s assessment of proficiency in the unit tasks to be trained. The results of the review are used in the CUSR and the mission training brief. The commander-to-commander dialogue takes place in the form of a backbrief and should include a discussion on how commanders will train core METL tasks, assigned mission tasks, express mail military service, and associated risks, as well as predictive reporting to ensure a common understanding of the issued guidance. The dialogue allows commanders to set expectations for the development and execution of the UTP.
1-35. COMMANDER’S ASSESSMENT

a. Commanders, leaders, and trainers will continually assess training to determine Soldier and unit proficiency. Training assessments must be based on objective facts and unbiased observations of proficiency against T&EO standards. Commanders will assess METLs using the Leader’s Guide to Objective Assessment of Training Proficiency standards as outlined in the Objective Task Evaluation Criteria Matrix (fig 1-4).

b. After-action reviews (AARs) are the Army’s primary means of providing feedback on group-level training. AARs are not critiques; they are a means of self-discovery led by a facilitator, ideally the senior leader. Commanders will conduct AARs and concentrate on training objectives, performance, and lessons learned for sustaining and improving unit and individual task proficiency.

1-36. TRAINING-MANAGEMENT PROCESS
Training for ULO and decisive action is the top priority in the Army in Europe. USAREUR will host two series of conferences to develop and provide resources for ULO training in Europe.

a. The G3/7 TREX will conduct theater Army synchronization and sourcing activities, better known as combined training conferences, twice a year (between October and November, and between May and June) and G3/S3 scheduling conferences in mid-February and mid-August.

b. The 7th ATC will conduct land-use scheduling conferences in mid-February and mid-August for the Grafenwöhr Training Area (GTA), the Joint Multinational Training Center, and the JMRC. The doctrinal training-management process must work in the context of the USAREUR training environment.

c. Training plans and schedules will be finalized and approved at least 6 weeks before execution. Commanders will not change the schedule within 6 weeks before the training, except to accommodate taskings approved by the first general officer (GO) in their chain of command.

d. Commanders will use guides and tools available at the ATN for planning, preparing, executing, and assessing training at the company level, which is the building block for all training and exercise schedules.

e. Appendix B provides a single-source reference for all mandatory and recommended recurring training and certification requirements for the Army in Europe through a series of easy-to-understand tables.

f. Additional, nonrecurring training requirements (for example, predeployment, redeployment) can be found in AR 350-1, appendix G, paragraph G-4.

g. Appendix C outlines additional recurring training requirements for aviation and UAS units. Links to references that outline the certification requirements for each duty position and training course are included in the table. Commanders will schedule and execute all mandatory predeployment training before certifying their subordinate units for deployment.

h. Commanders will manage training under the terms of USAREUR agreements with the Bundesministerium der Verteidigung (German Federal Ministry of Defense), the Italian Ministry of Defense, and with any other HN agreements made at expeditionary training locations.
<table>
<thead>
<tr>
<th>Plan and Prepare</th>
<th>Execute</th>
<th>Assess</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Environment</strong></td>
<td><strong>Training Environment</strong></td>
<td><strong>% Leaders present at training/authorized</strong></td>
</tr>
<tr>
<td><strong>SQD and PLT</strong></td>
<td><strong>CO and BN</strong></td>
<td><strong>BDE and above</strong></td>
</tr>
<tr>
<td><strong>Dynamic (single threat)</strong></td>
<td><strong>Dynamic and complex (all OE variables and hybrid threat)</strong></td>
<td><strong>75-84%</strong></td>
</tr>
<tr>
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<td><strong>Dynamic and complex (all OE variables and single threat)</strong></td>
<td><strong>65-74%</strong></td>
</tr>
<tr>
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<td><strong>Dynamic &amp; complex (&lt; all OE variables and single threat)</strong></td>
<td><strong>60-64%</strong></td>
</tr>
<tr>
<td><strong>Static (single threat)</strong></td>
<td><strong>Dynamic &amp; complex (&lt; all OE variables and single threat)</strong></td>
<td><strong>&lt;60%</strong></td>
</tr>
</tbody>
</table>

**BDE** brigade  
**BN** battalion  
**C** constructive  
**CO** company  
**L** live  
**OE** operational environment  
**P** practiced  
**PLT** platoon  
**SQQ** squad  

**Note:**  
1. The percentages used in this figure are for illustration only. See the collective task’s published training and evaluation outline for the applicable percentages.  
2. Dialogue between commanders at multiple echelons is essential when assessing METs. See para 2-23 of this guide.

**Figure 1-4. Objective Task Evaluation Criteria Matrix**  
(extracted from the Leader’s Guide to Objective Assessment of Training Proficiency)
i. **AE Regulation 350-2** provides commanders with guidance on theater security-cooperation activities with other nations.

j. The ATN lists all mandatory training as identified in AR 350-1.

### 1-37. TRAINING-MANAGEMENT SYSTEMS

AR 350-1 states that DTMS, the current Army system of record for training, will be used for Army unit training management. Commanders will record all individual, leader, and unit training throughout the SRM process in DTMS in accordance with AR 350-1. The **DTMS**, which is authorized to host For Official Use Only (FOUO) information, may be accessed by using a common access card (CAC).

a. DTMS is the automated digital tool of the Army’s Unit Training Management System. It is a web-based unit training, planning, and management tool that allows commanders to develop METLs, tracks unit training tasks that support the METL as well as individual and team training within a unit, and follows procedures outlined in ADP 3-0. It is also designed to assist in providing resources for, tracking, and scheduling training as well as developing and publishing training calendars and schedules.

b. ALARACT message 208/2009, section 5.A.3, directs brigade-level commands and each installation to have at least one certified DTMS master trainer who will manage DTMS user accounts and oversee unit DTMS training. Units should contact G3/7 TREX for assistance with obtaining master-trainer training and certification.

c. Command DTMS master trainers will brief members of the unit chain of command and users on the roles and responsibilities outlined in unit-level standing operating procedures (SOPs).

1. **DTMS Orientation Briefing.** Command master trainers will provide an orientation briefing on DTMS to ensure familiarity with the capabilities of the system.

2. **DTMS Master Trainer Course.** Unit program managers and master trainers will complete a DTMS Master Trainer course before assuming DTMS duties at the unit level. Unit-level managers must have basic computer expertise and be familiar with the Microsoft Office suite.

3. **Individual User Training.** Individual user training will be tailored to the user’s access role.

4. **Key-Leader Training (KLT).**

   a. KLT for deployed units or conference attendees is usually delivered by distributed learning using Defense Connect Online (DCO). A classroom, small auditorium, or large conference room with a speaker phone, Internet connection, and Proxima-type projector is required for KLT sessions. Command master trainers will familiarize unit leaders with the functionalities and capabilities of DTMS through a tailorable, less than 2-hour demonstration and question-and-answer session. KLT provides the attendees the knowledge required to effectively implement and use DTMS and supervise their training personnel.

   b. The training is designed for small groups of about 30 or fewer personnel and can be completed in multiple sessions if needed. The following personnel should attend KLT: Commanders and 1SGs at the company, troop, and battery levels; commanders, executive officers (XOs), CSMs, S3s, and S3 sergeants major (SGMs) at the battalion and squadron levels; and commanders, XOs, CSMs, S3s, assistant S3s for training, and S3 SGMs at the brigade, group, and regiment levels.
(5) **Access to DTMS.** DTMS includes authorizations for access, which grant users access to controls specific to their duties while denying access to more sensitive or command-based controls.

(a) All users require a CAC to access **DTMS**.

(b) Since DTMS is an FOUO-level system, master trainers and unit administrators will ensure that—

1. Access permissions are immediately removed from personnel who no longer have a need to access unit training information.
2. Personnel have the correct access level based on their need to know.
3. Personnel moved from one section to another have their access level appropriately adjusted.

(c) The DTMS Master Trainer must have access to all permissions allowed for the USAREUR Master Activities Calendar (MAC).

(d) Access to DTMS will be denied if an integrity violation is substantiated while performing DTMS duties.

**SECTION V**

**TRAINING IN USAREUR**

**1-38. 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 base individual Soldier and unit training requirements and standards on Army-supported CCDR 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 LAD are considered contingency expeditionary forces units and will concentrate training on their DA-standardized METL tasks and modification table of organization and equipment capabilities. These units will concentrate on major combat operations with selected counterinsurgency (COIN) and stability operations tasks that their commanders determine necessary.

**1-39. USAREUR UNIT TRAINING VALIDATION PROCESS FOR HIGH-RISK AND SENSITIVE EMPLOYMENTS (IN ACCORDANCE WITH HQDA EXORD 042-14)**

Figure 1-5 shows the USAREUR unit training validation process.

a. **Certification Authority.** Unit commanders certify that their units are capable of executing employment-mission standards.
b. **Confirmation Authority.** The unit chain of command confirms the unit’s readiness for employment.

c. **Validation Authority.** The USAREUR CG validates the readiness of USAREUR units for employment.

1-40. **MANDATORY AND PREDEPLOYMENT TRAINING**

Appendix B and the list of predeployment training requirements listed on the USAREUR portal provide centralized summaries of mandatory training tasks to help commanders plan home-station and predeployment training. **Appendix C** summarizes training requirements for aviation and UAS units. These references are designed to serve as a foundation for the development of UTPs. Commanders will use these references to identify tasks in which personnel must be trained to support their unit’s assigned mission. Updates to **predeployment mission training requirements** for tasks linked to operational missions are available under Training Policy on the G3/7 TREX SharePoint portal. This link provides a detailed list of theater-specific tasks and identifies the mandatory tasks commanders must include as a minimum in their predeployment training plans.

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**Figure 1-5. USAREUR Unit Training Validation Process**
1-41. MISSION COMMAND

a. General. Training for operational adaptability requires an understanding of and ability to effectively execute MC. MC 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). Appendix K provides additional information on MC and MC training systems.

(1) Commanders—

(a) Must emphasize MC philosophy in all they do, following the six principles of MC in ADP 6-0.

(b) Will apply the operational process—plan, prepare, execute, and assess—to unit training and leader development and exercise MC to give subordinates flexibility in determining how to train their units to achieve the desired end state, thus building trust and initiative in their subordinates.

(c) Will train their units using the Integrated Training Environment (ITE). The ITE is a system of systems that combines or connects support tools and selected training aids, devices, simulators, and simulations in a persistent and consistent manner while leveraging mission-command systems (MCSs) to meet the commander’s training objectives for the appropriate operational environment and assigned mission.

(2) Leaders—

(a) Must become proficient in exercising MC in both operations and training. MC enables leaders and trainers to be agile and adaptive in meeting their commander’s intent and accomplishing the assigned mission.

(b) Must develop and maintain adaptability by concentrating on two central tenets of ULO: train to accomplish specific tasks and requirements of decisive action, and train to effectively apply MC in ULO.

(c) Will use connected MCSs with LVC and gaming enablers through operational networks both within and between installations to enable the execution of integrated MC and maneuver training. These capabilities will reinforce and leverage the links and relationships between HST, training at CTCs, and training provided by the Mission Command Training Program.

b. MC Training in USAREUR.

(1) The 7th ATC Mission Command Program is an excellent resource to utilize in building and executing unit training requirements with regard to MC.

(2) Brigades will schedule seminars with the Combined Arms Command Mission Command Training Program through the G3/7 TREX Training Division (G3/7 TREX TNG). Based on availability, these seminars can be conducted at the home station. The seminars are generally 3 to 5 days long and concentrate on integrating the deploying unit’s command, control, communication, and computer systems into the unit’s planned operations in its designated OE.
The Army’s new SRM identifies gates at battalion and brigade levels for commands to reach MC proficiency at the 8- and 12-month marks. Through coordination, the 7th ATC, in concert with the JMSC, provides resources for units to reach those gates. The JMSC provides not only the Mission Command Program to work with units on the foundational skills of organizational effectiveness—both in terms of the art of command and the science of control; it also provides an overview of the European Foundry Platform, which enables individual and collective training for USAREUR and USEUCOM intelligence professionals. Additionally, the JMSC Digital University provides individual and leader training on MCSs and networks that enable better MC. Through JMSC and 7th ATC, these resources can be coordinated and focused on units through the SRM process and the USAREUR G3/S3 conferences.

1-42. RESPONSIBILITIES FOR TRAINING
For validating certification training, such as MRXs, the commander two levels above the training unit is responsible for planning, preparing, and certifying training. The 7th ATC provides training support through validation exercises for deploying units, BCTs, and theater-enabling commands (TECs). Training responsibilities in USAREUR are as follows:

a. USAREUR. USAREUR validates certification of brigade and battalion commanders and staffs using the following training and certification resources: JMSC, the Joint Warfighting Center, the Mission Command Training Program (MCTP), the United States Defense Threat Reduction Agency, “spoke” MCTPs, CTC rotations, the USAREUR Staff Ride Program (app P), NATO and Partnership for Peace (PfP) exercises and engagement activities with allied partners, senior-leader exercises, and tabletop exercises.

b. 7th ATC. The 7th ATC provides training support for the training of brigade and battalion commanders and staffs using the following training and certification resources: field training exercises (FTXs), command post exercises (CPXs), CTCs, DATE rotations, MRX rotations, “spoke” mission-command training centers (MCTCs), JMRC live-fire exercises (LFXs), command inspection programs (CIPs), officer professional development (OPD) programs and noncommissioned officer professional development (NCOPD) programs, and tactical exercises without troops (TEWTs).

c. Brigade-Level Units and TECs. Brigade-level units and TECs train battalion commanders and staffs and certify company commanders using the following training and certification resources: FTXs, CTC rotations, “Spoke” battle command training centers (BCTCs), JMRC LFXs, JMSC Mission Command Program, OPD and NCOPD programs, and CIPs.

d. Battalion-Level Units. Battalion-level units train company commanders and validate certification of platoon leaders using the following training and certification resources: battle drills, FTXs, CTC rotations, “spoke” MCTCs, Table XII LFXs, OPD and NCOPD programs, and CIPs.

e. Company-Level Units. Company-level units train crews and certify squads, sections, teams, crews, and individuals using the following training and certification resources: battle drills, “spoke” MCTCs, Army Warrior Training (AWT), Table I-VIII LFXs, Company White Week, FTXs, CTC rotations, and convoy LFXs.
a. Training Readiness Authority (TRA). The CG, USAREUR, is the command authority for the training and readiness of the 21st Sustainment Command (21st SC). TRA for the following units rests with the DCG, USAREUR: USAREUR Headquarters and Headquarters Battalion Provisional, Headquarters Support Company (USAREUR), 2d Cavalry Regiment, 10th Army Air & Missile Defense Command, 12th Combat Aviation Brigade, 19th Battlefield Coordination Detachment, 66th Military Intelligence Brigade, and 173d Airborne Brigade Combat Team.

b. TMRs. USAREUR MSCs and separate brigades will brief their TMRs to the CG, USAREUR, or the CG’s designated representative at least once every 6 months (or at the discretion of the CG) to receive approval for training plans in preparation for future operational deployments. Unit and staff requirements for TMR scheduling, development, and execution can be found on the G3/7 TREX SharePoint TMR site.

c. USAREUR G3/S3 Quarterly Synchronization Forum. The USAREUR G3/S3 Quarterly Synchronization Forum takes place each quarter and alternates between a 1-day VTC and a multi-day forum. This forum is used to program and deconflict training events and to maximize available resources to meet the training needs of all USAREUR-assigned and -allocated units. Units brief their training plans during the forum to coordinate training support.

d. USAREUR All 3s Meeting. The G3/7 TREX TNG hosts the monthly All 3s Meeting with trainers from across USAREUR through DCO. The purpose of the meeting is to facilitate a dialogue about training-related issues among the HQ USAREUR staff, 7th ATC, and unit G3s and S3s. The meeting provides a forum for providing information to S3s, sharing concerns, and discussing training-related and other relevant topics.

e. Combined Training Conference. USAREUR conducts an annual conference to schedule and synchronize resources for exercises and training events in the USEUCOM AOR.

(1) Purpose. The Combined Training Conference provides a forum to schedule, synchronize, and coordinate multinational participation in USAREUR training and exercises. The conference also provides a venue for USAREUR units to strengthen partnerships. Highlighted in this conference are the training opportunities sponsored by multinational partners. The conference is co-chaired by the CG, USAREUR; the USEUCOM J3; and the NATO Joint Forces Command representative, or their designated representatives. G3/7 TREX is the office of primary responsibility for coordinating the conference.

(2) Scheme of Maneuver. The Combined Training Conference will be held every 6 months before the USEUCOM semiannual exercise conference and will normally last 3 full days.
(3) Attendance. In addition to representatives from all major directorates and other elements of the Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, representatives from USAREUR G1, G2, and G4, as well as from the Office of the Deputy Chief of Staff, M&RA, will attend the Combined Training Conference. All G3s and S3s from USAREUR subordinate units are required to attend or send representatives. Rear-detachment commanders from USAREUR subordinate units will attend when their unit is deployed. Representatives from the USEUCOM Joint Training, Readiness, and Exercise Division and from FORSCOM, as well as USAREUR allied liaison officers are requested to attend. USEUCOM may direct that select Office of Defense Cooperation representatives or NATO and allied or coalition headquarters representatives attend. Other USEUCOM components are invited to send representatives. Commands, in coordination with G3/7 TREX, may invite representatives from other subordinate units or staffs to attend.

(4) Deliverables. Within 30 days after the conference, G3/7 TREX will produce an order to announce the exercise and training plan through the current and next fiscal year. The order will identify USAREUR mission control for exercises, units tasked to participate in exercises, and units tasked to support major 7th ATC training rotations. Issues resulting from the Theater Army Synchronization and Sourcing Conference will be vetted by the Training Readiness Review Board, chaired by the USAREUR G3/5/7 and the CG, 7th ATC, as a minimum, directly after the conference.

SECTION VI
UNIT ENABLING TRAINING

1-44. MOBILE TRAINING TEAM COORDINATION AND INSTITUTIONAL TRAINING REQUESTS

To request any mobile training team (MTT) support, USAREUR subordinate units must complete either AE Form 350-1D (for all CONUS-supported MTTs) or AE Form 350-1E (for all MTTs supported by the 7th ATC CATC and send the completed form to the G3/7 TREX TNG for validation. Once approved, G3/7 TREX will forward requests to the CATC for scheduling. CATC manages coordination and execution of all unit-requested MTTs. G3/7 TREX is responsible for school-slot prioritization. Digital University Mission Command System MTTs are managed by the JMSC. Information about those MTTs is available on the CATC SharePoint portal and can be obtained by calling military 474-2722.

a. Units requesting and hosting a CONUS-based MTT must populate the ATRRS with student names no later than 30 days before the course is given. Six weeks before the course, the CATC will notify all MSCs of available unfilled slots and authorize MSCs to fill those slots. Regardless of being notified by the unit hosting an MTT, if an MSC requires training slots, it should place its students on a wait status in the ATRRS. If a course is not filled by at least 75 percent 2 weeks before the course is conducted, the CATC will notify G3/7 TREX that the course is pending cancellation. Cancellations will be made in time to ensure that no penalty is incurred. In addition, all requests for unprogrammed MTTs, whether CATC or CONUS-based, will require the requesting unit to submit student names along with the MTT request. If the list of student names is not filled to course capacity, the remaining seats will be released to USAREUR MSCs.

b. Units requesting MTT support or unscheduled or unforcasted institutional training will follow the USAREUR Command Institutional Training Support Plan (ITSP) approval process shown in figure 1-6.

c. Figure 1-7 outlines assigned ITSP and off-cycle MTT responsibilities. All off-cycle MTT support requests require the signature of a colonel (O6) or higher graded commander.
Figure 1-6. USAREUR Command Institutional Training Support Plan (ITSP) Approval Process

Figure 1-7. ITSP and Off-Cycle MTT Responsibilities
1-45. LEADER DEVELOPMENT AND EDUCATION FOR SUSTAINED PEACE
Leader Development and Education for Sustained Peace (LDESP) is a TRADOC-funded seminar program executed by the Naval Postgraduate School to orient unit leaders to their deployed OE.

a. The seminars last approximately 3 to 5 days and can be conducted at a unit’s home station. They are tailored to the unit’s mission and concentrate on leadership tasks.

b. Units scheduled to deploy in support of OCO will schedule LDESP training through G3/7 TREX as part of their predeployment training.

c. The Naval Postgraduate School provides an overview of the LDESP seminar program.

1-46. GOVERNANCE AND ECONOMICS PREDEPLOYMENT CONFERENCES
Units may request to schedule a 3-day governance and economics conference through the Institute for Defense and Business (IDB). An overview of this and other IDB programs is available on the IDB website.

1-47. CONTRACTING OFFICER’S REPRESENTATIVE TRAINING
Units will determine contracting officer’s representative (COR) training requirements at least 180 days before the LAD and nominate CORs at least 90 days before the LAD. Deploying units will complete basic online COR training at least 90 days before the LAD. Units may request assistance in scheduling United States Army Contracting Command training through their local contracting office.

1-48. COMPREHENSIVE SOLDIER AND FAMILY FITNESS
Commanders should use the Comprehensive Soldier and Family Fitness (CSF2) site to learn how to support this program by incorporating it into command training plans. Increasing the fitness, health, and resilience of Soldiers, civilian employees, and Families is a training enabler. Unit master resilience trainers and resilience training assistants will help their commanders achieve comprehensive Soldier fitness. The USAREUR G1 CSF2 office will also assist.

1-49. MINE AND IMPROVISED EXPLOSIVE DEVICE (IED) AWARENESS
Unit counter-improvised explosive device (C-IED) training will ensure that Soldiers, leaders, and units achieve and maintain proficiency in combat operations in an IED environment. Individual Soldiers, leaders, and units will achieve and maintain the standards for C-IED tasks described in drills, Soldier training publications (STPs), and other training plans.

1-50. MODULAR BRIGADE-SECURITY FORCE ASSISTANCE TRAINING

a. Brigades preparing to deploy as a Modular Brigade–Security Force Assistance (MB-SFA) unit will coordinate through G3/7 TREX to schedule MB-SFA training provided by the 162d Infantry Brigade at Fort Polk, Louisiana. The training consists of the following four blocks:

(1) Block A is the Advisory Academy. This block emphasizes individual skills to train augmented advisors on combat advisor skills. The block lasts approximately 13 days.

(2) Block B is the Advisor Seminar, which lasts approximately 3 days and emphasizes collective training with both the advisory teams and brigade leaders. The seminar teaches collective skills that help the unit integrate HN-force and MB-SFA warfighting functions.
(3) Block C is the Advisor/MB-SFA CERTEX that lasts approximately 2 days and may be executed in conjunction with the unit’s MRX.

(4) Block D is brigade-controlled individual and collective training on theater deployment tasks to prepare the advisory team for deployment.

b. Security-force assistance (SFA) is the unified action to generate, employ, and sustain local, HN, or regional security forces in support of a legitimate authority. FM 3-07 provides an overview and general concepts for developing security forces in an SFA environment.

1-51. ELECTRONIC-WARFARE TRAINING FOR BATTALIONS AND ABOVE

USAREUR commanders will select individuals to attend Army electronic-warfare (EW) training before major predeployment training events (for example, CTCs, DATE rotations, MREs, MRXs).

a. All battalion- through corps-level units will send the personnel designated in paragraph 7 of ALARACT message 260/2009 to the Army Operational Electronic Warfare Operations Course (3B-SI/ASI1J/230-ASI1J(CT)). The course lasts 6 weeks and is conducted at Fort Sill, Oklahoma. The course trains battalion and above EW personnel in EW system capabilities, employment, deconfliction, synchronization, integration, and spectrum management.

b. Deploying units must attend the required additional in-theater EW training, but the in-theater training is not a substitute for the Army-required institutional training.

c. Brigade commanders are authorized to send two Soldiers from deploying companies to attend the 3-week Tactical Electronic Warfare Operations Course (3B-SI/ASI1K/230-ASI1K(CT)) at Fort Huachuca, Arizona, before those Soldiers attend their unit’s MRX or MRE and deploy.

d. All designated EW personnel deploying in support of operations will attend the 2-day Theater of Operation EW Course at Bagram Airfield, Afghanistan.

1-52. CULTURE AND LANGUAGE PREDEPLOYMENT TRAINING AND LANGUAGE-SUSTAINMENT STANDARDS

Units deploying to a contingency theater will adhere to published culture and language training standards. Regional missions are driven by CCMD requirements. This requires an understanding of the cultures, geography, languages, and militaries of the countries where units are most likely to be employed, as well as expertise in how to impart military knowledge and skills to others. Soldiers in military occupational specialties (MOSs) that require foreign-language proficiency will receive language training and take the Defense Language Proficiency Test (DLPT) each year in accordance with AR 11-6. Soldiers receiving proficiency pay will maintain a 2/2 proficiency level or better. Those failing to maintain the Army’s minimum language proficiency standard will attend remedial language training. BCT language trainers operate in accordance with AR 11-6 and work closely with BCT language-program managers. Starting in February 2014, all noncommissioned officer evaluation reports will include DLPT scores and indicate loss of the “L” identifier for those who fail to maintain proficiency in a language-dependent MOS (35P/09L) in accordance with AR 11-6. The USAREUR G2 Language Manager will publish language-sustainment requirements annually and schedule sustainment courses for those designated languages in ATRRS.
CHAPTER 2
TRAINING DOMAINS
The Army Training Strategy balances current operational requirements while creating the path toward future requirements, providing depth and versatility. The Army Training Strategy achieves strategic ends through three domains as described in ADP 7-0. The three training domains are institutional training, operational training, and self-development. The three interdependent training domains mutually support the development and sustainment of a trained and ready Army.

2-1. INSTITUTIONAL TRAINING AND THE ARMY TRAINING REQUIREMENTS AND RESOURCES SYSTEM
The institutional domain is where individuals establish, refine, and improve cognitive, attitudinal, and psychomotor skills for the Army profession of arms. The institutional domain produces training tasks, conditions, and standards (or individual educational learning objectives); supports Soldiers, Army civilians, and leaders throughout their careers; and provides continuous support to units. The institution is a key enabler for unit readiness as it provides initial military training and subsequent professional military and civilian education and directs functional-training support to units through MTTs or other means. The institutional training domain takes lessons learned from the operational training domain to update doctrine, tactics, techniques, and procedures (TTP), and then disseminates this information back to the field and to individuals. Institutional training is individual or collective training that takes place in Army service schools and is in compliance with Army regulations and the FORSCOM ATRRS SOP, which establishes responsibilities and guidance for ATRRS quota management, the Total Army Centralized Individual Training Solicitation process, the military-training-specific allotment funding policy, SRM training requirements, and mobilized Soldier training and funding guidance. The Army coordinates course allocations for schools including the resident training base and distributed training courses through the ATRRS. The ATRRS is the Army’s system of record for training. It uses a centralized training management real-time database managed by the Office of the Deputy Chief of Staff, G-1, HQDA. All training requirements, schedules, quota assignment, and student management (reservations, enrollment, and completion entries) will be documented in ATRRS.

2-2. OPERATIONAL TRAINING
The operational domain is where units and leaders achieve the capability to meet unified command readiness requirements. The operational domain has three components: HST, CTC training, and training while deployed. Chapter 4 provides specific guidance on the operational training domain.

2-3. SELF-DEVELOPMENT DOMAIN
In the self-development domain, Soldiers, civilians, and leaders are committed to lifelong, planned, goal-oriented learning. The three types of self-development are as follows:

a. **Structured Self-Development.** Learning that continues throughout a career and is closely linked to and synchronized with classroom and on-the-job learning.

b. **Guided Self-Development.** Recommended but optional learning that will help keep personnel prepared for changing technical, functional, and leadership responsibilities throughout their career.

c. **Personal Self-Development.** Self-initiated learning in which the individual defines the objective, pace, and process, such as pursuing a college education or advance degree programs.
2-4. LEADER DEVELOPMENT

Leader development is defined as the deliberate, continuous, sequential, and progressive process, grounded in Army values, that helps Soldiers and Army civilians become competent and confident leaders capable of taking decisive action. Leader training and leader development are interrelated, but their desired outcomes differ. Leader training ensures leaders can perform currently assigned duties and tasks to standard. Conversely, leader development prepares leaders for future increased responsibilities. The Officer Professional Development Program (OPDP) and the Noncommissioned Officer Development Program (NCODP) form the cornerstone for unit leader training and development. They include commander and supervisor coaching, formal (resident) officer and noncommissioned officer (NCO) schools, unit officer and NCO training, and professional reading to form a multiechelon combined arms leader-training and -development program. This program builds leaders who are tactically and technically proficient in their current leader positions, dedicated and caring, and who are developing in preparation for the next level of responsibility. Leader training and development must be a weekly, multiechelon event.

a. Unit programs will address the following:

   (1) Integration of new or incoming leaders.

   (2) Sustainment to standard of current proficiency.

   (3) Training to ensure unit depth of leadership in battle.

   (4) Development of future proficiency.

   (5) Continuous evaluation and assessment of current performance.

   (6) Training of leader skills critical to unit training tasks.

b. The battle focus drives the programs and narrows the possible list of leader proficiency and development tasks. However, it must be recognized that leaders need to have a broader scope of professional knowledge and skills.

c. The OPDP and the NCODP must be integral parts of unit training programs, scheduled, and supported with resources to accomplish the goals of the commander. OPD and NCOPD training should be combined when a better understanding of officer and NCO roles will result and when resources can be more efficiently and effectively used.

d. Officers and NCOs must be able to train and develop their Soldiers. Officers and NCOs must have mastery over the leader tasks of their subordinate leaders. In addition, NCOs must have mastery over their Soldiers’ individual tasks. Hands-on performance-oriented training is the key. Training must be planned in sufficient frequency throughout the training year to maintain the skills learned.

e. The key to success of the programs is through topic selection. AARs and lessons learned provide excellent training topics. Topics will be—

   (1) Battle-focused.

   (2) Relevant and interesting.
(3) Performance-oriented.

(4) Innovative and imaginative.

(5) Flexible with regard to unit needs.

f. DA Pamphlet 600-3, DA Pamphlet 600-25, ADP 7-0, and the Commander’s Handbook for Unit Leader Development offer excellent guidance on the development of officers and NCOs (app A).

g. The OPDP includes officer accomplishment of a basic course followed by the Army’s Intermediate Level Education (ILE) program. The ILE program provides mid-grade officers a basic foundation of professional military education and leader-development training and consists of two phases. Phase I is a resident common-core course that provides all field-grade officers with a common warrior ethos and warfighting focus for leader positions in the Army. Phase II consists of training specific to the branch or functional area of each officer. Officers must complete both Phase I and Phase II to be an ILE graduate and complete military education level 4.

**NOTE:** Since FY 13, ILE selection boards are conducted in conjunction with the major promotion selection board to consider officers for attendance at the ILE 10-month resident and 14-week satellite campus (beginning in January 2014). Officers not selected for either campus will complete ILE by distributed learning.

h. NCOPD training provides Soldiers and NCOs with promotion potential and the educational skills required to advance in grade. Commanders will include the Basic Skills Education Program, the Advanced Skills Education Program, and the Career Skills Education Program as part of their NCO training and development strategy.

i. The NCO academies (NCOAs) network has been divided into geographic NCOA training regions. This ensures that all Soldiers are provided an equal opportunity to attend available Noncommissioned Officer Education System (NCOES) courses. The NCOAs play an important part in the NCOES at the primary and basic levels and an integral part in the Enlisted Personnel Management System. The NCOAs support the Army’s intent to train selected NCOs and specialists in critical MOSs on a priority basis. Unit commanders must ensure that all Soldiers attending the NCOA meet all prerequisites in AR 350-1. The Advanced Leader Course (ALC) and the Senior Leader Course are conducted at TRADOC schools.
2-5. PROFESSIONAL MILITARY EDUCATION AND THE ARMY DISTRIBUTED LEARNING PROGRAM

Training, education, and experience are the three components of leader development. During the past decade of war, training and experience have dominated the landscape while the timely attendance to professional military education (PME) has faltered. This has resulted in a PME backlog and a breach in the development of future leaders. A balance of training, education, and experience is necessary to develop leaders who are prepared to lead the Army now and in the future. FORSCOM is renewing its commitment to all three components of leader development. Leaders at all levels must embrace this approach and ensure leader education, training, and experience are maximized to prepare future leaders for their next assignment. The purpose of the Army Distributed Learning Campaign Plan is to promote training development and implementation in a distributed-learning environment that supports Soldiers and leaders in ULO. This will be accomplished by using task-based training products that tailor the learning experience to meet the career-long learning needs of Soldiers and to support BCTs in the SRM cycle. The Army Distributed Learning Program (TADLP) offers commanders the opportunity to expand their training options. TRADOC is the Army’s executive agent for TADLP. FORSCOM assists TRADOC in the development and prioritization of distributed-learning requirements. TADLP introduces new initiatives and areas of emphasis that support the ACP and Army training strategies. Commanders are encouraged to take full advantage of all facets of distributed learning in support of Total Force readiness.

CHAPTER 3
USAREUR INSTITUTIONAL TRAINING AND EDUCATION

SECTION I
INTRODUCTION

3-1. OVERVIEW
Training in Europe gives Soldiers and DA civilians the opportunity to attend training courses offered by USAREUR, NATO, other branches of service, and foreign militaries.

3-2. ELIGIBILITY
Military and DA civilian personnel who meet eligibility criteria and course prerequisites are eligible to attend USAREUR schools. According to AR 600-8-2, military personnel will not attend USAREUR schools if they are flagged for any reason other than Army physical fitness test (APFT) failure. Personnel attending NCOA schools must meet all requirements of AR 350-1, chapter 3.

SECTION II
INSTITUTIONAL-TRAINING COMPONENTS

3-3. COMBINED ARMS TRAINING CENTER

a. Training. The CATC implements USAREUR’s individual institutional training programs at 7th ATC in support of mission-related programs, equipment, and systems operated by Soldiers and DA civilians. The CATC plans, manages, and executes scheduled training based on unit-programmed requirements. Resident training is conducted at Rose Barracks in Vilseck, Germany. Nonresident training is available through MTTs or distributed learning, either online or by video-teletraining in distributed-learning classrooms. Units may request unscheduled courses and MTTs to support CONOPS such as deployment preparation and reintegration training. Appendix R provides more information on CATC procedures and courses offered.
b. Meals and Lodging (for Soldiers only).

(1) The CATC will not issue meal cards to U.S. Soldiers assigned to Europe who attend CATC courses. It is the individual unit’s responsibility to provide meal cards to those who elect to have one issued for the time they attend a CATC course. Students who elect to have a meal card issued by their unit will ensure that their basic allowance for subsistence (BAS) entitlements are stopped or adjusted for the period the meal card is used (DOD 7000.14-R, vol 7A, chap 25, and AR 37-104-4). Students will report missed meals through the Defense Travel System (DTS) and will be reimbursed at the Government-meals-available rate. Students with a unit-assigned meal card from their home station will use that meal card at the dining facility as usual. All others who are not assigned a meal card will use their BAS to pay for their meals.

(2) Students will add “lodging and meals available” in their DTS authorization transaction. Students are required to print their DD Form 1610 and the default 1610 order and provide these documents to the student inprocessing detachment.

3-4. OFFICER EDUCATION SYSTEM

a. The Captains Career Course (CCC) is a distributed-learning course that includes 19 common core lessons (about 64 hours of instruction). This course is a requirement for Active Army (AA) and RC officers attending either an AA or RC version of the CCC. The course is available online through the Army Learning Management System (ALMS). The ALMS can be accessed through AKO (by clicking on Self Service, then My Training). Completion of the online course is not a prerequisite for attendance at resident phases of the CCC (AA or RC), but is required for graduation. Officers are encouraged to complete this course before the resident phase.

b. USAREUR officers will usually attend CCC as soon as practical after promotion to captain or as soon as possible after completing 4 years of active Federal commissioned service.

3-5. WARRANT OFFICER EDUCATION SYSTEM

Warrant officer (WO) education comprises four levels:

a. Level 1—Warrant Officer Basic Course (WOBC). The WOBC is completed before graduation from the MOS-producing course.

b. Level 2—Warrant Officer Advanced Course (WOAC). The WOAC—

(1) Is an 8-week course.

(2) Is used to develop junior warrant officers to work at the company and platoon levels.

(3) Should be completed between the 4th year as a chief warrant officer 2 (CW2) and within 1 year after being promoted to chief warrant officer 3 (CW3).

c. Level 3—Warrant Officer Staff Course (WOSC). The WOSC—

(1) Is a 5-week course.

(2) Is used to develop warrant officers to work at the staff level.
(3) Should be completed during the 3d year as a CW3, but no later than 1 year after being promoted to chief warrant officer 4 (CW4).

d. Level 4—Warrant Officer Senior Staff Course (WOSSC). The WOSSC—

(1) Is a 4-week course.

(2) Is the education required to work at the upper echelons of the Army.

(3) Should be completed during the 3d year as a CW4, but no later than 1 year after being promoted to chief warrant officer 5 (CW5).

3-6. NONCOMMISSIONED OFFICER EDUCATION SYSTEM
This paragraph provides basic information about the NCOES. Detailed information relating to procedures and responsibilities is provided in appendix M.

a. Seventh Army Noncommissioned Officer Academy (7th Army NCOA). The 7th Army NCOA offers the following courses in the European theater:

(1) Basic Leader Course (BLC). The BLC is a non-MOS-specific course that provides basic leadership training. The BLC, which is taught in Grafenwöhr, Germany, provides Soldiers an opportunity to acquire the leader skills, knowledge, and experience needed to lead team-level units and is the foundation for further training and development (AR 350-1). Information about this course is available on the 7th Army NCOA portal. Appendix M provides guidance for managing the USAREUR BLC.

(2) Basic NCO Course.

   (a) ALC Phase I. This course can be completed utilizing the CATC digital-training facilities (DTFs) throughout USAREUR.

   (b) ALC Phase II. MTTs for this course are available from proponent schools by MOS. Information about this course may be obtained by contacting the CATC S3 Plans at military 476-2592.

b. USAREUR NCOES Deferment Process for DA-selected Personnel. The deferment process includes the following steps, which are also illustrated in figure 3-1:

   (1) The DA-selected NCO will initiate DA Form 4187 to request deferment to a unit or chain of command.

   (2) The first commander in the grade of lieutenant colonel (O5) or higher in the NCO’s chain of command will certify the deferment request and attach a signed memorandum of support to DA Form 4187.

   (3) The command’s or separate brigade’s schools NCO will forward the packet (that is, the completed DA Form 4187 and the O5 memorandum) directly to G3/7 TREX TNG Schools for review and processing.

   (4) The USAREUR CSM will validate the deferment request.
Figure 3-1. USAREUR NCOES Deferment Chart

(5) G3/7 TREX TNG Schools will forward the deferment packet to the USAREUR CATC-ATRRS Manager.

(6) The USAREUR CATC-ATRRS Manager will forward the deferment packet to the DA NCOES Branch for final resolution.

c. The Army Distributed Learning (DL) Program. USAREUR commands will support the Army DL Program. Commanders will—

(1) Support attendance of their Soldiers during the duty day at DA-directed and quota-managed DL courses and ensure that Soldiers receive timely notification and administrative instructions associated with attending DL courses (AR 350-1, chap 2). The duty day for structured self-development is defined as 0900-1700, Monday through Friday. The duty day for synchronous DL attendance is defined by the class schedule in ATRRS.

(2) Establish the DL facility as the Soldier’s place of duty during DA-directed and quota-managed DL training. (NOTE: For the purpose of this regulation, a DL facility is defined as any location where the capability exists for Soldiers to receive a course as designed.)

(3) Ensure Soldiers are available for the DA-directed and quota-managed DL training and have no command-directed conflicts that interferes with their scheduled DL training.
3-7. CIVILIAN EDUCATION SYSTEM

a. The civilian education system (CES) program is the Army’s leader-development program for all Army civilians. The CES provides progressive and sequential education for Army Civilian Corps professionals at key points during their careers. Courses of instruction are provided through blended learning consisting of distributed learning and resident instruction. CES courses are to be taken in sequence as civilians progress throughout their careers. CES training is not to be confused with career program training, which is managed by functional career proponents and facilitated by career program managers (CPMs). Effective supervisory management of Army Civilian Corps professionals using the performance-appraised individual development plan (IDP) continues to be the process of record and most effective means for managing, scheduling, providing resources for, and tracking both CES and CPM training.

b. All civilian supervisors are required to complete the online Supervisor’s Safety Course through the ALMS in accordance with AR 385-10, paragraph 3-5.

CHAPTER 4
TRAINING IN UNITS AND ORGANIZATIONS

SECTION I
UNIT TRAINING

4-1. SMALL-UNIT TRAINING

a. HST. All individual and collective training up to squad level will be executed at each unit’s home station. USAREUR HST is governed by AE Regulation 350-220.

b. LFXs (Squad, Section, Detachment, Platoon). The goal for each small unit is to execute a tactical live fire twice a year in a realistic scenario replicating the contemporary OCO OE. Small units will use all organic weapons during the LFX and execute the live fire in day and night iterations.

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

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

4-2. COLLECTIVE TRAINING AT THE COMPANY LEVEL

a. General. Company-level training involves integrating nonorganic assets to enhance the unit’s success in an OE. This integration provides a formidable mix of lethality, mobility, and survivability required to execute decisive operations, and requires commanders to have technical and tactical experience in using nonorganic forces (for example, Bradley platoons attached to tank companies or civil affairs teams attached to combat arms units).
b. FTX and LFX. The company-level FTX or LFX concentrates on unit and weapons integration at the company-team level. The FTX or LFX strategy is intended to combine fire and maneuver from all weapon systems. The only difference between the exercises involves the use of both simulations and instrumentation systems or live ammunition. The recommended components of this strategy include gunnery; the integration of maneuver and fire; the integration of specific combat, combat support (CS), and combat service support (CSS) multipliers; and MC training. Company-level units will execute scenarios relevant to the contemporary OCO OE and their mission. All company-level units will conduct LFXs at least annually during HST or any 7th ATC event.

c. JMRC Company-Level LFX.

(1) A JMRC LFX can support up to a major combat operation or high-intensity conflict LFX on the range 301/201 training complex. LFXs for M1 Abrams and Bradley fighting vehicles are designed for the company and team level and for Stryker units.

(2) The JMRC can provide training on specified tasks for counterinsurgency operations, military operations in urban terrain, and stability operations and support operations (SOSO) (but not the entire group of subtasks that make up each operation). These operations are executed at the platoon level, with MC at the company level. Brigade- and battalion-level commanders and their staffs will concentrate their efforts on providing resources for and supporting all training requirements needed by the company-level unit executing the training.

(3) The goal of the JMRC LFX is to produce trained company-level units that are able to plan, coordinate, synchronize, and execute combined-arms combat across ULO. The JMRC LFX is based on the current OE and includes but is not limited to company-level LFXs closely simulating—

(a) Counterinsurgency operations.

(b) Major combat operations.

(c) SOSO.

(d) Urban operations.

(4) All LFXs are fully instrumented and controlled by JMRC observer/controllers (OCs). Each company is given a full and comprehensive AAR in accordance with JMRC exercise procedures. Soldiers and units develop confidence in their ability to execute battle tasks essential to all tactical tasks a Soldier may execute during ULO. The JMRC LFX is a flexible, tactical, combined-arms scenario incorporating day and night defensive and offensive missions. Units should leave the exercise capable of immediate transition to combat or contingency operations. The Vilseck TSC provides Multiple Integrated Laser Engagement System (MILES) support for JMRC live-fire events. The Training Support Activity Europe (TSAE) may provide Deployable Instrumentation Systems–Europe (DIS-E) instrumentation and instrumented AAR support to LFXs conducted at any USAREUR-approved live-fire range in Europe.
4-3. COLLECTIVE TRAINING AT THE MANEUVER-BATTALION LEVEL

a. General. Battalion training events must concentrate on the unit mission and emphasize maneuver (movement and fire) and the integration of elements of the combined-arms team during lethal and nonlethal operations. Collective battalion-level training must include ULO missions to introduce the complex challenge of time management and synchronization.

b. CTC Program. The CTC schedule is managed by the 7th ATC G3 and approved by the CG, USAREUR. The purpose of the CTC program is to provide tough, realistic, combined-arms training within the context of an approved scenario, with the capability to determine “ground truth” with appropriate feedback on every mission. The program is designed to prepare the deploying unit for ULO and decisive action. The result is a unit that is better prepared for combat. The goal is for battalion-level commanders to execute a CTC rotation (at any 7th ATC site in Germany or within the context of an expeditionary event with allies or emerging partners) within 150 days before deployment. Rotations are executed in an OE that meets known mission profiles. This collective training event will usually include seminars, vignettes, and STXs before a combined-arms joint or multinational event (as applicable) and will leverage the live and constructive training environments. All these events will incorporate digital gunnery or an integrated use of command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) systems. Paragraph 4-5c provides examples of joint-training echelon levels.

c. Nontraditional CTC Rotations. CS and CSS units may train as part of a combined-arms unit, but may also conduct nontraditional CTC rotations or theater security-cooperation exercises during which the unit receives operational training. Training plans must be briefed in TMRs; approved by the CG, USAREUR; and scheduled by the 7th ATC G3 on the USAREUR MAC.

d. CPXs. Units should conduct CPXs at least twice a year and within 180 days before deployment. The most effective CPXs are conducted in the field, but must include at least constructive, simulations-driven staff training at theater “spoke” maneuver training centers to ensure synchronization of the MC and tactical operations center. In field operations, time and distance should realistically duplicate the contemporary OCO OE. Operations should be continuous and support the use of all organic and supporting communications equipment. Commanders must practice combined-arms integration and the tactical emplacement and displacement of command posts.

e. MC Training. Units should conduct MC training as part of their overall training plan. The 7th ATC MC Program is one program within USAREUR that offers training packages to support the commander as he or she trains the unit. A quality MC training program begins with a unit in reset and works on the foundational aspects of organizational effectiveness, improving both the art of command and the science of control. When participating in CPXs as the culminating training event of the MC training cycle, units will complete a comprehensive overview of their organization’s ability to provide MC over assigned units in any OE.

4-4. COLLECTIVE TRAINING AT THE BRIGADE LEVEL
This training applies to armored brigade combat teams, IBCTs, Stryker brigade combat teams, combat aviation brigades (CABs), and theater enabling commands.
a. General. All USAREUR brigades are warfighting units. They are involved in OCO and their training programs will concentrate on preparing for anticipated combat missions. Brigades will usually conduct an equal mix of exercises and training events. Collective brigade-level training must include ULO and decisive-action missions to introduce the complex challenge of time management and synchronization.

b. Brigade-Level Training.

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

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

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

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

(3) Brigades must leverage all 7th ATC and theater “spoke” MTC training events by ensuring the proper attachment and MC of combat multipliers.

c. BCT Training. BCTs combine exercises and training events. Exercises are designed to improve mission capability by training units and staffs as functional elements of the organizational level being exercised. Exercises provide challenges that build on the unit’s capabilities with the goal of subsequent participation in more difficult and complex exercises and training events.

d. CTC Program. Commanders and battle staffs of brigade-level units will execute a CTC rotation within 180 days before deployment. The purpose of the CTC program is to provide tough, realistic, combined-arms training within the context of an approved scenario, with the capability to determine “ground truth” with appropriate feedback on every mission. Rotations will be executed in an OE that meets known combat-mission profiles. This training event will include seminars, vignettes, STXs, and joint and multinational training, as applicable. Up to brigade-size rotations for MRXs can be conducted at the JMRC, which is able to concentrate on all combat systems. Units conducting ULO rotations or decisive-action training on core METL tasks should be battalions and should have a combination of a live and constructive environment for the BCT headquarters. The 7th ATC will continue to establish the framework for the OE that best supports and replicates the dynamic battle space U.S. forces encounter on today’s complex battlefields (for example, unpredictable adversaries; asymmetrical threats; civilians on the battlefield; the media; international organizations; non-Government organizations; a highly adaptive, free-thinking, capabilities-based opposing force (OPFOR)).

e. Deployment Training. Commanders will include deployment training as part of their training plans. They will use all possible movements to training areas as opportunities to conduct training on deployment-related tasks. Training will address all deployment modes. Commanders must ensure that their units have a complete understanding of their requirements for deployment processing at the installation staging area, the Deployment Processing Center (DPC) at Rhine Ordnance Barracks, and the port of embarkation. The DPC has full-size aircraft mockups to support deployment training.
(1) Unit deployment-readiness requirements differ for each type of unit. USAG commanders will support commander requirements to exercise the deployment support system and conduct predeployment processing, and will use garrison deployment and redeployment support modes (road, rail, sea, and strategic air assets).

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

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

(a) Aviation operations (FM 1-100).

(b) Convoy operations (FM 4-01.45).

(c) Port operations (FM 3-35).

(d) Rail operations (FM 4-01.41).

(e) Weapons orientation and discharges (FM 3-22.9).

4-5. JOINT TASK FORCE

a. General. The U.S. military is most effective when it brings all of its capabilities to bear on the enemy. DOD transformation training is intended to ensure that dynamic, capabilities-based training is conducted to support national security requirements across the full spectrum of service, joint, interagency, intergovernmental, and multinational operations. This training transformation requires us to train jointly at different echelon levels.

b. CERTEXs. USAREUR brigades will conduct a CERTEX (MRX) before deploying into combat. These exercises will train our senior commanders to serve as JTF headquarters commanders, and train the staff and service component staffs to plan for crises and apply joint doctrine and TTP. This training will include appropriate joint interagency, intergovernmental, and multinational representation. Units should leave the exercise capable of immediately transitioning to combat or contingency operations.

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

(1) Battalion: Air liaison officer, joint tactical air controller, joint civil affairs/psychological operations team, multinational infantry platoon.

(2) Brigade: Multinational chemical decontamination company, tactical airlift liaison officer.

(3) USAREUR operational command post: Theater air control party, United States Special Operations Command, Europe liaison team.
SECTION II  
LEADER-DEVELOPMENT TRAINING IN UNITS  

4-6. LEADER-DEVELOPMENT TRAINING AND PROGRAMS  
Military education includes all courses provided by the Army in Europe and in CONUS that enhance individual skills, Soldier and officer education, and commander preparedness. In OCO, leaders must be technically and tactically competent, confident, and self-disciplined to adapt to any environment. The following training programs contribute to developing our leaders and Soldiers. Leader-development programs are for officers, WOs, NCOs, and DA civilians. Leader-development programs in the Army in Europe are designed and implemented at company level and above.

a. OPD. Commanders will design their OPD programs to develop well-rounded leaders who are not only warriors but are culturally aware, skilled in governance, and able to operate across the full spectrum of ULO and take decisive action in today’s volatile, uncertain, complex, and ambiguous environment. Commanders will conduct quarterly OPD sessions for commissioned and warrant officers on topics related to professional development, personal growth, and warfighting skills. Unit commanders will ensure officers in their units are training on tactical and technical skills related to combat requirements and professional growth. Unit commanders who train their subordinates one or two levels down will concentrate on wartime requirements for the officer corps. This training must include tactical exercises such as a TEWT. Staff sections will identify officer training methodologies that allow for participation of 25 to 50 percent of assigned officers.

b. NCODP. Commanders will conduct quarterly NCODPs that emphasize the warrior spirit and contribute to the professional and personal growth of all NCOs. Commanders must have an organized program designed to teach junior leaders to accept increased responsibility in all environments. NCODPs should emphasize the fundamentals of warfighting, the performance of collective combat tasks, and the expansion of leadership skills. NCOs must understand the tasks and purposes at one grade above their own in order to communicate effectively to their Soldiers.

c. Civilian Professional Development (CPD). Training DA civilians is integral to preparing them for leadership roles and future challenges. Commanders must use executive core qualifications (ECQs) and underlying leadership competencies when developing employees for leadership roles. Commanders will develop a program to maintain a highly skilled workforce of leaders and functional experts. Professional development will include coaching, counseling, and mentoring; ensuring that performance evaluations and IDPs are completed in a timely manner; and encouraging and improving both formal and informal training. Given the increasingly important roles of DA civilians involved in OCO, training is integral to the success of DA civilians in the OE. As early as possible, units must identify as early as possible the duty positions vacated during deployment and develop training accordingly. Units with DA civilians assigned or attached should conduct quarterly CPD training. The United States Army Civilian Human Resources Agency Northeast Region (CHRA-NE) provides more information on CPD. Information on leader development and Army-sponsored leadership training can be found under Civilian Workforce Development on the G3/7 TREX SharePoint portal.

(1) Deploying DA Civilians. Deploying DA civilians need to be integrated into their deploying unit as soon as possible. Training for deploying DA civilians will include predeployment training (for example, first aid; nuclear, biological, and chemical (NBC) awareness; standards of conduct) and MRXs. DA civilians who are individual augmentees will attend individual replacement training (IRT). DA civilians deploying with their unit will train on ULO METL tasks with their unit (AE Pam 690-47-1).
(2) Rear Detachment DA Civilians. Commanders will ensure that DA civilians serving in critical staff positions of rear detachments are trained and prepared for the challenges and unique situations that arise when units are deployed. If a DA civilian’s duties and responsibilities change substantially as a result of a deployment, the unit commander must also coordinate with the servicing civilian personnel advisory center representative to address any resulting personnel issues.

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

4-7. ARMY WARRIOR TRAINING
AWT has replaced common-task testing. All AA, RC, and junior Active Guard officers (first and second lieutenants), junior warrant officers (WO1s and CW2s), and enlisted Soldiers in the grade of sergeant first class and below will complete AWT annually.

4-8. PRECOMMAND COURSES

a. Company Commander/First Sergeant (CCFS) Course. Officers and senior NCOs selected for duty as commanders or 1SGs of a company, troop, battery, or detachment will attend the CCFS Course before assuming duties or within 3 months after redeployment if the assumption of command occurs in a combat theater. Officers and NCOs may assume duties before attendance only with the approval of the first GO in their chain of command. This course is offered by the 7th ATC and is available through the ATRRS.

b. USAREUR Precommand Course (UPCC). Officers and CSMs scheduled for assignment as commanders or CSMs of a brigade, regiment, group, USAG, or battalion must attend the UPCC, which is held in Wiesbaden, Germany. Officers and NCOs will attend the course up to 4 months before (but no more than 60 days after) assuming command or CSM duties. Requests for exception must be routed through the first GO or O6 in the chain of command to the USAREUR G3/7 TREX. Spouses are encouraged to attend the USAREUR Precommand Spouse Course and may do so on invitational travel orders prepared through DTS. This course is offered by the 7th ATC and is available through the ATRRS.

c. Rear Detachment Leaders Course (RDLC). Officers and NCOs selected to serve as rear detachment commanders (RDCs) or rear detachment NCOs in charge of a brigade, battalion, or separate company will attend the RDLC before assuming assigned duties. The RDC and the NCO in charge should attend the course together. The RDLC is offered by the 7th ATC and available through the ATRRS.

SECTION III
MILITARY TRAINING PROGRAMS

4-9. BATTLEFIELD READINESS
Commanders must ensure training programs are in place so that Soldiers become proficient in the following skills:
a. Physical Readiness Training (PRT). The objective of PRT is to enhance combat readiness and leadership effectiveness by developing and sustaining a high level of physical readiness in Soldiers as measured by strength, endurance, mobility, body composition, healthy lifestyle, warrior ethos, and self-discipline. Soldiers will conduct PRT 5 days a week and will take a record APFT twice each calendar year. Commanders may administer the APFT as often as they wish, but a minimum of 4 months must separate record tests, except when retesting because of APFT failure (AR 350-1, app G, para G-9m(2)).

(1) PRT Hours. Leaders responsible for scheduling and supervising PRT should dedicate sufficient time for PRT (60 to 90 minutes), schedule and conduct PRT when it makes most sense, and provide for mass participation during every PRT session, regardless of rank, age, or gender. PRT will normally take place between the hours of 0600 and 0730, depending on unit requirements, schedules, and local commander policies. PRT is intended to develop not only strength in fitness, but also self-discipline and unit cohesion. PRT formation is the first accountability formation of the day and should be treated as such by the command. Commanders have the authority to increase the time and frequency of their PRT sessions. Roads are generally blocked only from 0630 to 0730 hours, so leaders must plan accordingly.

(2) PRT Uniform. Soldiers must wear the Army physical fitness uniform (PFU) in accordance with FM 7-22, appendix D, figure D-2, while conducting PRT and while on installations during normal PRT hours (0600 to 0730), regardless of their work, leave, or TDY status or whether they are scheduled to be off for that day. Unit T-shirts are a means to build esprit de corps and are authorized under the direction of brigade and separate battalion commanders. Soldiers conducting PRT off post will wear only civilian clothes.

(3) Headphones. In accordance with AR 670-1, paragraph 3-6a(3), unless unit or installation commanders prohibit otherwise, Soldiers may use headphones, including wireless and non-wireless devices and earpieces, in uniforms only while performing PRT in indoor gyms or fitness centers. They may not wear headphones beyond the permitted area in any manner, including around the neck or attached to the uniform. Headphones will be conservative and discreet. Earpads will not exceed 1½ inches in diameter at the widest point. Soldiers may wear electronic devices in accordance with AR 670-1, paragraph 3-6a(2)(b). They may also wear a solid black armband for electronic devices only in the permitted area.

(4) Sports. Competitive, intramural sports programs at the unit and installation levels have shown to result in high injury rates. Commanders should apply appropriate risk management to ensure the safety of Soldiers participating in these types of activities and programs. Sports must be sufficiently rigorous to develop some of the physical readiness components and should complement unit PRT programs. Sports should not be used as a substitute for a formal PRT program. Once a month, brigade and battalion commanders may authorize sports at the unit level as long as they are scheduled, resourced, and supervised.

(5) Physical Fitness Centers. While Soldiers are highly encouraged to conduct PRT outdoors, fitness centers are authorized for use during PRT hours. However, reconditioning and pregnancy and postpartum programs have priority of use in fitness centers. Soldiers using a physical fitness center during PRT hours will be supervised and led by their leaders. Soldiers wearing the Army combat uniform may remove their tops while conducting PRT in fitness centers during lunch hours (that is, from 1130 to 1300 hours). Saunas are off limits during normal PRT hours, except as directed by a physician for reconditioning purposes.
(6) **Reconditioning PRT.** The purpose of the reconditioning program is to safely restore a level of physical readiness that enables Soldiers to successfully reenter unit PRT after injury, illness, or another medical condition. The reconditioning program is a battalion commander’s and command sergeant’s major program. Company commanders and first sergeants must care enough about the program to ensure NCO support. The company level is the lowest level at which reconditioning PRT will be organized (FM 7-22, para 6-27).

(7) **New Soldier Integration.** Battalion commanders will develop integration programs that acclimatize our new Soldiers to our local conditions. Leaders will conduct physical fitness assessments to establish baseline capabilities and training strategies, and teach new Soldiers how to execute PRT properly and safely in order to best prepare them for combat while preventing injuries.

(8) **Housing Areas.** Housing areas and sports fields within assigned housing areas are off limits to units conducting PRT or foot marches, unless authorized by the local garrison commander. Cadence calling is prohibited in and near housing areas.

(9) **Individual PRT.** All Soldiers must understand that it is their personal responsibility to achieve and sustain a high level of physical readiness and resilience. Many Soldiers are assigned to duty positions that restrict participation in collective unit PRT programs (for example, HQ USAREUR staff members, Soldiers working at hospitals, Soldiers performing shift work). In such cases, commanders may authorize individual training programs for their Soldiers, but must emphasize and develop environments that encourage and motivate Soldiers to accept individual responsibility for their physical readiness (FM 7-22, para 4-19).

(10) **Pregnancy and Postpartum Training (PPPT).** The PPPT program is designed to maintain health and fitness levels of pregnant Soldiers, assist them in returning to pre-pregnancy fitness levels after pregnancy, and successfully integrate them back into unit PRT programs with emphasis on passing required fitness, height, and weight standards (AR 350-1). The PPPT program is mandatory for active-duty pregnant Soldiers and postpartum Soldiers in unit PRT programs on return from convalescent leave up to 6 months after delivery (AR 40-501, para 7-9). Senior commanders are responsible for PPPT program execution and will ensure all eligible Soldiers participate in the program (FM 7-22, para 4-22). Soldiers will—

    (a) Join pregnancy physical training (PT) on receipt of a medical profile and a clearance to participate from the profiling officer. They will remain in pregnancy PT until delivery, unless medically prohibited.

    (b) Follow at-home postpartum PT exercises on their own during convalescent leave. Although PT during the 12 weeks of at-home maternity leave cannot be mandatory, Soldiers are strongly encouraged to take advantage of this opportunity to exercise.

    (c) After the 12 weeks of at-home maternity leave, participate in postpartum PT for a minimum of 6 weeks and up to 12 weeks. Soldiers are given a diagnostic APFT after 1 month of participation in postpartum PT to assess their fitness and weight. Postpartum Soldiers are encouraged to stay in PPPT until 6 months after delivery; if, however, they pass a diagnostic PT test and AR 600-9 height and weight standards and obtain approval from the PPPT program noncommissioned officer in charge or instructor trainer as well as from their healthcare provider, they may return to regular unit PT.
(11) **Motivation and Incentives.** Commanders and leaders at all levels provide one of the best incentives for their Soldiers when they are visible and actively participate in PRT (FM 7-22, para 3-8). Commanders are highly encouraged to establish incentives and unit physical readiness objectives related to their mission-essential tasks. Soldiers who score 270 and above, with a minimum of 90 points per event on the APFT, and meet body-composition standards will be awarded the Physical Fitness Badge for physical readiness excellence in accordance with AR 600-8-22.

(12) **Physical Fitness Excellence Award Streamer.** Units at the company level and above that score an average of 265 points, graded by designated USAREUR graders, on the APFT with no failures and an 85-percent participation rate are authorized to receive the physical fitness excellence award streamer. If all subordinate units earn the award in the same calendar year, the higher headquarters may display the streamer. Units will contact the SGM, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, to coordinate the grading of the APFT. The Awards and Actions Branch, Office of the Deputy Chief of Staff, G1, HQ USAREUR, will be responsible for procuring streamers.

b. **PRT in Preparation for OEs.** Commanders will address the specifics of OEs as they plan their physical readiness sessions to contribute to the physical readiness of Soldiers.

(1) **Combat-Zone Conditioning.** Commanders must prepare Soldiers for the conditions under which they will operate. Training must prepare Soldiers for all environmental conditions. Wearing body armor, including individual body armor with small-arms protective inserts, advanced combat helmets, load-bearing vests (LBVs), joint service lightweight integrated suit technology (JSLIST) clothing, cold-weather gear, and rucksacks helps prepare Soldiers for operations in demanding urban or mountainous environments.

(2) **Foot Marches.** Foot marching as a movement component of maneuver is a critical physical requirement for Soldiers. Regular foot marching helps avoid the cumulative effects of lower injury trauma and prepares Soldiers for moving successfully under load. FM 21-18 provides specific instructions and guidance for conducting foot marches. All units will conduct one 10-kilometer foot march each quarter and one 20-kilometer tactical foot march (completed within 4 hours) each year.

(a) **Tactical Foot Marches.** Tactical foot marches are collective training events and are conducted under the conditions under which Soldiers fight. Soldiers will wear the same uniform and carry the same items of equipment they will use during fighting. Units may conduct tactical foot marches during PRT hours, tactical exercises, or as a means to get to and return from training.

(b) **Conditioning Foot Marches.** Commanders will use conditioning foot marches to progressively develop and maintain Soldiers’ ability to carry their combat loads while preserving combat power. Combat foot marches are physical training events. Units may conduct foot marches in PFUs with the appropriate boots.

(3) **Water Survival.** Water-survival training will be conducted within 180 days before deployment. Commanders will assess the level of training each individual needs through classification and evaluation. The Army’s water-survival training program has three 3 classification levels: Class 3—Basic, Class 2—Intermediate, and Class 1—Advanced. The main goal of the program is to train Soldiers to meet the requirements of Class 3. Units should use Training Circular (TC) 21-21 for preparation and execution of water-survival training.
(4) Specific Environmental Training. Commanders must replicate the environment they expect to operate in as closely as possible. This environmental replication includes training at high altitudes or in arid conditions, or training on operating under extreme temperatures. Not all environmental conditions are available for training in USAREUR, but Soldiers with a high level of fitness will adapt to specific environmental conditions quicker than Soldiers who are sedentary.

c. Mental Readiness. Soldiers must be mentally prepared to operate in an ambiguous and dangerous environment. Soldiers need to learn to accomplish new and difficult tasks outside their “comfort zone” by stressing their mental faculties and improving their technical skills.

d. USAREUR Operational Fitness. Operational fitness is a physical fitness program designed for company commanders to tailor the training to the physical requirements of each MOS within the company. The purpose of the program is to increase and enhance individual Soldier physical fitness.

(1) The objective of the program is to—

(a) Achieve a level of physical fitness that meets the physical requirements of combat within the Soldier’s MOS.

(b) Employ resilience (mental toughness skills) to enhance personal and professional development.

(c) Reduce muscular skeletal injuries that adversely affect unit readiness.

(2) Operational fitness comprises a variety of physical fitness programs that work together to prepare Soldiers to survive and perform in a combat environment. The program concentrates on specific skills that enhance Soldiers’ performance in their specific tasks. Commanders select combat-related tasks and then identify physical fitness exercises that will enhance performance of the tasks.

(3) USAREUR and IMCOM-Europe provide the following to support operational fitness:

(a) Installation Fitness Centers and Trainers. Fitness instruction is not standardized across all installations in the USAREUR AOR. Commanders should review the availability of spin, yoga, physical fitness suspension system, weightlifting, cross-fit, and other physical fitness courses and the requirements for their units to use these courses.

(b) Army Wellness Centers. Army wellness centers provide a variety of physical fitness-related assessments and courses. Commanders should review the availability of VO2 max, body composition, basal metabolic rate, nutrition, and other programs to integrate into their specific operational fitness program.

(c) Resilience Training. The CSF2 program provides resilience training through the unit master resilience trainer (MRT). MRTs are responsible for teaching the twelve resilience skills to their unit’s Soldiers and to inform them of comprehensive resilience modules (CRMs) connected to the Global Assessment Tool. The CRMs provide a variety of virtual training classes (for example, classes on nutrition, imagery, energy management) that can enhance a personal fitness program.
4-10. USER-LEVEL MAINTENANCE TRAINING (MAINTENANCE CADRE CERTIFICATION PROGRAM)

a. Maintenance is an important part of a Soldier’s everyday life. Preventive maintenance checks and services (PMCS) conducted properly in accordance with applicable technical manual (TM) -10 and -20 maintenance standards saves money, increases combat power, and enhances the safety of the personnel using the equipment. The goal of the User-Level Maintenance (ULM) Cadre Certification Program is to ensure that supervisors and equipment operators know, understand, and can properly perform PMCS on the equipment for which they are responsible. Commanders will assess the state of maintenance training in their unit. The ULM Cadre Certification Program offers commanders a powerful option to create, foster, and perpetuate a strong maintenance system in their unit, particularly after a long deployment in which a unit did not use portions of its assigned equipment.

b. The USAREUR G4 Sustainment Assistance Review Team (SART) and instructors from the 21st SC Maintenance Assistance and Instruction Team (MAIT) will train, evaluate, and certify 5 percent of personnel in each company as cadre in accordance with applicable TM -10 and -20 maintenance standards. Brigade, battalion, and separate-company cadres will then train, evaluate, and certify first-line supervisors of subordinate units using the train-the-trainer concept. USAREUR units other than 21st SC units will request SART training and certification from the USAREUR G4 SART Chief. 21st SC units will request training and certification from the 21st SC MAIT Chief. The 21st SC MAIT will support non-21st SC units only as an exception to policy.

c. Units returning from deployment will allot 3 days for each battalion on the training calendar and contact the USAREUR SART or 21st SC MAIT to schedule and conduct a ULM Cadre Certification Course between R+181 to R+280.

d. Units will annotate ULM training certification manually in section I (Official Qualifications) of DA Form 348 or in the “Qualified to Operate” section of OF 346, or electronically in the “Qualifications/Restriction” section on DA Form 5984-E in the Unit-Level Logistics System–Ground/Standard Army Maintenance System–Enhanced.

4-11. WEAPONS QUALIFICATION TRAINING

a. Individual Shooting Goal. The objective for every Soldier in USAREUR is to hit everything that can be seen up to 200 meters, in daylight as well as under conditions of limited visibility. This is possible only if Soldiers master the basics.

b. Unit Shooting Goal. Every unit in USAREUR should strive to shoot as much as possible under day and limited-visibility conditions. For an infantry company, the objective should be to conduct small-arms marksmanship training 2 to 6 days and nights every month. For non-infantry units, the objective should be to conduct small-arms marksmanship monthly.
c. PMI. Designating time and effort to preliminary marksmanship training is essential to improving Soldiers’ ability to shoot their weapons. Two keys to success in developing Soldiers’ marksmanship skills are dry-fire training and a step-by-step process. Dry-fire training should be planned and executed often; commanders require it and NCOs lead it. Another key is to follow the FMD and train with a “crawl, walk, and run” method, not moving on to the next step until the standard for the previous step has been met. The steps are zero, grouping, known-distance slow fire, known-distance timed fire, practice qualification, and qualification and stress shoot. Units will conduct PMI within 96 hours before every LFX conducted on a range. Units will conduct PMI to standard before each LFX and will not conduct PMI on the day of the range training or while on the range. PMI in USAREUR will address, as a minimum, the fundamentals of marksmanship: steady position, aiming, breath control, trigger squeeze. Soldiers must understand and apply these four fundamentals before they approach the firing line. They must establish a steady position allowing observation of the target. They must aim the rifle at the target by aligning the sight system, and fire the rifle with proper breathing and trigger squeeze. Applying these four fundamentals rapidly and consistently is the integrated act of firing.

d. Basic Rifle Marksmanship. A Soldier’s ability to effectively use his or her assigned individual or crew-served weapon in combat is critical to success. Qualification will be conducted with body armor, advanced combat helmet, ballistic glasses or goggles, and LBV. Soldiers will qualify at least twice a year on their assigned weapons. More repetition and more range-firing are preferred. Rifle-range qualification is only a preliminary step (FM 3-22.9).

e. Advanced Rifle Marksmanship. The goal is for advanced marksmanship training to be the minimum level of marksmanship for all units (FM 3-22.9). Once Soldiers are competent and confident with their weapons, they must become proficient in using their weapons in the tactical environment under all conditions. All Soldiers must use the Engagement Skills Trainer (EST) before attending advanced rifle marksmanship training. Soldiers must be proficient in using all weapon sights (day and night), infrared aiming lights, reflex sights, various firing stances, and various positions (for example, elevated, off back deck, from tower, from inside a vehicle). Leaders will also include training on burst fire, practice of no dominant side shooting, tactical magazine changes, and reduction of target-exposure time (on computerized ranges). Making the conditions more rigorous increases Soldiers’ competence and confidence in handling their weapons.

f. Urban Operations Marksmanship. Urban combat is violent, destructive, and filled with ambiguity. Urban terrain severely constricts maneuvers, reduces engagement distances, and creates a three-dimensional, 360-degree threat environment that requires aggressive, flexible, and ingenious application of combat power. Commanders should condition Soldiers to a 360-degree environment using blanks and simunitions. The home station remains the fundamental venue for urban operations training through the integration of live and virtual training environments.

g. Short-Range Marksmanship. All units should conduct short-range marksmanship training annually according to FM 3-22.9. Short-range marksmanship makes Soldiers more lethal in the urban environment. Short-range marksmanship has three components: reflexive-fire training, target-discrimination training, and short-range marksmanship qualification. Each component is increasingly more complex. Soldiers can train using the Close Combat Optics (CCO) inside the EST.
(1) **Reflexive-Fire Training.** This training provides the fundamental skills required to conduct short-range marksmanship and is especially useful for Soldiers and units that will operate in an urban environment. It involves the practical application of the four fundamentals of short-range marksmanship (firing stance and ready positions, aiming techniques, aiming points, and trigger manipulation). FM 3-22.9 provides the tasks, conditions, and standards for conducting reflexive-fire training.

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

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

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

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

(2) **Sniper Training.** Snipers (M1A1, M23, M24, and M8 riflemen) must master and sustain critical mission skills to accomplish their objectives. This training produces qualified sniper teams for units. Sniping skills perish quickly; therefore, sniper teams must sustain and sharpen these skills regularly. Commanders must designate snipers who have longevity in the unit and are capable of conducting missions in individual two-person teams. DA Pamphlet 350-38 outlines the frequency and ammunition requirements needed for conducting sniper training. TC 3-22.10 includes a sample 5-day sniper sustainment program. Snipers can continue to refine their skills at the home station with the LMTS-compatible STS, which is available from local TSCs.

i. **Nonlethal Weapon (NLW) Employment.** The use of nonlethal weapons is a requirement on today’s battlefield. Training in the use of NLWs must be provided by qualified instructors. Each unit will have unique training requirements based on the mission, unit type, and deployment area. Brigade-level units will have one NLW training team (two trained and certified instructors). Battalions with NLW equipment will maintain at least one trained and certified instructor. Instructors will be certified through the Interservice Nonlethal Individual Weapons Instructor Course (INIWIC). INIWIC attendance may be scheduled through the ATRRS. Nonlethal munitions will never be fired at an individual or groups of individuals during training. Instructors will conduct semiannual training on the use of shields, batons, and tasers with fully equipped Soldiers in the proper uniform according to FM 3-22.40.

j. **Additional Individual Weapons.**
(1) Soldiers will be trained to use hand grenades (TC 3-23.30), the M203 or M-320 40-millimeter grenade launcher (TM 3-22.31), antitank weapons (TM 3-23.25 and TC 3-22.37), claymore mines (FM 23-23), and demolitions (FM 3-34.214). On the battlefield, Soldiers may use munitions other than their own weapon and must be competent enough to use them safely. Commanders will incorporate training on these weapons into training events.

(2) Training on secondary weapons should include, as a minimum, familiarization on all crew-served weapons in the unit for every Soldier. As many Soldiers as possible should qualify on at least two individual weapons found in their unit (for example, M203, M9, MK19, M249).

k. Non-U.S. Weapons Familiarization. Identification training should be conducted 60 days before deployment with hands-on training during the relief-in-place and transfer-of-authority process inside the AOR. The purpose of this training is for Soldiers to become familiar with non-U.S. weapons found in their potential operational AOR. Soldiers are exposed to a variety of weapons when deployed. Soldiers should be able to identify non-U.S. weapons and know the safety features on them (for example, clearing the weapon and placing it on safe).

l. Small-Arms Master Marksman (SAMM).

(1) In our contemporary OE, against an adaptive enemy, every Soldier must be prepared and trained to identify, react, and place effective fire to destroy the enemy. The USAREUR SAMM Program produces small-arms subject-matter experts (SMEs) who form the nucleus of experts who will conduct company marksmanship training programs. This program concentrates on ensuring that all units have master marksmen who ensure proper small-arms training for assigned Soldiers. This course is available from CATC and is scheduled in the ATRRS.

(a) Lessons learned from battlefield observations show that small-arms weapons proficiency is key to our survival in OCO. The objective of the SAMM Program is to train selected NCOs in the duties of a SAMM in order to increase the quality of unit small-arms training programs.

(b) The course is broken into three 1-week phases. Week one consists of small-arms familiarization and orientation. Week two provides an introduction on the use of optics, lasers, and accessories; the operation of weapons in the EST 2000; advanced rifle marksmanship; and range operations. Week three consists of 3 day-fire ranges and 1 night-fire range. Students conduct familiarization fire with crew-served weapons, zero and fire the M4 and M16 using optics and the AN/PEQ-2A, and train on a variety of advanced rifle marksmanship techniques with highest priority given to short-range marksmanship reflexive fire. On course completion, students are a resource that leaders can use to develop small-arms gunnery strategies and improve marksmanship.

(2) The SAMM Program helps commanders do the following:

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

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

(c) Schedule, prepare, and operate small-arms ranges.
(3) The standard for USAREUR is for each company-size unit to have at least one SAMM. This is especially important for CS and CSS units. Combat-arms (maneuver) units are encouraged, but not required, to participate in this course.

(4) The 7th ATC provides for and runs the SAMM course.

m. Weapons-Clearing Procedures Training. Soldiers must know proper weapons-clearing procedures and conduct training exercises in garrison to reinforce proper weapons-handling and weapons-clearing (AE Pam 385-15, para 49). Weapons-clearing training will concentrate on muzzle awareness, proper clearing procedures, and the prevention of accidental discharges.

4-12. MEDICAL TRAINING

a. 68W Sustainment. MOS 68W Soldiers are required to complete their National Registry Emergency Medical Technician (NREMT) certification every other year. NREMT certification consists of a total of 72 hours of continuing education units (CEUs) (24 hours mandatory and 48 hours elective CEUs), which must be completed within a 2-year timeframe, and CPR certification. The date for completion is 31 March of the year in which a Soldier’s certification expires. USAREUR sets the following standards for recertification: Commands with MOS 68W Soldiers will ensure that the following percentages of Soldiers whose credentials will expire by 31 March of the following year will meet unit recertification completion by the following dates: 75 percent by 1 November, 90 percent by 1 December, 100 percent by 1 January.

(1) Failure to Sustain Certification. Failure of a Soldier to complete training by 31 March of the year in which the Soldier’s certification expires will result in the Soldier being unable to work in a medical capacity. A flagging action will be initiated, and the Soldier must be processed for either separation or MOS reclassification within 30 days. Soldiers will be coded 09U immediately as non-MOS Q. See ALARACT 104/2013 for guidance and mandatory command actions on a 68W Soldier receiving a formal charge or conviction.

(2) Training Procedures and Methods.

(a) Cardiopulmonary Resuscitation (CPR). Soldiers must be recertified for CPR every other year. CPR certification must not expire before 31 March of the recertification year.

(b) Medical Education and Demonstration of Individual Competence (MEDIC) Tables I-VIII (TC 8-800). Soldiers must recertify on MEDIC tables annually. MEDIC tables provide 48 hours of CEU credit. Soldiers may complete training and certification either at the 7th ATC Medical Simulation Training Center (MSTC) in Vilseck, Germany, or at their home station.

(c) CEUs. A total of 72 hours of CEUs (24 hours mandatory and 48 hours elective CEUs) must be completed within a 2-year timeframe. Training may be completed at the unit, medical treatment facilities, or the 7th ATC MSTC. All training must be documented and kept on file by the Soldier and the training NCO, as these Soldiers are subject to being audited. Soldiers may also complete CEUs online at Swank HealthCare.

(3) Paramedic and Intermediate-Level NREMT.
(a) For these two certification levels, online registration can currently not be completed. Soldiers will enter CEUs into the Medical Occupational Data System (MODS) but cannot complete the online portion. Soldiers must mail their training records to the National Registry of Emergency Medical Technicians by 1 November.

(b) The Critical Care Flight Paramedic Program (CCFPP) refresher for MOS 68WF2/F3 and all nationally registered paramedics and NREMT intermediate Soldiers is the USAREUR MED-103-NRP Sustainment Course. This 56-hour course is a no-fee course. The curriculum for this refresher course is provided by the U.S. Army Medical Department Center & School. Units will register eligible personnel through ATRRS with 7th ATC CATC.

(c) Training must be entered on the MODS website before a Soldier completes NREMT recertification online. Completed training may be entered into MODS as of 1 April, after the Soldier has recertified. Any training that meets certification requirements may be entered into MODS during the 2-year timeframe. Units will maintain copies of unit training schedules, sign-in rosters, and grade sheets. All training must be documented and kept on file by the Soldier and the training NCO, as both the Soldier and the training NCO are subject to being audited.

b. Expert Field Medical Badge (EFMB). The EFMB is a biannual event that USAREUR conducts at Grafenwöhr, Germany. This event is open to all United States Army Medical Department (AMEDD) officers and enlisted Soldiers, MOS 18D Soldiers, and WO pilots who have a special qualification identifier of “D” (aeromedical evacuation pilot) and are assigned to an air ambulance unit. The EFMB provides training opportunities that give these Soldiers the ability to set themselves apart from their peers. This event also gives MOS 68W Soldiers CE credit.

c. Best Medic Competition. This competition is conducted in conjunction with the United States Army Europe Regional Medical Command and is open to one two-person team per subordinate unit or direct reporting unit. Participants must have the EFMB. This event is similar to the EFMB; the tasks, however, are longer, more complex, and performed as a team competition. The best teams from USAREUR and ERMC will be selected to compete for the AMEDD Best Medic Competition at Fort Sam Houston, Texas.

d. Combat Lifesaver (CLS) Training. Immediate first aid at the point of injury is essential on a widely dispersed battlefield to prevent Soldiers from dying. Every vehicle crew and squad will have at least one CLS with a CLS bag. CLSs will recertify annually. Battalion commanders must incorporate CLS training in all tactical STXs. Casualty evacuation must be included as an STX task. CLS classes are coordinated through CATC for units without organic medics (68W). Classes given will not deviate from the program of instruction in the ISO871 manual, edition C. Nonmedical personnel are not authorized to perform any medical procedure that is not covered in the ISO871 manual.

e. Brigade Combat Team Trauma Training (BCT3). DA mandates BCT3 for all deploying Army brigades. BCT3 typically incorporates 2 days of training for all assigned combat medics at brigade level and below. The purpose of BCT3 is to use standardized predeployment training for combat medics to improve the survival rate of Soldiers who become injured on the battlefield and to provide current, relevant, and realistic training experiences by concentrating on tactical combat casualty care and lessons learned.
f. Field Sanitation Team (FST). According to FM 4-25.12, units are required to have 2 Soldiers on the FST. The recommended composition of the FST is one Soldier in the grade of E6 or E5 and one junior enlisted Soldier. Training can be requested through ATRRS and is provided at Vilseck or Baumholder, Germany.

g. Hearing Program Officer (HPO) Course. Hearing loss and tinnitus have ranked among the top four combat- and training-related injuries in the U.S. Army for over a decade, compromising combat effectiveness and job performance. To ensure effective implementation of the Army Hearing Program–Europe (AHP-E), each brigade and battalion will have at least one certified HPO on staff. The AHP-E is managed by the Hearing Program Manager–Europe, Public Health Command Region–Europe (mil 486-6034).

4-13. MILITARY POLICE LAW ENFORCEMENT (LE) TRAINING

a. LE Training and Certification Program. Well-trained MP personnel are better prepared to act decisively and correctly in a broad spectrum of situations. The purpose of USAREUR’s Military Police Law Enforcement Training Certification Program is to ensure continued proficiency in necessary skills, familiarize MP personnel with new developments and techniques, and achieve a revitalized sense of compassion, professionalism, and career interest. DA MP (MOSs 31A and 31B) in the grades of E1 through E7 and O1 through O3 will receive LE training and obtain certification annually before performing any LE duties or functions. Certification consists of tasks listed in Special Text (ST) 19-31B, chapter 5.

b. Active-Shooter Tasks. The active-shooter tasks listed in ST 19-31B, chapter 5, include tasks that MP personnel are required to be trained in once every 2 years. In USAREUR, however, those tasks will be trained annually in conjunction with annual certification.

c. LE Weapons Qualification. In addition to obtaining annual LE certification, all Soldiers required to perform LE duty must achieve weapons qualification in accordance with ST 19-LEWTQ, chapter 1, before performing any LE duties or functions.

d. Recordkeeping. Commanders will ensure that all training is properly documented in records made available for inspection. Units may establish their own document-management procedures, but must ensure that all MP annual LE certification training records are uploaded in the DTMS. Commanders will document LE training certification on a memorandum for record (MFR) signed by the company commander and send a copy of the MFR to the garrison provost marshal office within 3 workdays after certification has been completed.

e. Redeploying Units. MP units or individuals returning from deployments of 90 days or more will receive LE training and obtain certification before assuming any LE duties.

f. LE Training and Certification Evaluation and Compliance. The Office of the Provost Marshal (OPM), Office of the Chief of Staff, HQ USAREUR, is the proponent of LE policy and all LE-related issues in USAREUR. The OPM will ensure compliance with LE training and certification requirements and evaluate instructors and their records through staff-assistance visits and formal inspections of all USAREUR units providing MP personnel to support the LE mission in the USAREUR AOR.
4-14. COMMUNICATIONS

Commanders will conduct communication exercises (COMMEXs) each month applying all organic communications equipment and systems. Commanders will also ensure information-management and -security personnel are trained and certified in their duties. COMMEXs may be executed in conjunction with the unit’s command maintenance program.

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

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

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

4-15. NAVIGATION

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

4-16. MINE AND IED AWARENESS

IEDs are a continually changing threat. Commanders must institutionalize IED training in all tactical training. The Joint Improvised-Threat Defeat Organization provides up-to-date information on current IED threats by geographic command at https://army.deps.mil/army/sites/gtmp_gt/Pages/default.aspx. Access to this website requires the user’s CAC to be registered with the United States Joint Forces Command. Critical elements are to predict, prevent, detect, neutralize, and mitigate IED effects.
4-17. CREW TRAINING

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

(1) Drivers Training. Primary and alternate drivers must train to drive during the day, at night, off road, and in traffic. They must be certified in rollover drills, using seatbelts, fire- and water-evacuation drills, and PMCS. Commanders must implement an appropriate drivers training program using rollover drills with escape routes, vehicle constraints, and recovery operations. For wheeled vehicles, the High Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer (HEAT), the Mine Resistant Ambush Protected Egress Trainer, and the Heavy Wheeled Vehicle Driver’s Simulator (HWVDS) are available for unit training needs. Local TSCs may be contacted for information about locations and scheduling for HEAT, MET and HWVDS training.

(2) Unmanned Aircraft Systems. Appendix C provides policy on UAS (for example, MQ-5 Hunter, RQ-7 Shadow, and RQ-11 Raven) units, unmanned aircraft crewmembers, and individual requirements. The brigade aviation element is the BCT commander’s executive agent for UAS training in BCTs.


(1) Direct-Fire (Lethal) Gunnery, Direct-Fire Platform (Tank, Bradley, Stryker, Mobile Gun System (MGS), and Attack and Utility Helicopters). The conduct of gunnery tables must take into account the contemporary OCO OE. Battalion and higher level commanders have latitude in designing unit scenarios based on the guidance relative to both their weapon systems and anticipated combat requirements. Target presentations must be realistic and will include enemy targets, friendly and civilian silhouettes, technical trucks, rocket-propelled grenade teams, battlefield clutter, and building facades. Commanders will emplace targets that require crews to use secondary weapon systems. Commanders will also integrate tactical MC into gunnery events whenever possible.
(a) **Direct-Fire Platform Requirements, M1A1 Abrams and M2 Bradley Gunnery.** Commanders must meet the prerequisites outlined in FM 3-20.21 to develop and test the proficiency of their units. FM 3-20.21 governs training and qualification on the M1A1 Abrams tank, the M2 Bradley fighting vehicle, and armed truck gunnery. The minimum proficiency goals in gunnery table I (which includes gunnery skills testing (GST), the Advanced Gunnery Training System (AGTS) for tanks, and the conduct of fire trainer–enhanced (COFT-E) for Bradley fighting vehicles) must be met before live fire. The minimum AGTS and COFT-E proficiency goals are outlined in (b) and (d) below. The tube-launched, optically tracked, wire-guided (TOW) missile gunnery program is designed for all vehicle- and ground-mounted crew platforms that fire the TOW missile. All crews must complete the mandatory training before firing the TOW missile. This training consists of basic TOW gunnery tasks, tracking exercises, and specified COFT exercises (Bradley Crews) and must be completed within 3 months before firing a live missile. Crew gunnery certification in table II, the crew proficiency course, and gunnery qualification on table VI must be successfully achieved before the section and platoon certification in tables IX and XII. The qualification standards of each table must be met before advancing to the next higher level of gunnery. All gunnery tables should be executed in sequence. Battalion and higher level commanders in conjunction with master gunners have latitude in designing their unit’s crew and advanced table scenarios based on their contemporary OE. Commanders may add to, but not take away from, the minimum required engagements (for example, one short-range target 300 meters or less, day and night) and conditions (for example, commander’s engagement) on all basic gunnery tables. All units will conduct their record qualification at a USAREUR-certified range in Europe.

(b) **Minimum AGTS Proficiency Level Requirements and Goals.** New crews training toward the minimum proficiency level must be given priority training time. When initially entering the crew training program, crews must receive 10 to 12 hours of intensive training. The requirement is to complete the basic pre-live-fire and gate-to-LFXs before live fire.

(c) **Subsequent Proficiency-Level Goals.** Crews should attain subsequent proficiency-level goals after completing the basic pre-live-fire and gate-to-LFXs according to DA Pamphlet 350-38, table 2-20. Table 4-1 is an excerpt from that table.

(d) **COFT-E.** The minimum proficiency requirement is 4 hours for each crew every other month according to DA Pamphlet 350-38, table 5-33.

<table>
<thead>
<tr>
<th>Table 4-1</th>
<th>Subsequent Proficiency-Level Goals for the Advanced Gunnery Training System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time</td>
<td>Goal</td>
</tr>
<tr>
<td>10 to 15 hours</td>
<td>Complete Advanced Skill Level 1</td>
</tr>
<tr>
<td>18 to 24 hours</td>
<td>Complete Advanced Skill Level 2</td>
</tr>
<tr>
<td>26 to 30 hours</td>
<td>Complete Advanced Skill Level 3</td>
</tr>
</tbody>
</table>

(e) **Stryker Gunnery.** According to FM 3-22.3, paragraph 10-30, Stryker M2 .50-caliber and Stryker MK-19 Remote Weapon System crews must receive a “go” on the Stryker gunnery skills test within 3 months before live fire.
(f) **MGS Gunnery.** Instead of using FM 3-21.21, MGS crews must use Army Training Publication 3-20.16. Gunnery table I, which includes GST and tactical engagement-simulation system crews, includes the minimum proficiency levels. The qualification standards of gunnery table II, the crew proficiency course, and gunnery qualification table VI must be achieved before qualifying on section and platoon certification tables IX and XII. The qualification standards of each table must be met before advancing to the next higher level of gunnery. All gunnery tables should be executed in sequence. Battalion and higher level commanders in conjunction with master gunners have latitude in designing their unit’s crew and advanced table scenarios based on their contemporary OE. Commanders may add to, but not take away from, the minimum required engagements (for example, one short-range target of 300 meters or less, day and night) and conditions (for example, commander’s engagement) on all basic gunnery tables. All units will conduct their record qualification at a USAREUR-certified range in Europe.

(g) **Helicopter Gunnery (Attack).** Training based on table VIII for attack helicopters is an annual requirement and the cornerstone of the unit gunnery training program. The requirements of OCO, however, may dictate more frequent gunnery training. Table VIII is valid only if training is conducted in a live-fire environment. The advanced aerial gunnery tables (IX through XII) will emphasize MC, situational awareness, tactical placement and movement in the battle area, target acquisition, engagement priorities, fire distribution, and discipline of fires. These scenarios must be according to the contemporary OE, including running fire, moving engagements, and requirements for air-ground integration (FM 3-04.140).

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

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

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

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

(2) **Indirect-Fire Gunnery.**
(a) **Mortar Qualification.** According to TC 3-21.90, commanders must qualify their mortar crews at least semiannually (more often if feasible) and consider using urban operations facilities as mortar-firing points to leverage battlefield conditions. Mortars are often the weapon of choice for responsive fires, to reduce collateral damage, and to fire at high angles in urban terrain.

(b) **Artillery Qualification.** Artillery may often be the weapon of choice to provide counterfire in both urban and rural environments. Its range advantage over mortars gives artillery a distinct edge by producing a lower risk-estimate distance, potentially reducing collateral damage. Cannon artillery units will conduct table VIII crew qualification semiannually as a live-fire training event. More frequent live-fire opportunities are encouraged. Table VIII is a gate for all live-fire training conducted at the battery or battalion level. Multiple-Launch Rocket System and High Mobility Artillery Rocket System units will conduct table VIII qualification annually. Because “hot platoons” are often used for extended periods to counter mortar and rocket attacks in OCO, cannon artillery units will conduct table XII platoon qualification at least annually as a live-fire event. In addition to current table XII tasks, tasks and conditions that replicate a platoon in “hot platoon” status over an extended period must be included in the event. Paladin howitzer units will use the Call for Fire Trainer II (CFFT-II) to train cannoneers and fire-support Soldiers, respectively, on the use of special munitions used in OCO that are not available for training in USAREUR.

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

(3) **Digital Gunnery.** The Army is relying on digital enablers such as battle-command systems (BCSs) to help decisionmakers visualize and describe (ADP 3-0) operations allowing the commander to see first, understand first, and act first (Army Training Strategy). These digital tools require training at two levels to be effective. First, operators must be proficient in complex hardware and software applications. The equipment must be operated as designed. Second, commanders and staff members need to know what to expect from these systems and how to use various combinations of systems to obtain friendly and enemy situational awareness.

(a) Digital training requirements are defined in the Army Digital Training Strategy and refined in the Battle Command Training System (BCTS). The BCTS is a collaborative effort of the Army staff, SMEs, and representatives throughout the Army to develop a solution that addresses doctrine, organization, training, materiel, leadership, personnel, and facilities solution. This solution emphasizes the core critical requirements to synchronize battle-command training with new equipment training, TRADOC institutions, and HST, including MTC, CTC, and deployed-unit training. The BCTS will address all the resources required and the methodology for identifying institutional, home-station, and CTC resources for training systems, networks, distributed training, transport layers, staff, simulations, and security capabilities.
(b) TRADOC-proponent schools and new equipment training will provide some of this training. However, the methods and rapidity of fielding and the frequency of hardware and software upgrades will prevent these traditional training sources from meeting all training needs. Although system-material developers are responsible for the training materials and training, significant requirements to support “Delta” training will fall on USAREUR. The JMSC Digital University provides user and leader training on most MCSs and networks. This user training, in conjunction with a unit-level CPX strategy, will help enable units at all levels to be ready for all mission requirements.

4-18. CULTURAL-AWARENESS TRAINING

Combat-deployable units will execute cultural-awareness training within 180 days before deployment. Cultural-awareness training helps Soldiers understand how and why people think, act, and do what they do, and also what they think of us. The Army provides a diverse assortment of programs to help units provide training on cultural awareness. The Center for Army Lessons Learned (CALL) offers a variety of valuable training aids for various operational areas around the world. The United States Army Intelligence Center provides a series of in-depth courses relating to both Islamic culture and terrorist studies. Country familiarization courses by the Defense Language Institute are available on CD at all TSCs. U.S. academics and contractors and allied Middle Eastern countries provide MTTs through coordination with the 7th ATC G3.

a. The Defense Language Institute, Foreign Language Center (DLIFLC), offers language resources specifically designed for deploying units. The USAREUR G2 Language Manager will publish language-sustainment requirements annually and schedule sustainment courses for languages designated in the ATRRS. These courses include language-survival kits and cultural familiarization CDs, which can be obtained through the DLIFLC website or by calling civilian 831-242-7175/5112 or military 312-768-7175/5112.

b. The TRADOC Culture Center (TCC) at Fort Huachuca, Arizona, provides MTTs (which must be scheduled through the 7th ATC G3) and materials (at no cost to the unit) about cultures in the Middle East and Afghanistan. MTTs provide cultural-awareness familiarization and predeployment preparation with the help of Soldiers in MOS 09L and other experienced individuals. The TCC provides an in-depth view of various countries, cultures, and their people. Based on unit requirements, the TCC can provide training in module format ranging from 4 to 40 hours. More information is available by telephone at civilian 520-538-1042.

c. The JMSC has the Operational Language and Cultural Training System (OLCTTS) available for requiring units. The OLCTS provides foreign-language courses that are self-paced interactive “serious games” with numerous research-based pedagogic and technological innovations that enable rapid and sustained learning of foreign languages and cultures. Numerous exercises, quizzes, and tests continuously monitor progress and measure the students’ level of proficiency, helping them stay motivated. Courses adjust themselves automatically to the students’ rate of progress, letting them advance at their own pace. Languages offered are Iraqi 5.2, Pashto 1.2, Dari 1.2, French 2.2, and Indonesian 1.0.
4-19. EXPEDITIONARY INTELLIGENCE SKILLS
Information and intelligence must be obtained from all Soldiers. Every Soldier has the responsibility to report information that may be useful to commanders and the intelligence community. Every Soldier must be trained to function as an effective sensor, and leaders and units must be trained to gather and report critical information in a timely manner. This means using an array of nontraditional noncombat skills, understanding the capabilities and legal limitations of intelligence assets, and leveraging these assets accordingly to accomplish the mission. To prepare Soldiers, DA civilians, and leaders, USAREUR will establish an Expeditionary Intelligence Training Program (EITP) at the 7th ATC. The EITP will conduct resident and nonresident courses that concentrate on skills critical to expeditionary operations. Specific courses in tactical questioning and tactical collection of intelligence will ensure that every Soldier is an effective and capable sensor. The EITP will provide courses to certify Soldiers in the 35 series on the latest all-source intelligence, signals intelligence, interrogation techniques, and detention operations and procedures, as well as courses to educate their leaders. All courses will follow the latest DOD, DA, USEUCOM, and Army in Europe policy. Information on EITP courses will be made available to commanders as the program develops. The EITP offers a world-class intelligence-training program that is flexible, responsive, and dedicated to training mission-specific expeditionary intelligence skills to U.S. and foreign forces before deployment.

4-20. INDIVIDUAL REPLACEMENT TRAINING

a. Commanders will ensure that individual replacement and individual augmentee Soldiers and DA civilians who are being deployed into an operational AOR or who are participating in a named operation are trained in accordance with the USAREUR IRT program.

b. The USAREUR IRT will be completed in three phases: Phase I (HST), Phase II (online training), and Phase III (7th ATC/CATC IRT). All phases can be trained at the unit level. Phase III IRT provided by 7th ATC/CATC is intended to support units with limited capacity (for example, rear detachments, small isolated units, units without MTOE equipment). Soldiers must register in the ATRRS to attend Phase III. Unit commanders will certify that individual replacement personnel completed Phase I, Phase II, and Phase III before the personnel deploy into an operational AOR or participate in a named operation.

c. Phase III IRT is a 5-day residential course conducted at the CATC on Rose Barracks, Vilseck, Germany. It consists of introductory and refresher training focusing on individual skills in accordance with FORSCOM and USAREUR predeployment training guidance. Phase III IRT training consists of lectures, demonstrations, practical exercises, and personally assigned weapon qualification. This course is designed for Regular Army, Army Reserve, and National Guard Soldiers; sailors; marines; airmen; DA civilians; and contract civilians. The course includes select tasks that Soldiers may not have to complete if a commander in the grade of colonel approves a waiver. Those select waiverable tasks include the following:

(1) Mine-Resistant Ambush Protectant Egress Training.

(2) Biometrics Secure Electronic Enrollment Kit.

(3) Zero & Qualification.

(4) Mild Traumatic Brain Injury/Automated Neuropsychological Metric Screening.

(5) Employ Handgrenades.
4-21. STANDARDS OF CONDUCT IN ARMED CONFLICT

This training will be conducted as shown in table 4-2. Commanders must ensure their subordinate leaders and Soldiers are trained in the standards of conduct in armed conflict. Soldiers must know all appropriate components of these standards, specifically the law of armed conflict, the rules of engagement, and the rules on the treatment of enemy prisoners of war (EPWs) and detainees from the point of capture through detention. Commanders must be vigilant to ensure Soldiers maintain proficiency in these competencies. Commanders must include the standards of conduct in each training event.

<table>
<thead>
<tr>
<th>Standards of Conduct</th>
<th>Unit Area</th>
<th>Local Training Area</th>
<th>Major Training Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application of Combat</td>
<td>Leader-taught seminar with the assistance of</td>
<td>Leader-supervised STXs apply the classroom instruction.</td>
<td>MRXs. Events are incorporated into the major events list</td>
</tr>
<tr>
<td>Power and Rules of</td>
<td>the unit staff judge advocate (SJA). Classroom</td>
<td>STX scenarios will be approved by the chain of command</td>
<td>(MEL) that assesses individual, leader, and unit</td>
</tr>
<tr>
<td>Engagement</td>
<td>instruction will include vignettes for the</td>
<td>through the unit SJA.</td>
<td>response to rules-of-engagement situations.</td>
</tr>
<tr>
<td></td>
<td>applicable AOR.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handling EPWs and</td>
<td>Leader-taught seminar. Classroom instruction</td>
<td>Leader-supervised STXs apply the classroom instruction.</td>
<td>MRXs. Events are incorporated into the MEL that</td>
</tr>
<tr>
<td>Detainees</td>
<td>will include vignettes for the applicable AOR.</td>
<td>STX scenarios will be approved by the chain of command</td>
<td>assesses individual, leader, and unit handling of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>through the unit SJA.</td>
<td>EPWs and detainees.</td>
</tr>
<tr>
<td>Transportation and</td>
<td>Leader-taught seminar with the assistance of</td>
<td>Leader-supervised STXs apply the classroom instruction.</td>
<td>MRXs. Events are incorporated into the MEL that</td>
</tr>
<tr>
<td>Movement of EPWs and</td>
<td>the unit SJA. Classroom instruction will include</td>
<td>STX scenarios will be approved by the chain of command</td>
<td>assesses individual, leader, and unit movement of</td>
</tr>
<tr>
<td>Detainees</td>
<td>vignettes for the applicable AOR.</td>
<td>through the unit SJA.</td>
<td>EPWs and detainees.</td>
</tr>
<tr>
<td>Internment and Detention</td>
<td>Leader-taught seminar with the assistance of</td>
<td>Leader-supervised STXs apply the classroom instruction.</td>
<td>MRXs. Events are incorporated into the MEL that</td>
</tr>
<tr>
<td>of EPWs*</td>
<td>the unit SJA. Classroom instruction will include</td>
<td>STX scenarios will be approved by the chain of command</td>
<td>assesses individual, leader, and unit handling of</td>
</tr>
<tr>
<td></td>
<td>vignettes for the applicable AOR.</td>
<td>through the unit SJA.</td>
<td>EPWs and detainees in a detention facility.</td>
</tr>
</tbody>
</table>

*Training support packages are posted in the Central Army Registry (formerly in the Reimer Digital Library) for task 191-378-4220 (Establish a detainee holding area (DHA)) and task 191-378-4222 (Supervise operations of a detainee collection point (DCP) or detainee holding area (DHA)).

4-22. COUNTER-IMPROVISED EXPLOSIVE DEVICE (C-IED) TRAINING

a. Unit C-IED training will ensure that Soldiers, leaders, and units achieve and maintain proficiency in combat operations in an IED environment. Individual Soldiers, leaders, and units will achieve and maintain the standards for C-IED tasks described in drills, Soldier training publications (STPs), and other training plans. Units can request assistance for all C-IED training from USAREUR threat-mitigation HST teams. The CATC threat-mitigation team conducts individual training courses on all C-IED subjects, which can be scheduled through the ATRRS.
(1) The C-IED tasks, such as reacting to an IED attack, preparing for an IED threat before movement, identifying visual indicators of an IED, conducting a route search, conducting an area search, and planning for C-IED operations, will be integrated into unit mission training through the following actions:

(a) Commanders will analyze their missions and train to accomplish those missions against the IED threat they expect to face.

(b) Selected FTXs and CPXs will include C-IED operations against an OPFOR with the capability of employing IEDs.

(c) External evaluations of overall unit proficiency must, in part, measure how well the unit performs in an IED threat environment.

(2) Unit C-IED training includes but is not limited to training selected unit personnel in biometrics, counter-radio electronic warfare, company intelligence support team activities, mounted and dismounted CIED movement, IED handheld detectors, and robotics.

(3) Unit C-IED training should include every aspect of operating in an IED threat environment. Current IEDs range from photocell anti-tamper devices attached to military munitions to home-made explosives made from fertilizers. IEDs can have both high and low metal content. Current IEDs can significantly affect unit freedom of movement over large operational areas. Therefore, the ramifications of IED employment and the effects that the use of IEDs has on the organization for combat, disposition of forces, scheme of maneuver, and support requirements must be thoroughly understood.

b. C-IED training task standards are published in Soldier’s manuals, STPs, and combat-support and other training plans. Civilian personnel expected to deploy with Army units will be trained to the same C-IED standards as military personnel.

c. Table of distribution and allowances units that are authorized C-IED defense equipment are required to conduct C-IED defense training.

d. C-IED training must be fully integrated into unit exercises (maneuver, functional, multi-functional, command, and MC exercises) for both offensive and defensive operations. Realistic training requires that enemy doctrine and capabilities for the employment of IEDs be understood and used to enhance mission performance in an IED threat environment.

e. C-IED operations will be fully integrated into exercise situations. This integration will develop and test the capability of commanders, staffs, and units to perform their missions under expected IED threat conditions. A unit’s C-IED proficiency will be determined by having the unit accomplish its mission under IED threat conditions during external and internal evaluations to STP standards (STP 3-CIED-SM-TG).

f. Emergency-essential DA civilians and contractor personnel will be trained in C-IED individual survival skills.
4-23. FORWARD OBSERVER
The CFFT-II, which is available at local TSCs, is designed to train observers on calling fire missions. Students learn skills of preparing observer target lists and the skills of assisting in formulating offensive and defensive fire support plans. Students will initiate requests and adjust field artillery, mortar, and naval gunfire using all methods of adjustment including continuous and coordinated illumination.

SECTION IV
DIGITAL TRAINING

4-24. DIGITAL-TRAINING LEVELS
Figure 4-1 shows Army in Europe digital-training levels.

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

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>TRAINING</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Integrated Command Post Training</td>
</tr>
<tr>
<td>IV</td>
<td>Functional Command Post Exercise</td>
</tr>
<tr>
<td>III</td>
<td>Unit/Staff Drills</td>
</tr>
<tr>
<td>II</td>
<td>Crew/Section/Staff Training</td>
</tr>
<tr>
<td>I</td>
<td>Individual and Leader Training (Individual Operators Course)</td>
</tr>
</tbody>
</table>

Figure 4-1. Digital-Training Levels

b. Level III Training (MC Decisionmakers). Level III training will be conducted each quarter (as part of CPXs and FTXs) and reinforced by regular use during collective training events. Unit decisionmakers must be familiar with the general capabilities of BCSs and supporting systems and understand how they fit together to provide information and exercise MC. Level III training will concentrate on entering and manipulating digital products (for example, artillery and air-defense overlays, friendly force and enemy force situations, maps, overlays, reports, task organization) that these systems generate.
c. **Level IV and V Training.** Level IV and V training is exercise-based and will be incorporated in all collective training (for example, CPXs, staff STX training, CTC rotations). Maximum use of the digital training facilities at the 7th ATC will allow commanders and staff members to refine their digital gunnery skills during exercises. Successful level IV and V training exercises the BCSs through the use of LVC training environments.

d. **Gaming and Constructive Simulations.** All levels of training defined above can be enhanced by the use of gaming or constructive simulations. Tactical gaming using Virtual Battle Space 2 (VBS2) is ideally suited for crew through company level and, when used with tactical MCSs, can perform lower level (crawl/walk) events at the battalion level. The JMSC can simulate tactical MCSs and, when provided by the training audience, stimulate systems to provide a realistic common operating picture and manage scripted events tailored to training objectives. Additional information is available on the JMSC website.

4-25. **DIGITAL-TRAINING TABLES**

Digital-training tables (table 4-3) similar to gunnery tables are being developed to help commanders and the training management staff understand the scope and complexity of digital training. These tables help commanders assess the current state of digital training and concentrate efforts to train Soldiers, staff members, and leaders in individual (operator) and collective (staff and command) training programs. Abbreviations used in table 4-3 are defined in the glossary.

4-26. **MISSION-COMMAND PROFICIENCY AT BATTALION AND BRIGADE LEVELS**

The goal is to use these tables as a new mission metric in the unit status report. In addition to the staff training tables, appendix B of the BCTS defines 63 mission-command tasks aligned to warfighting functions that can help commanders and training-management staff develop digital-training programs.

4-27. **DIGITAL-TRAINING RESOURCES**

MTCs are critical to preparing operators, leaders, and battle staffs for their participation in training events leading up to and including MRXs. MTCs are designed to support all individual, staff, leader, and unit digital training. The most efficient and cost-effective means to manage home-station battle-command training is through a MCTC “hub-and-spoke” strategy. This strategy supports training, the CATS as it matures, and the fielding of BCSs across the force. The support relationships developed under the hub-and-spoke strategy help mitigate the expensive nature of MC training. The GTA, with its more robust training and training-support system capabilities, serves as the “hub,” delivering services and providing management support to “spokes.” The hub-and-spoke strategy is based on geographic and senior mission commander organizational lines. Working together, the hub and spoke can leverage people and equipment across organizations to support low-density, and collective training and accommodate short-term surge requirements.
<table>
<thead>
<tr>
<th>Table</th>
<th>Title</th>
<th>Training Event</th>
<th>Supporting Table</th>
<th>Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Individual staff warfighter training</td>
<td>Classroom/lab instruction in institution/NET/unit</td>
<td>Soldiers and leaders are trained in the time-tested analog methods of staff operations. Proficiencies demonstrated include the ability to perform individual tasks that support critical collective tasks (for example, IM, MDMP).</td>
<td></td>
<td>Individual training</td>
</tr>
<tr>
<td>II</td>
<td>Individual digital training</td>
<td>Classroom/lab instruction in institution/NET/unit</td>
<td>Soldiers learn assigned ABCS equipment and can perform individual tasks that support IM and the MDMP.</td>
<td></td>
<td>Individual training</td>
</tr>
<tr>
<td>III</td>
<td>Leader training</td>
<td>Classroom/lab instruction in institution/NET/unit</td>
<td>Leaders are familiarized with the functions and limitations of the ABCS equipment in their staff cells and functions.</td>
<td></td>
<td>Individual training</td>
</tr>
<tr>
<td>IV</td>
<td>Individual integrator training</td>
<td>Classroom/lab instruction in institution/NET/unit</td>
<td>Soldiers understand how their assigned ABCS equipment integrates into the network. CP NCO leaders can digitally configure their cells and functions.</td>
<td></td>
<td>Individual training</td>
</tr>
<tr>
<td>V</td>
<td>Collective digital integration/CP emplacement and displacement</td>
<td>COMMEX</td>
<td>CPs become capable of establishing physical networks and configuring servers, routers, switches, and BFA systems. CPs demonstrate basic functional capability on all systems, including proficiency in horizontal and vertical information sharing.</td>
<td></td>
<td>Vertical and horizontal training</td>
</tr>
<tr>
<td>VI</td>
<td>Cell/element training without INFOSYS</td>
<td>STX</td>
<td>Cells and other elements can conduct critical collective tasks (for example, IM, MDMP) without digital enablers (for example, the current operations cell delivers a shift change without INFOSYS).</td>
<td></td>
<td>Cell/element collective training</td>
</tr>
<tr>
<td>VII</td>
<td>Cell/element training with INFOSYS</td>
<td>STX</td>
<td>Cells and elements can conduct critical collective tasks (for example, IM, MDMP) with digital enablers.</td>
<td></td>
<td>Cell/element collective training</td>
</tr>
<tr>
<td>VIII</td>
<td>Staff drills</td>
<td>STX</td>
<td>The staff or CP can collectively conduct critical collective tasks using vignettes.</td>
<td></td>
<td>Horizontal training</td>
</tr>
<tr>
<td>IX</td>
<td>Vertical functional training without INFOSYS</td>
<td>STX</td>
<td>A staff function is exercised and evaluated without digital enablers (for example, the fire-support warfighting function conducts a call for fire training through different echelons of command).</td>
<td></td>
<td>Vertical training</td>
</tr>
<tr>
<td>X</td>
<td>Vertical functional training with INFOSYS</td>
<td>STX</td>
<td>A staff function is exercised and evaluated with digital enablers.</td>
<td></td>
<td>Vertical training</td>
</tr>
<tr>
<td>XI</td>
<td>Delta training</td>
<td>Classroom/lab instruction in NET/unit</td>
<td>Soldiers, cells, functions, and CPs are able to perform critical collective tasks when new digital enablers are introduced (for example, if a unit was operating under software version &quot;A.a&quot; and was upgraded to version &quot;A.b,&quot; training would concentrate on the changes that the software dictated in MDMP and IM support).</td>
<td></td>
<td>Vertical and horizontal training</td>
</tr>
<tr>
<td>XII</td>
<td>Integrated command post training</td>
<td>STX</td>
<td>A unit’s assigned CP’s full METL is exercised under realistic conditions. Since table XII for armor units serves as a gate for CALFEX, table XII can serve as a gate for BCBST or BCTP rotations.</td>
<td></td>
<td>Integrated training</td>
</tr>
</tbody>
</table>
4-28. INDIVIDUAL DIGITAL TRAINING
The JMSC has established a “Digital University” to train individual operators, leaders, units, and MC staffs on all ULO and decisive-action skills through mission-rehearsal and reach-back capabilities. The JMSC will provide a core pool of instructors who will conduct courses in Grafenwöhr and at MTCs, using MTTs where possible. USAREUR Digital University instructors will conduct courses for Soldiers with new Army BCS duties, leader training and orientation, opportunity training (in conjunction with other training at the 7th ATC), pre-exercise operator training, and over-the-shoulder coaching during exercises.

a. Training will be conducted regularly on the following systems:

1. Advanced Field Artillery Tactical Data System (AFATDS).
5. FBCB2 unit-level maintenance.
6. Distributed Common Ground System–Army (DCGS-A).
7. Combined Information Data Network Exchange (CIDNE).
8. Tactical Ground Reporting (TIGR).

b. Training for the integrated weapon system and other low-density digital systems will be conducted as required by guest instructors.

4-29. THEATER SECURITY-COOPERATION MANAGEMENT INFORMATION SYSTEM
The Theater Security-Cooperation Management Information System (TSCMIS) is the management information system supporting long-range planning, activity management, resource requirements definition and allocation, effectiveness assessments, reviews and analyses of the security cooperation programs as mandated by the 2010 GEF and the USEUCOM Theater Campaign Plan. TSCMIS is the only authoritative data source for theater security-cooperation events that is being periodically briefed not only to USAREUR leaders but also to USEUCOM and HQDA. It assists in measuring the effectiveness of theater security-cooperation events, contributes to planning more effective activities, and is tied to the Concept & Funding Request system to request funds for certain theater security-cooperation events. TSCMIS provides historical, present, and future perspectives on theater security-cooperation events. Commanders and staffs of subordinate units that conduct theater security-cooperation events with foreign participation will have personnel trained and certified to operate the TSCMIS. Training is provided by the USAREUR TSCMIS Program Manager.
CHAPTER 5
TRAINING-SUPPORT SYSTEMS

5-1. TRAINING RESOURCES
Commanders and training personnel will use the guidelines in appendix B and appendix C and the requirements in AR 350-1 and other Army and AE regulations to determine unit and individual training requirements. Commanders and training personnel will refer to appendix R to determine specific course and training requirements when sending students to CATC courses.

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

b. Unit commanders at all levels will receive information regarding training resources and training-support systems during the USAREUR Precommand Course (UPCC).

c. Training-support systems help commanders leverage training opportunities through the efficient blend of LVC and distributed-learning environments, which readily mesh with real-world command, control, communication, computer, and intelligence systems and training objectives. Support agencies must build systems that support the commander’s wartime mission.

5-2. TRAINING ENVIRONMENTS
The USAREUR training environment combines LVC and distributed training.

a. Live Environment. The live environment consists of Soldiers, crews, and units conducting training in a field environment, using combat equipment, and being exposed to the full effects of weather and terrain. The live environment may include the use of training aids and devices (for example, the Multiple Integrated Laser Engagement System (MILES), the DIS-E, the Precision Gunnery System, the Tank Weapons Gunnery Simulation System, the Exportable Instrumentation System) to enhance training. The TSAE provides resources to enhance training.

(1) LTAs. LTAs are areas near U.S. installations that provide resources for training individual Soldiers, crews, squads, and sections. AE Regulation 350-220 provides policy on the structure, resources, facilities, and visual information products and services available for use by the U.S. Forces. It also prescribes command and staff responsibilities for conducting training on LTAs. Training conducted at LTAs is subject to the NATO SOFA and the Supplementary Agreement to the NATO SOFA.

(2) MTAs. Only two U.S.-controlled MTAs exist in the European theater: the GTA and the Hohenfels Training Area (HTA) in Germany. However, opportunities to conduct exercises and training in other areas are increasing ((4) below).
(a) The GTA supports live-fire training of nearly all U.S. military equipment and limited, mounted maneuver training with nine-platoon or larger STX lanes. The GTA Range Facility Management Support System (RFMSS) website at GTA (under Library) provides more information on GTA ranges, GTA SOPs, the Hellfire Procedures Guide, and the Aviation Procedures Guide.

(b) The HTA provides realistic and demanding force-on-force training for U.S. Army units at brigade level and below stationed in Europe and units from allied nations. More information is available on the JMRC website.

(c) AE Regulation 350-10 prescribes policy and procedures for scheduling and using training facilities at allied, emerging partner, and USAREUR MTAs. The regulation also provides tables that list USAREUR training areas for all levels of training and allied training areas. Appendix F provides information on obtaining access to training areas and facilities.

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

(a) Germany is divided into a number of maneuver area coordination centers (MACCs). A map of the MACCs is available through the SCD, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(b) The SCD manages MACCs for Germany to prevent the overuse of land and conflicts in maneuver scheduling.

(c) AE Regulation 350-22 provides detailed information on procedures for requesting the use of MCAs; pre-maneuver coordination requirements; policy, procedures, and requirements when using MCAs; and following up on damage claims and maneuver-damage procedures.

(d) The Supplementary Agreement to the NATO SOFA, Article 45, as amended by Article 22, gives the U.S. Forces the right to conduct maneuvers and exercises on non-U.S.-controlled land in Germany. In executing that right, the U.S. Forces must comply with the requirements of AE Regulation 350-22.

(e) The CG, 7th ATC, will shape the training support in LTAs to provide commanders with positive support that enables more rigorous, high-quality training. Support agencies must build systems that support commanders in their wartime missions.

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

(a) The TSAE can provide a fully deployable, instrumented training-support package to units training anywhere in the USAREUR AOR. The TSAE is able to fully instrument up to a mechanized infantry-battalion-size force and provide a fully instrumented AAR capability. Units may request the use of the DIS-E through their servicing TSC.
(b) G3/7 TREX will coordinate the use of foreign training areas for PfP and bilateral exercises with the SCD and the applicable U.S. embassy.

(c) Units will coordinate environmental baseline surveys before and after exercises involving vehicles, refueling, or hazardous materials on land not under full-time U.S. Army control.

(d) Units will consider exercise-related construction projects for logistic-support preparation during deployment training for out-of-sector exercises.

(e) Units will coordinate for United States Army Center for Health Promotion and Preventive Medicine water-quality surveys before using out-of-sector water sources for potable water.

(5) NATO SOFA and HN Restrictions.

(a) Units in the Army in Europe train in a unique environment affected by the NATO SOFA and other agreements. Supplemental, bilateral, and administrative agreements derived from the SOFA impose restrictions that limit the training units may conduct. Advance planning and coordination for theater resources, including HN permission, will contribute to successful training in a constrained training environment. As USAREUR continues to engage with new partners and in out-of-sector locations, HN agreements must be in place for all training. The 7th ATC will work with the Agreements Division, Office of the Deputy Chief of Staff, G8, HQ USAREUR, to ensure the necessary agreements are in place to support the required training.

(b) Primary training restrictions relate to LTAs, MCAs, and firing hours. Restrictions and specific information on firing hours are provided in AE Regulation 350-10 and AE Regulation 350-22; MTA SOPs; and local range SOPs.

b. Virtual Environment (Simulators). The virtual environment consists of individual Soldiers, crews, and units training on systems that replicate all or part of their actual combat systems. Examples of individual and crew trainers are flight simulators, the unit conduct-of-fire trainer, the EST, the Dismounted Soldier Training System (DSTS), the Reconfigurable Vehicle Tactical Trainer, the CFFT-II, the AVCATT, and the Virtual Clearance Training System (VCTS). An example of a maneuver collective trainer is the CCTT or the Mission Support Training Facility. The USAREUR Aviation Safety and Standardization Detachment provides POCs for flight simulators. Virtual TADS will be scheduled using the RFMSS.

c. Constructive Environment (Simulations). The constructive environment consists primarily of commanders and staffs using MCSs, role players, and simulation models to conduct training at battalion and higher echelons. Simulation systems are effective tools for conducting mission planning and rehearsals.

(1) Current simulations support the replication of the OE to help commanders understand and visualize the environment, describe the intent of and direct subordinates through the full range of warfighting functions replicated in simulations. Simulations assist with the assessment process as appropriate. Commanders can use simulation systems linked to real-world MCSs (Joint or Army) as part of the Digital Training Strategy level.
(2) The JMSC, the “hub” at Grafenwöhr, and the MCTCs in Vicenza, Italy, and Kaiserslautern, Germany, as the “spoke” sites, provide for scalable, multiechelon training opportunities from squad to JTF level. Training is executed at the JMSC hub, MCTC spokes, or exported to a remote location. To schedule simulation support for training events, requesters must access the JMSC SharePoint portal and complete a training request form.

d. Army Games for Training (AGFT) Small-Unit Training (SUT) Suite. The AGFT SUT suite is a collection of game-based training aids for individual and collective training. The suite contains a 3D Soldier, first-person simulator, and a games-for-training platform that provides realistic semi-immersive environments, dynamic terrain areas, hundreds of simulated military and civilian entities, and a range of geo-typical (generic) as well as actual geo-specific terrains. The entire gaming software library is available on the MILGAMING website.

e. USAREUR Lessons Learned Operating System. The USAREUR Lessons Learned Operating System stores analyzed observations collected from exercises, operations, and other events in which USAREUR units have participated. These observations, combined with the online data available from CALL, are accessible to commanders to support training and readiness programs and are extremely valuable in developing operational-readiness capabilities for a specific theater.

5-3. SUSTAINABLE RANGE PROGRAM

The Sustainable Range Program consists of two major programs: the ITAM Program and the Range and Training Land Program (RTLP).

a. The damage caused by mounted maneuver vehicle training is reduced through ITAM. ITAM provides for land management that ensures training areas are in a condition suitable for training while preserving the environment. Early intervention helps maintain the fragile balance between the mission and the environment. ITAM ensures compliance with strict HN environmental laws, maximizes training-area space, and prevents future environmental-compliance-related bills.

b. Range operations, improvements, and modernization are achieved through the RTLP. RTLP addresses primarily the needs of live-fire ranges concerning these areas.

CHAPTER 6
USAREUR DISTRIBUTED-LEARNING PROGRAM

6-1. DISTRIBUTED LEARNING AND TRAINING

a. Distributed learning is the delivery of standardized individual, collective, and self-development training to Soldiers and units at the right place and right time, using multiple means and technologies, with synchronous and asynchronous student-instructor interaction.

b. The distributed-learning and -training environment comprises individual Soldier, leader, staff, and small-group training that precedes or augments collective training. Distributed learning and training provides the required individual, leader, and staff knowledge, skills, and abilities that provide the foundation on which collective training is executed. Distributed training consists of traditional text, interactive multimedia, web-based training, and video-teletraining. Commanders will plan for and use distributed learning in the training cycle to ensure that their Soldiers have the required knowledge, skills, and abilities to conduct collective training. Individuals and leaders may use distributed learning for professional self-development.
6-2. DIGITAL-TRAINING FACILITIES

DTFs are equipped with the necessary hardware, software, and communications infrastructure required to support distributed learning. There are 9 DTFs in Europe. Each facility is equipped with multimedia computer workstations, Internet access, video-teletraining, and VBS2 gaming capability. Table 6-1 lists DTF locations and contact telephone numbers.

<table>
<thead>
<tr>
<th>Installation</th>
<th>Location</th>
<th>Military Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baumholder</td>
<td>Building 8280 (basement), Smith Barracks</td>
<td>485-8290/8289</td>
</tr>
<tr>
<td>Chièvres, Belgium</td>
<td>Building 104, Chièvres Airfield</td>
<td>361-6155</td>
</tr>
<tr>
<td>Grafenwöhr</td>
<td>Building 3144, Camp Normandy</td>
<td>474-2381</td>
</tr>
<tr>
<td>Illesheim</td>
<td>Building 6541, Storck Barracks</td>
<td>467-4373</td>
</tr>
<tr>
<td>Kaiserslautern</td>
<td>Building 2874B (2d floor), Pulaski Barracks</td>
<td>493-4327</td>
</tr>
<tr>
<td>Stuttgart</td>
<td>Building 2931, Panzer Kaserner, Böblingen</td>
<td>431-2329</td>
</tr>
<tr>
<td>Vicenza, Italy</td>
<td>Building 128, Caserma Ederle</td>
<td>634-7989</td>
</tr>
<tr>
<td>Vilseck</td>
<td>Building 355, Rose Barracks</td>
<td>476-3758</td>
</tr>
<tr>
<td>Wiesbaden</td>
<td>Building 1638, Lucius D. Clay Kaserne</td>
<td>337-5074</td>
</tr>
</tbody>
</table>

a. Distributed Learning at Home Station. When training and education are required and available through distributed learning at the home station, the appropriate authority will schedule Soldiers for training by distributed learning at the home station. The home station includes the geographic area within a 50-mile radius (based on the premise of a 1-hour drive from the unit of assignment to the home-station site) of a Soldier’s unit of assignment.

b. Priorities for Training at DTFs. The priorities for training at DTFs are as follows:

1. **First Priority**: In support of ongoing operations.
2. **Second Priority**: Mission training required for mobilization, activation, deployment, or other critical, time-sensitive requirements (all components).
3. **Third Priority**: DA-directed and quota-managed training. The priority is as follows:
   a. **Reserve Components**: MOS and area-of-concentration reclassification courses and required DA civilian functional training; then NCOES, Officer Education System (OES), Warrant Officer Education System (WOES), and CES courses.
   b. **AA**: NCOES, OES, and WOES courses; then additional skill identifier (ASI) and special qualification identifier (SQI) courses; then MOS reclassification courses.
4. **Fourth Priority**: ASI and SQI courses (RC).
5. **Fifth Priority**: Functional training courses (all components).
6. **Sixth Priority**: Directed self-development courses (all components).
(7) **Seventh Priority:** Self-development courses, including nonmandatory civilian educational distributed-learning courses (all components).

(8) **Eighth Priority:** Training courses and educational and communications opportunities provided to other DOD components, non-DOD Federal users, State and local governments, first responders, and civilian communities in ARNG DTFs, under the National Guard Bureau concept of shared use.
APPENDIX A
REFERENCES

SECTION I
PUBLICATIONS AND WEBSITES

A-1. NATO PUBLICATION

NATO Status of Forces Agreement and Supplementary Agreement

A-2. U.S. LAWS, UNITED STATES CODE (USC), AND CODE OF FEDERAL REGULATIONS (CFR)

Federal Supervisor Training Act of 2010

10 USC, Armed Forces

5 CFR 410, Training

5 CFR 512, Supervisory, Management, and Executive Development

29 CFR 1910, Occupational Safety and Health Standards

A-3. CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTIONS (CJCSI)

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CJCSI 5810.01D, Implementation of the DOD Law of War Program

A-4. DEPARTMENT OF DEFENSE PUBLICATIONS

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DODD 2311.01E, DOD Law of War Program

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

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AR 40-5, Preventive Medicine

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AR 525-13, Antiterrorism
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AR 600-8-19, Enlisted Promotions and Reductions
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AR 600-20, Army Command Policy
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AR 600-85, The Army Substance Abuse Program
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AR 623-3, Evaluation Reporting System
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Office of the Command Sergeant Major, HQ USAREUR
http://www.eur.army.mil/leaders/csm.htm

Office of the Deputy Chief of Staff, Engineer, HQ USAREUR

Office of the Deputy Chief of Staff, G1, HQ USAREUR
http://www.eur.army.mil/g1/

Office of the Deputy Chief of Staff, G2, HQ USAREUR

Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR:
http://www.eur.army.mil/g3/default.htm

Assessment Division
https://intranet.eur.army.mil/hq/g35/SitePages/Home.aspx

Aviation Operations Branch
https://intranet.eur.army.mil/hq/g33/avn/SitePages/Home.aspx

Force Management Division
https://intranet.eur.army.mil/hq/g3fmd/SitePages/Home.aspx

G3/3 Operations Division
https://intranet.eur.army.mil/hq/g33/SitePages/Home.aspx

G3/3 Operations Division, Antiterrorism/Force Protection Branch
https://intranet.eur.army.mil/hq/g33/atfp/SitePages/Home.aspx

G3/5 Plans Division
https://intranet.eur.army.mil/hq/g35/SitePages/Home.aspx

G3/7 Training and Exercise Division (G3/7 TREX)
https://intranet.eur.army.mil/hq/g37/SitePages/Home.aspx

G3/7 TREX Functions Overview
https://intranet.eur.army.mil/hq/g37/train/TrainingPolicy/SitePages/Home.aspx

Mobilization and Reserve Affairs

Office of the Provost Marshal, Office of the Chief of Staff, HQ USAREUR

Requirements Definition Division
https://intranet.eur.army.mil/hq/g3rdd/SitePages/Home.aspx
Security Cooperation Division  
https://intranet.eur.army.mil/hq/g3scd/SitePages/Home.aspx

Strategy, Policy, and Programs (SPP) Division  
https://intranet.eur.army.mil/hq/g3spp/SitePages/Home.aspx

Training Division, G3/7 TREX  
https://intranet.eur.army.mil/hq/g37/train/SitePages/Home.aspx

Office of the Deputy Chief of Staff, G4, HQ USAREUR  

Office of the Deputy Chief of Staff, G6, HQ USAREUR  
http://www.eur.army.mil/g6/

Office of the Deputy Chief of Staff, G8, HQ USAREUR  
http://www.eur.army.mil/g8/default.htm

Office of the Inspector General, HQ USAREUR  

Office of the Judge Advocate, HQ USAREUR  

Prevention of Sexual Harassment  
http://www.sexualassault.army.mil/posh.cfm

Recognition of Combatants–Improvised Explosive Devices  
https://rocv.army.mil/

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

Seventh Army Noncommissioned Officer Academy  
http://www.eur.army.mil/7atc/NCOA.html

Sexual Assault Prevention and Response  
http://www.sapr.mil/

Swank HealthCare  
https://army.swankhealth.com/

The Army Distributed Learning Program  

TRADOC Directorate for Counter–Improvised Explosive Devices  
https://www.us.army.mil/suite/page/477426
Training Support Activity Europe  
https://army.deps.mil/Army/CMDS/JMTC_TSAE/SitePages/Home.aspx

United States Air Forces in Europe/United States Air Forces Africa  

United States Army Africa  
https://portal.usaraf.army.mil/Pages/default.aspx

United States Army Africa Training Administration Branch  

United States Army Africa Training SOP  
https://portal.usaraf.army.mil/staff/tenants/MSE/TAB/SOP%20%20Training/Forms/AllItems.aspx

United States Army Center of Military History  
http://www.history.army.mil/

United States Army Civilian Human Resources Agency Northeast/Europe Region  
https://wu.acpol.army.mil/eur/

United States Army Enterprise Lifelong Learning Center  
https://catc.ellc.learn.army.mil/

United States Army Joint Multinational Readiness Center  
http://www.eur.army.mil/7atc/JMRC.html

United States Army Publishing Directorate  
http://www.apd.army.mil/

United States Army Sergeants Major Academy  
http://usasma.armylive.dodlive.mil/

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

Unmanned Ground Vehicle Training  

USAREUR Aviation Safety and Standardization Detachment  
https://www.us.army.mil/suite/page/648146

USAREUR Civilian Workforce Development  
https://intranet.eur.army.mil/hq/g37/train/CES/default.aspx

USAREUR Digital Training Management System  
https://intranet.eur.army.mil/hq/g37/train/dtms/SitePages/Home.aspx

USAREUR Training Management Reviews  
https://intranet.eur.army.mil/hq/g37/train/tmr/default.aspx
SECTION II
FORMS

OGE Form 450, Executive Branch Confidential Financial Disclosure Report

SF 278, Executive Branch Personnel Public Financial Disclosure Report

OF 346, US Government Motor Vehicle Operator’s Identification Card

DD Form 1610, Request and Authorization for TDY Travel of DOD Personnel

DD Form 1833, Isolated Personnel Report

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

DA Form 1059, Service School Academic Evaluation Report

DA Form 1306, Statement of Jump and Loading Manifest

DA Form 1307, Individual Jump Record

DA Form 3349, Physical Profile

DA Form 4187, Personnel Action

DA Form 5984-E, Operator’s Permit Record

AF Form 3823, Drop Zone Survey

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

AE Form 350-1B, Airdrop Support Request

AE Form 350-1C, Army Flight Operation Detachment Parachuting Activities/Exercise Request

AE Form 350-1D, Army in Europe Institutional Mobile Training Team (MTT) Request

AE Form 350-1E, Combined Arms Training Center Mobile Training Team (MTT) Request

AE Form 350-1F, Army Training Requirements and Resources System Reservation–Reason for Incident

AE Form 350-22E, U.S. Forces Request for Maneuver
APPENDIX B
TRAINING AND CERTIFICATION REQUIREMENTS

B-1. PURPOSE
This appendix is a reference for all training and training-certification requirements in the Army in Europe except for aviation-related training requirements, which are listed in appendix C.

B-2. SCOPE
This appendix includes all training, certification, and education requirements applicable to all units, agencies, and personnel in the Army in Europe. Staff proponents of Army in Europe publications that prescribe training requirements will ensure that these requirements are reported to the Training Division, G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/7 TREX TNG), for inclusion in this appendix. Units that note training requirements not listed in this appendix will report discrepancies to the G3/7 TREX TNG. Units are required to maintain accurate and updated records and certificates of training and certification for all assigned personnel. Records will be maintained at the echelon that directs the training. The training-certification requirements in the tables below require individuals to be stabilized in the listed positions at least 18 months after completion of training.

B-3. DEPARTMENT OF THE ARMY MANDATORY TRAINING FOR ARMY CIVILIANS

a. All organizations will provide and record mandatory training for all Army civilians as required by AR 350-1, table G-3.

b. According to USEUCOM’s electronic clearance requirements, all U.S. military personnel, DOD civilians, and DOD-sponsored contractors on official travel must complete the following training, which is available on the Joint Knowledge Online website:

(1) AT Level 1 antiterrorism training within 12 months after entry into the USEUCOM area of responsibility (AOR). Refresher training is required every 12 months.

(2) Survival, Evasion, Resistance, and Escape (SERE) training within 36 months before entry into USEUCOM AOR. Refresher training is required every 36 months.

c. The DOD Foreign Clearance Guide, under tab “Europe,” “Germany,” section III, paragraph A8c(1)(a), states that “SERE must be current and completed within 36 months prior to entry into the AOR.” All personnel on official travel requiring a country clearance within the USEUCOM AOR must have current SERE certification (that is, PR Level A training must be completed within 12 months before the travel).

B-4. TRAINING REQUIREMENTS FOR USAREUR PERSONNEL
Table B-1 lists all recurring training requirements for USAREUR personnel. The glossary defines abbreviations used in the table. AR 350-1, appendix G, provides further Department of the Army (DA) training guidance.

B-5. BALKANS TRAINING REQUIREMENTS
Training requirements for units deploying in support of missions in the Balkans are listed in USAREUR Operation Order 4256, annex T, KFOR Predeployment Requirements.
<table>
<thead>
<tr>
<th>Subject</th>
<th>Frequency</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHP-E Hearing Program Officer Course 1</td>
<td>Ongoing</td>
<td>DA Pam 40-501</td>
</tr>
<tr>
<td>Antiterrorism</td>
<td>Annual</td>
<td>AR 525-13, AE Reg 525-13</td>
</tr>
<tr>
<td>Army Command Policy</td>
<td>Annual</td>
<td>AR 600-20</td>
</tr>
<tr>
<td>Army Continuing Education System</td>
<td>Inprocessing</td>
<td>AR 621-5, AE Reg 612-1</td>
</tr>
<tr>
<td>Army Family Team Building (*)</td>
<td>Inprocessing</td>
<td>AE Reg 612-1</td>
</tr>
<tr>
<td>Army Physical Fitness Program</td>
<td>Ongoing</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>ASAP (**)</td>
<td>Annual</td>
<td>AR 600-85</td>
</tr>
<tr>
<td>Army Suicide Prevention Program (**)</td>
<td>Annual</td>
<td>AR 600-63</td>
</tr>
<tr>
<td>Army Traffic Safety Training Program 2 (***):</td>
<td>Inprocessing</td>
<td>AR 385-10, AE Reg 612-1, AE Pam 190-34, USAG Vicenza Driver Information Manual</td>
</tr>
<tr>
<td>Army Warrior Training 3</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>CBRND Training</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>Code of Conduct (**)</td>
<td>Annual</td>
<td>DODI O-3002.05, AR 350-1, FM 3-50.1</td>
</tr>
<tr>
<td>Comprehensive Soldier and Family Fitness</td>
<td>Annual</td>
<td>CSF2 Website</td>
</tr>
<tr>
<td>CTIP (**)</td>
<td>Annual</td>
<td>DODI 2200.01, AR 350-1, ALARACT message 252/2007</td>
</tr>
<tr>
<td>Combat Lifesaver 4</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>Composite Risk Management</td>
<td>Ongoing</td>
<td>FM 5-19</td>
</tr>
<tr>
<td>Employment and Reemployment Rights (RC only) (**)</td>
<td>Annual</td>
<td>DODI 1205.12</td>
</tr>
<tr>
<td>Equal Opportunity</td>
<td>Semiannual</td>
<td>AR 600-20, TC 26-6</td>
</tr>
<tr>
<td>Ethics 5</td>
<td>Annual</td>
<td>AR 350-1, DODD 5500.7-R</td>
</tr>
<tr>
<td>Fraternization Policy</td>
<td>Annual</td>
<td>AR 350-1, AR 600-20</td>
</tr>
<tr>
<td>Hearing Health Education Course</td>
<td>Annual</td>
<td>AR 40-5, DA Pam 40-501</td>
</tr>
<tr>
<td>Homosexual Conduct Policy</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>Information Assurance 6</td>
<td>Annual</td>
<td>AR 25-2</td>
</tr>
<tr>
<td>Law of War</td>
<td>Annual</td>
<td>AR 350-1, DODD 2311.01E</td>
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### Table B-1
Training Requirements for USAREUR Personnel—Continued

<table>
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<tr>
<th>Subject</th>
<th>Frequency</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Modern Army Combatives Program</td>
<td>Ongoing</td>
<td>AR 350-1, TC 3-25.150</td>
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<tr>
<td>Noncombatant Evacuation Operations (*)</td>
<td>Inprocessing</td>
<td>FM 3-07, AE Reg 612-1</td>
</tr>
<tr>
<td>OPSEC (**)</td>
<td>Inprocessing</td>
<td>AR 530-1, AE Reg 612-1</td>
</tr>
<tr>
<td>Personnel Recovery</td>
<td>Annual</td>
<td>AR 350-1, FM 3-50.1</td>
</tr>
<tr>
<td>Prevention of Sexual Harassment (POSH)</td>
<td>Semiannual</td>
<td>AR 350-1, AR 600-20</td>
</tr>
<tr>
<td>Safety (*)</td>
<td>Annual</td>
<td>AR 350-1, AR 385-10</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
<td>AR 350-1, AR 385-10</td>
</tr>
<tr>
<td>Sexual Assault Prevention and Response</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>SERE 100</td>
<td>Annual</td>
<td>AR 350-1</td>
</tr>
<tr>
<td>TARP</td>
<td>Inprocessing</td>
<td>AR 350-1, AR 381-12, FM 3-50.1, AE Reg 612-1</td>
</tr>
<tr>
<td>Weapons Qualification</td>
<td>Semiannual</td>
<td>AR 350-1, DA Pam 350-38</td>
</tr>
</tbody>
</table>

**NOTES:**
1. Brigades and battalions will have a minimum of one current (certified) hearing program officer per echelon. This requirement is extended to the company level when a unit is geographically dispersed.
2. Winter drivers training is an annual requirement for personnel with a USAREUR TMP license. Seasonal safety training is a semiannual requirement (hot-weather training no later than 1 May and cold-weather training no later than 1 October).
3. Officers in the grade of 1st or 2d lieutenant, WOs in the grade of WO1 or CW2, and Soldiers in the grade of sergeant first class or below will complete AWT annually.
4. Squads, sections, and crews will have a minimum of one current combat lifesaver.
5. Mandatory annual ethics training applies to personnel required to file SF 278 or OGE Form 450 and contracting officers. Other USAREUR personnel are encouraged to attend annual ethics training.
6. Required for all USAREUR-assigned personnel before issuance of a computer-user account.
* USAREUR mandatory training.
** Published predeployment training guidance supersedes the training requirement frequency in this regulation.
*** Individuals assigned to USAREUR units must be licensed before operating a vehicle in Germany or Italy.

**Additional Requirements:**
1. All deploying personnel will conduct protective-mask issue and fitting with M41 PATS (predeployment).
2. All deploying personnel will conduct JSLIST suit issue and sizing (predeployment).
3. Every company will appoint and train Soldiers as the following CBRNE teams: CBRNE control party, decontamination teams, CBRNE detection and survey team, CBRNE CASEVAC/decontamination teams, and CBRNE equipment operators applicable to each company’s MTOE-authorized equipment.
B-6. PREDEPLOYMENT TRAINING AND CERTIFICATION REQUIREMENTS
Training requirements for units deploying in support of overseas contingency operations are listed in the United States Army Forces Command (FORSCOM) predeployment training guidance. All exception-to-policy requirements for FORSCOM-directed deployment training must be addressed to the first general officer in the chain of command.

B-7. USAREUR TRAINING-CERTIFICATION REQUIREMENTS
Table B-2 lists all training-certification requirements for Army in Europe units. The references listed next to each course provide course certification requirements. The glossary defines abbreviations used in the table. Before Soldiers and DA civilians are assigned to positions listed in table B-2, they must pass certification requirements. Units must maintain an accurate and updated copy of the training certificate or the record of training. The training proponent conducts and is the POC for the course.

<table>
<thead>
<tr>
<th>Table B-2</th>
<th>USAREUR Consolidated Certification Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Position</strong></td>
<td><strong>Training Requirement</strong></td>
</tr>
<tr>
<td>Commander</td>
<td>USAREUR Precommand Course</td>
</tr>
<tr>
<td>Commander</td>
<td>Command Safety Course</td>
</tr>
<tr>
<td>Command Sergeant Major</td>
<td>USAREUR Precommand Course</td>
</tr>
<tr>
<td>Company Commander</td>
<td>Company Commander/1SG Course (CCFS 25)</td>
</tr>
<tr>
<td>First Sergeant</td>
<td>Company Commander/1SG Course (CCFS 25)</td>
</tr>
<tr>
<td>First Sergeant</td>
<td>Master Leader Course</td>
</tr>
<tr>
<td>Company Executive Officer</td>
<td>Parts Record Clerk Course (GCSS-A)</td>
</tr>
<tr>
<td>Safety Officer</td>
<td>Safety Officer/NCO Course (SOC 40)/Additional Duty Safety Course (CO Only)</td>
</tr>
<tr>
<td>Force Protection Officer</td>
<td>Level II AT/FP Training (Antiterrorism Officer (Basic) Course)</td>
</tr>
<tr>
<td>Battle Staff NCO</td>
<td>Battle Staff NCO Course</td>
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<tr>
<td>68W Medic</td>
<td>Med 105, 68W Sustainment</td>
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<tr>
<td>Equal Opportunity Leader</td>
<td>Equal Opportunity Leader Course (EOL 471)</td>
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<tr>
<td>CBRNE Officer</td>
<td>CBRNE Course (72 hours)</td>
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<tr>
<td>CBRNE NCO</td>
<td>CBRNE Course (72 hours)</td>
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<tr>
<td>CBRNE Alternate</td>
<td>CBRNE Course (72 hours)</td>
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<tr>
<td>Dangerous Goods Advisor (DGA)</td>
<td>DGA/Certifier for European Road and Rail (HAZ 15) Training Course</td>
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### Table B-2
**USAREUR Consolidated Certification Requirements—Continued**

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<tr>
<th>Position</th>
<th>Training Requirement</th>
<th>Echelon Requirement</th>
<th>Individual</th>
<th>Company</th>
<th>Battalion</th>
<th>Brigade</th>
<th>Command</th>
<th>Total Req’d</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Movement Officer (SSG or above)</td>
<td>Air Loader Planner Course (UMO 152)</td>
<td></td>
<td>2</td>
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<td>DOD 4500.9-R, part III</td>
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<td>Hazardous Cargo Certifier</td>
<td>Unit Movement Officer Deployment Planning Course and Transportation of HAZMAT Certification Course (TTHC)</td>
<td></td>
<td>2</td>
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<td>USAREUR G4 MOD</td>
<td>TM 38-250 AE Reg 55-4 DTR 4500.9-R, Part II, Ch. 204</td>
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<tr>
<td>Hazardous Cargo Driver</td>
<td>HAZMAT Driver Course (HAZ 11) (to obtain ADR certification)</td>
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<td>1 per vehicle with hazardous cargo</td>
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<td>USAREUR Safety CDGA</td>
<td>AE Reg 55-4</td>
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<td>Armorer</td>
<td>Small Arms Maintenance for Unit Armorsers Course (SAM 31)</td>
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<td>1</td>
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<td>AR 190-11</td>
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<td>Assistant Armorer</td>
<td>Small Arms Maintenance for Unit Armorsers Course (SAM 31)</td>
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<td>AR 190-11</td>
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<td>Small Arms Trainer</td>
<td>Small Arms Trainer Course (SATC)</td>
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<td>CATC</td>
<td>AR 710-2 DA Pam 710-2-1</td>
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<td>Supply NCO</td>
<td>Unit-Level Supply Course (LOG 73A)</td>
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<td>AR 710-2 DA Pam 710-2-1</td>
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<td>TMDE Coordinator</td>
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<td>TRADOC</td>
<td>AR 750-43</td>
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<td>Equipment Record Parts Specialist (GCSS-A)</td>
<td>Commanders Course (LOG 78A)</td>
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<td>DA Pam 750-8</td>
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<td>Company Motor Sergeant</td>
<td>Parts Record Clerk Course (GCSS-A) and Commanders Course (LOG 78A)</td>
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<td>CATC</td>
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<td>Maintenance Shop Foreman</td>
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<td>DA Pam 750-8</td>
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<tr>
<td>Tire Mounting, Demounting, and Inflation Personnel</td>
<td>Tire Maintenance and Training Course</td>
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<td>TACOM LAR</td>
<td>AR 750-1 and AE Reg 750-1</td>
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<td>Tire, Track, and Road Wheel Classifier</td>
<td>Tire, Track, and Road Wheel Classification Course</td>
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<td>TACOM LAR</td>
<td>AR 750-1 and AE Reg 750-1</td>
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<td>COMSEC Custodian Course (CAM)</td>
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<td>DTMS System Administrator</td>
<td>DTMS Master Trainer Course and Unit Training Management Course</td>
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<td>AMEDD</td>
<td>MRT Facilitator Training</td>
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</table>

Personnel and training events above this blue break are tracked by the HQ USAREUR staff.

Personnel between this green break and the following gray break are USAREUR-tracked, but training events are not tracked by the HQ USAREUR staff.
### Table B-2
**USAREUR Consolidated Certification Requirements—Continued**

<table>
<thead>
<tr>
<th>Position</th>
<th>Training Requirement</th>
<th>Individual</th>
<th>Company</th>
<th>Battalion</th>
<th>Brigade</th>
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<tbody>
<tr>
<td>DTMS Operators</td>
<td>DTMS Operator Course</td>
<td>1 primary and 1 alternate</td>
<td>1 primary and 1 alternate</td>
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<td>(ACS conducts training for sponsorship leaders.)</td>
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<td>Family Readiness Group Leader</td>
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<td>Family Readiness Liaison Training</td>
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<td>Unit Postal Officer</td>
<td>Unit Postal Officer Training</td>
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<td>Postal Supervisor</td>
<td>Postal Supervisor Training</td>
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<th>Company</th>
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<th>Brigade</th>
<th>Command</th>
<th>Total Req'd</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
<th>References</th>
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<tbody>
<tr>
<td>DTMS Operators</td>
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<td>AE Reg 608-2</td>
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<td>Garrison Postal Officer</td>
<td>AE Reg 600-8-3</td>
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<td>Postal Supervisor</td>
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<td></td>
<td>Garrison Postal Officer</td>
<td>AE Reg 600-8-3</td>
</tr>
<tr>
<td>Postal Clerk</td>
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<td></td>
<td>Garrison Postal Officer</td>
<td>AE Reg 600-8-3</td>
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<tr>
<td>Unit Mail Clerk</td>
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<td>Garrison Postal Officer</td>
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**Items below this gray break are locally tracked as determined by the local commander.**

<table>
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<tr>
<th>Hearing Program Officer</th>
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<th>(if unit is geographically dispersed)</th>
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<th>DA Pam 40-501</th>
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<td>Company AOAP Monitor/Assistant</td>
<td>AOAP training</td>
<td>As required</td>
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<td>AOAP Laboratory</td>
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<td>Range Safety Officer</td>
<td>Range Safety Officer/NCO Course</td>
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<td>GTA</td>
<td>AR 385-63 GTA SOP 1</td>
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<td>Range Safety NCO</td>
<td>Range Safety Officer/NCO Course</td>
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<td>GTA</td>
<td>AR 385-63 GTA SOP 1</td>
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<tr>
<td>All Personnel</td>
<td>Army Readiness Assessment Program</td>
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<tr>
<td>DA Intern and Newly Appointed or Promoted Journeyman-Level Civilian Employee</td>
<td>Action Officer Development Correspondence Course AODC 131, F41 (Subcourse ST 7000)</td>
<td>As required</td>
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<td>CHRA-NE</td>
</tr>
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<td>Summary Courts Officer (Casualty)</td>
<td>Casualty Course</td>
<td>As required</td>
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<td>Armed Guard</td>
<td>Certification</td>
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<td>Position Description</td>
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<td>Company</td>
<td>Battalion</td>
<td>Brigade</td>
<td>Command</td>
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## Table B-2
USAREUR Consolidated Certification Requirements—Continued

<table>
<thead>
<tr>
<th>Position</th>
<th>Training Requirement</th>
<th>Individual</th>
<th>Company</th>
<th>Battalion</th>
<th>Brigade</th>
<th>Command</th>
<th>Total Req’d</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Computer Network Defense (CND)</td>
<td>Certified Ethical Hacker (CEH), GIAC Certified Intrusion Analyst (GCIA), Systems Security Certified Practitioner (SSCP), GIAC Certified Incident Handler (GCIH), Computer Security Incident Handler (CSIH), Certified Information Security Auditor (CISA), GIAC Systems and Network Auditor (GSNA), CISSP Information Systems Security Management Professional (CISSP-ISSMP)</td>
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<td>USAREUR G6</td>
<td>DOD 8570.01-M AR 25-2 IA BBP</td>
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<td>DA Intern</td>
<td>Intern Leadership Development Course</td>
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<td>CHRA-NE</td>
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<tr>
<td>Newly Appointed Manager of Civilian Personnel (to be completed within 6 months after assignment)</td>
<td>Manager Development Correspondence Course MDC 131, F21 (Subcourse ST 6000)</td>
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<td>AR 690-400</td>
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<td>Postal Volunteer</td>
<td>Postal Volunteer Training</td>
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<td>APO/UMR/CMR</td>
<td>AE Reg 600-8-3</td>
</tr>
<tr>
<td>First-time Supervisor of Civilian Employees</td>
<td>Supervisor Development Correspondence Course SDC 131, F21 (Subcourses ST 5001 and ST 5002)</td>
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<td>CHRA-NE</td>
<td>AR 690-400</td>
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<tr>
<td>Civilian Equal Opportunity Personnel</td>
<td>Training in the Prevention of Sexual Harassment (TIPOSH)</td>
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<td>CHRA-NE</td>
<td>CHRA-NE</td>
</tr>
<tr>
<td>Casualty Area Officer</td>
<td>USAREUR G1 Casualty Course</td>
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<td></td>
<td>USAREUR G1</td>
<td>AR 638-8</td>
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<tr>
<td>Casualty Notification NCO</td>
<td>USAREUR G1 Casualty Course</td>
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<td></td>
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<td>USAREUR G1</td>
<td>AR 638-8</td>
</tr>
<tr>
<td>Casualty Notification Officer</td>
<td>USAREUR G1 Casualty Course</td>
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<td></td>
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<td></td>
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<td>AR 638-8</td>
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<tr>
<td>Equipment Operator</td>
<td>ULM Certification and Drivers Licensing</td>
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<td></td>
<td></td>
<td>Unit</td>
<td>AR 600-55 This regulation AE Reg 600-55</td>
</tr>
</tbody>
</table>
B-8. SOLDIER TRAINING COURSES

a. At the discretion of the installation commander, military or civilian personnel may develop and conduct Soldier training courses for support skills and technical skills. Examples include driver safety training and training to familiarize leaders with local requirements. Military personnel conducting Soldier training courses will use course material and programs of instruction approved by the Army’s training developer (for example, TRADOC, United States Army Medical Command schools). Soldier training courses are characterized by a cadre of trainers assigned the task of conducting centralized training.

b. Any Soldier training courses and training support material furnished by a contractor require approval from the 7th ATC CATC and will follow the program of instruction developed by the proponent school. The following Soldier training courses have been approved for contracting and may be provided by unit or installation commanders as required:

(1) Basic Welding Course.

(2) Bus Driver Course.

(3) CBRN Defense Course.

(4) Database Management Course.

(5) Disk Operating System Course.

(6) Forklift Operator Course.

(7) Fuel Handlers Course.

(8) Generator Operator Course.

(9) Motor Pool Operations/Management Course.

(10) Prescribed Load List Clerk Course.

(11) The Army Maintenance Management System Clerk Course.

(12) Unit Armorer Course.

(13) Unit-Level Logistics System Course.

(14) Unit Postal Clerk Course.

(15) Unit Supply Clerk Course.

(16) Unit Supply Operations/Management Course.

(17) Wordprocessing Course.
c. Whenever possible, institutions recognized by one of the following accredited agencies will be used for Soldier training courses:

   (1) Accrediting Association of Bible Colleges.
   (2) Accrediting Bureau of Health Education Schools.
   (3) Accrediting Commission for Career Schools and Colleges of Technologies.
   (5) Association of Independent Colleges and Schools.
   (6) Association of Theological Schools in the United States and Canada.
   (7) Council on Occupational Education.
   (8) Middle States Association of Colleges and Schools.
   (9) New England Association of Schools and Colleges I, Commission on Institutions of Higher Education.
   (11) North Central Association of Colleges and Schools.
   (12) Northwest Association of Colleges and Schools.
   (13) Southern Association of Colleges and Schools, Commission of Colleges.
   (14) Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges and Accrediting Commission for Senior Colleges and Universities.

   d. USAREUR commands and installations will follow the instructions in paragraph 1-44 of the basic regulation to identify resource requirements for contracting for training. Army Learning Center facilities and digital-learning facilities may be used to support Soldier training courses.

   e. All course completion will be documented in DTMS in accordance with this regulation.

B-9. REAR DETACHMENT REQUIREMENTS

Table B-3 lists duty positions and associated training requirements for rear detachment operations in the Army in Europe. Commands with geographically separated units must ensure that rear detachment support is available at all locations. This may require additional rear detachment personnel at each location. Commanders are responsible for determining additional rear detachment requirements for each location to provide maximum support for their mission, Soldiers, and Family members.
<table>
<thead>
<tr>
<th>Position</th>
<th>Training Requirement</th>
<th>Individual</th>
<th>Company</th>
<th>Battalion</th>
<th>Brigade</th>
<th>Command</th>
<th>Total Req’d</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rear Detachment Commander</td>
<td>Rear Detachment Leaders Course</td>
<td>As required</td>
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<td></td>
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<td>CATC</td>
<td>AE Reg 600-8-108</td>
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<tr>
<td>Commander</td>
<td>Command Safety Course</td>
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<td>As required</td>
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<td></td>
<td></td>
<td>USACRC/SC</td>
<td>AR 385-10</td>
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<tr>
<td>Safety Officer</td>
<td>Safety Officer/NCO Course (SOC 40)/Additional Duty Safety Course (CO Only)</td>
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<td>CATC/USAREUR Safety Division</td>
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<tr>
<td>Force Protection Officer</td>
<td>Level II AT/FP Training</td>
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<td>AR 600-20</td>
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<td>Dangerous Goods Advisor (DGA)</td>
<td>DGA/Certifier for European Road and Rail (HAZ 15) Training Course</td>
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<tr>
<td>Hazardous Cargo Certifier</td>
<td>HAZMAT (-2) Certification Courses (HAZ 12 and 15) (to obtain ADR certification)</td>
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<tr>
<td>Hazardous Cargo Driver</td>
<td>HAZMAT Driver Course (HAZ 11) (to obtain ADR certification)</td>
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<tr>
<td>Armorer (except MOS 92Y)</td>
<td>Small Arms Maintenance for Unit Armorers Course (SAM 31)</td>
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<tr>
<td>Assistant Armorer (except MOS 92Y)</td>
<td>Small Arms Maintenance for Unit Armorers Course (SAM 31)</td>
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<td>Unit-Level Supply Course (LOG 73)</td>
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<td>DTMS System Administrator</td>
<td>DTMS Master Trainer Course (DTMS User’s Course Prerequisite)</td>
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<td>AMEDD</td>
<td>MRT Facilitator Training</td>
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Personnel and training events above this blue break are tracked by the HQ USAREUR staff.

Personnel between this green break and the following gray break are USAREUR-tracked, but training events are not tracked by the HQ USAREUR staff.

<table>
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<tr>
<th>DTMS Operator</th>
<th>DTMS User’s Course</th>
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<th>1</th>
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<th>HQDA ALARACT 098-2010</th>
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<tr>
<td>Sponsorship Leader</td>
<td>(ACS conducts training for sponsorship leaders.)</td>
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<td>USAG/ACS</td>
</tr>
<tr>
<td>Unit Arms Control (POC)</td>
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<td>As required</td>
<td>As required</td>
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108

AE Reg 350-1 • 16 Nov 17
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<thead>
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<th>Training Requirement</th>
<th>Individual</th>
<th>Company</th>
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<th>Brigade</th>
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<th>Total Req'd</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
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<td>Family Readiness Group Leader Training</td>
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<td>AE Reg 608-2</td>
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<td>Postal Clerk</td>
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Items below this gray break are locally tracked as determined by the local commander.

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<th>Company</th>
<th>Battalion</th>
<th>Brigade</th>
<th>Command</th>
<th>Total Req'd</th>
<th>Actual O/H</th>
<th>Training Proponent</th>
<th>References</th>
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<tbody>
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<td>Range Safety Officer</td>
<td>Range Safety Officer/NCO Course</td>
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<td>GTA</td>
<td>AR 385-63</td>
</tr>
<tr>
<td>Range Safety NCO</td>
<td>Range Safety Officer/NCO Course</td>
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<td></td>
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<td></td>
<td>GTA</td>
<td>AR 385-63</td>
</tr>
<tr>
<td>Summary Courts Officer (casualty)</td>
<td>Casualty Course</td>
<td>As required</td>
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<td>USAREUR G1</td>
<td>AE Reg 600-8-1</td>
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<tr>
<td>Information Assurance Manager, Information Assurance Security Officer, or Person with Elevated Privileges on Networks in the Army in Europe</td>
<td>Information Assurance/ Computer Network Defense (IA/CND) Training Program (IA/CND Core Technologies 1 and 2 (IA1 and IA2))</td>
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<td>AR 25-2</td>
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<td>USAREUR G1 Casualty Course</td>
<td>As required</td>
<td></td>
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<td></td>
<td></td>
<td>USAREUR G1</td>
<td>AR 638-8</td>
</tr>
<tr>
<td>Casualty Notification NCO</td>
<td>USAREUR G1 Casualty Course</td>
<td>As required</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>USAREUR G1</td>
<td>AR 638-8</td>
</tr>
<tr>
<td>Casualty Notification Officer</td>
<td>USAREUR G1 Casualty Course</td>
<td>As required</td>
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<td></td>
<td>USAREUR G1</td>
<td>AR 638-8</td>
</tr>
<tr>
<td>Equipment Operator</td>
<td>ULM Certification and Drivers Licensing</td>
<td>As required</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Unit</td>
<td>AR 600-55</td>
</tr>
<tr>
<td>All Personnel</td>
<td>Army Readiness Assessment Program</td>
<td>As required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>USACRC</td>
<td>This regulation</td>
</tr>
</tbody>
</table>
APPENDIX C
AVIATION TRAINING

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

C-2. WAIVERS
Waivers to ATM requirements or requirements prescribed by this regulation are discouraged. Waivers may be approved only for specific periods and only for circumstances beyond individual or unit control. AE Supplement 1 to AR 95-1 provides waiver guidance and approval authority. Waivers needed because of resource constraints such as inadequate facilities or training areas constitute a requirement for improving local conditions, stationing changes, or force-structure changes.

C-3. AVIATION TRAINING IN THE EUROPEAN THEATER

a. Aviation training progresses from individual skill development, through collective training for crews and sections, to training for companies, battalions, and brigades. Training for all units (company through brigade) must culminate in an external evaluation (EXEVAL). All aviation battalions and below will participate in a combat training center (CTC) rotation within 180 days before deploying in support of overseas contingency operations (OCO). Brigades should participate in a Mission Command Training Program (MCTP) exercise within 180 days before deployment.

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

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

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

e. In accordance with the Aviation Safety Directive/Guidance issued by the Vice Chief of Staff, Army (VCSA), in January 2005, commanders will ensure that junior aviators continue to build the requisite flight experience for tactical and technical expertise. As a goal, battalion commanders must require their company commanders to achieve pilot-in-command status before they deploy into combat, and should ensure platoon leaders achieve 500 flight hours before moving to a staff position.
f. Units will conduct deployment training at least once a year. This training will concentrate on strategic, theater-airlift training.

g. Table C-1 provides aviation training requirements and prescribing directives. The glossary defines abbreviations used in the table.

<table>
<thead>
<tr>
<th>Table C-1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aviation Training Requirements</strong></td>
</tr>
<tr>
<td><strong>Frequency</strong></td>
</tr>
<tr>
<td>Semiannually</td>
</tr>
<tr>
<td>Annually</td>
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<tr>
<td>Every 18-24 months</td>
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<tr>
<td>Every 3 years or less (When personnel turnover is high, a 2-year cycle is recommended.)</td>
</tr>
</tbody>
</table>

**C-4. AVIATION TRAINING GOALS**

USAREUR aviation training goals are as follows:

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

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

c. Maximize the use of simulation.
d. Maximize required flight training during service missions.

e. Lower aviation-mishap rates.

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

a. ASE training.

b. Helicopter gunnery.

c. Mission-set training.

d. SERE training.

e. UAS operator training.

C-6. STANDING OPERATING PROCEDURES
Written training standing operating procedures (SOPs) are the backbone of a unit’s internal standardization. Unit training SOPs must include as a minimum the training requirements specified in AR 95-1, AR 385-10, and AE Supplement 1 to AR 95-1, and specific areas identified by the commander to meet unit missions.

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

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

C-9. SPECIAL TRAINING
Special emphasis should be placed on night operations, high-altitude and high-gross-weight operations, NOE flying, and operations under limited visibility or poor weather conditions.

a. ERFS Operations. The use of ERFSs will be restricted to self-deployment (ferrying) missions and noncombat aircrew training for AH-64s. UH-60 distinguished-visitor, medical-evacuation, cross-country, and self-deployment (ferrying) flights using the ERFS must be conducted according to SOF messages and the Army ERFS policy.
b. **High-Gross-Weight and High-Altitude Operations.** Aviation commanders will include high-gross-weight and high-altitude operations in the unit training plan. As a minimum, this should be included as a special-mission task during readiness-level progression and trained within 180 days before deployment in conjunction with other predeployment training. The USAREUR Aviation Safety and Standardization Detachment (UASSD) is the proponent for the high-altitude program of instruction (POI).

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

d. **Night Training.**

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

(2) **Apache Night-Vision Goggles (NVG) Training.** AH-64 unit commanders are encouraged to establish an NVG training program for all assigned copilot gunners and dual-seat aviators. As a minimum, commanders will qualify a cadre of instructor pilots to allow unit training on NVG according to operational mission requirements. Designated AH-64-qualified aviators will maintain NVG currency in accordance with TC 1-238.

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

f. **Air Traffic Services (ATS).**

(1) **General.** ATS assets are a combat multiplier and essential to the aviation task force. Commanders should integrate tactical ATS force packages into aviation tactical collective training to develop working relationships and give controllers as much tactical experience as possible. Commanders will ensure that aircrews support fixed-base training and currency requirements by maximizing the use of ground-controlled approach (GCA) and precision-approach radar at airfields. Senior mission commanders at USAREUR Army airfields will include Army aircraft controllers (military occupational specialty (MOS) 15Q) in their installation facility manning to ensure military controllers receive control-tower operator ratings.

(2) **GCA Radar Requirements.** Rated GCA controllers must control 10 approaches each month to maintain currency in the facility. Five of these approaches may be simulated. Rated controllers may also count five approaches conducted while signed on with a trainee toward their currency requirements.
C-10. UNITED STATES ARMY JOINT MULTINATIONAL READINESS CENTER (JMRC) AVIATION ROTATIONS

a. Aviation battalions will participate in a JMRC rotation within 180 days before deployment in support of OCO. Aviation units will generally comply with the current deploy-enhanced situational training exercise (STX)—external evaluation (EXEVAL) redeploy (DEXR) schedule, which includes 3 days to arrive, 5 days for an STX, 14 days for the exercise, and 3 days to redeploy. Modification of this DEXR cycle requires approval of the first colonel in the training unit’s chain of command, in coordination with the JMRC Operations Group. Platoons will arrive with a “T” in platoon tasks as evaluated by the battalion commander. Units participating in a rotation will participate in the Brigade Combat Team USAREUR Leader Training Program 90 days before beginning the rotation. Units with UAS and brigade combat teams will arrive with completed Gate 2 certification requirements, as listed in AE Regulation 95-23.

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

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

d. JMRC rotations are not designed to include ATM flights. Therefore, units must request an exception to policy from the senior aviation trainer (Falcon 07) to conduct ATM flights during the rotation.

e. The Grafenwöhr Training Area (GTA) and the Hohenfels Training Area have STX opportunities for aviation companies and below. These areas have ample opportunities to train in both day and night scenarios. Coordination must be done through the GTA Operations Aviation Branch, 7th Army Training Command (7th ATC) (mil 475-6912/6913).

C-11. FLIGHT SIMULATOR TRAINING

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

b. The authorized staffing of simulator facilities is determined by support requirements. Aviation-unit commanders will forecast training requirements each year and provide them to the simulator facility where training is to be conducted. For each fiscal quarter, commanders will report the type of simulator needed, total flight hours needed, and projected dates for any weekend or evening support. Commanders of simulator facilities will use this information to develop command operating budgets. Commanders of aviation units will forecast travel and per-diem requirements to support simulator training periods.
c. Simulator facilities will publish and distribute operating procedures and schedules to supported units. Units will coordinate actual simulator use. Once schedules are established, participating units will make every effort to ensure training periods are used. Simulator facilities should be notified of cancellations no later than 72 hours in advance.

d. A simulator operator will be an instrument evaluator, instructor pilot (IP), maintenance test flight evaluator (ME), standardization instructor pilot, or unit trainer (AE Supp 1 to AR 95-1). Simulator facilities will develop a POI to train unit personnel as operators. The POI will include standardization, currency, and refresher-training criteria. All training will be documented and all operators will be evaluated annually. Simulator-operator training and evaluation records will be maintained at the simulator facility. UAS simulators must meet these requirements as well.

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

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

(1) AH-64D: Illesheim.

(2) UH-1: Illesheim.

(3) UH-60: Illesheim.

(4) Air Traffic Control: Illesheim.

(5) LUH-72: Location to be determined.

(6) AVCATT: Illesheim.

(7) Portable Institutional Mission Simulator: Illesheim and Hohenfels (A/1MI).

(8) VAMPIRE: Illesheim.

C-12. UAS TRAINING

Table C-2 lists unmanned aviation training requirements. The glossary defines abbreviations used in the table.

a. Aviation Training Progression. Unmanned aviation training progresses from individual skill development through collective training for crews and sections to training for companies. Training for all units must culminate in an EXEVAL. All UAS companies and platoons will participate in a CTC rotation within 180 days before deploying in support of OCO.

(1) UAS Training Status Reporting. All units with UASs (that is, MQ-5 Hunter, RQ-7 Shadow, and RQ-11 Raven) will report the number (for example, authorized, assigned) and status (for example, currency status, readiness level in accordance with TC 1-600, mission status in accordance with TC 3-04.62) of their personnel. Brigades will consolidate their reports and submit them monthly using the USAREUR G3 format directed by the USAREUR G3 Aviation Cell.
Table C-2
Unmanned Aviation Training Requirements

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Subject Area</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semiannually</td>
<td>Aviation weather briefing</td>
<td>AE Regulation 95-23</td>
</tr>
<tr>
<td>Annually</td>
<td>Accident reporting</td>
<td>AR 385-10</td>
</tr>
<tr>
<td></td>
<td>Aircrew coordination</td>
<td>TC 1-600</td>
</tr>
<tr>
<td></td>
<td>CBRND</td>
<td>AR 350-1</td>
</tr>
<tr>
<td></td>
<td>Code of Conduct; SERE</td>
<td>AR 350-1 and this regulation</td>
</tr>
<tr>
<td></td>
<td>Composite risk management</td>
<td>TC 1-600 and TC 3-04.62</td>
</tr>
<tr>
<td></td>
<td>Environmental (desert, mountain, overwater before deployment, snow and cold-weather operations, water safety)</td>
<td>TC 1-600, AE Regulation 95-23, and this regulation</td>
</tr>
<tr>
<td></td>
<td>Fratricide</td>
<td>TC 1-600 and TC 3-04.62</td>
</tr>
<tr>
<td></td>
<td>Hazard communication</td>
<td>29 CFR 1910.1200(h)</td>
</tr>
<tr>
<td></td>
<td>Hazard reporting</td>
<td>AR 385-10</td>
</tr>
<tr>
<td></td>
<td>Threats, electronic warfare, mode IV, IFF</td>
<td>AR 95-23</td>
</tr>
<tr>
<td>Every 3 years or less</td>
<td>Aeromedical (health maintenance, illusions in flight, night vision, noise in aviation, protective equipment, spatial disorientation, stress and fatigue, toxic hazards in aviation)</td>
<td>TC 3-04.93</td>
</tr>
</tbody>
</table>

(2) Periodic Academic Training and Briefing Requirements. In accordance with the VCSA Aviation Safety Directive/Guidance, commanders will hold weekly UAS crewmember briefings. These briefings are considered professional development training and should be managed and led by the brigade aviation element. The topics will facilitate and feed into tactical and technical individual and collective training.

(3) Mandatory Unmanned Aviation Certification Requirements. Table C-3 lists all training-certification requirements for UAS units and Soldiers performing UAS duties in the Army in Europe. The glossary defines abbreviations used in the table. The references listed next to each course provide course certification requirements. Before Soldiers are placed in the positions listed, they are required to pass the certification training required for the position. DA civilians and contractor employees who perform these functions must meet the same certification requirements prescribed by the applicable reference. The training proponent conducts and is the POC for the course.
Table C-3
Consolidated Certification Requirements

<table>
<thead>
<tr>
<th>Echelon</th>
<th>Required Personnel</th>
<th>Position</th>
<th>Course Title or Training</th>
<th>References</th>
<th>Training Proponent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brigade Battalion Company</td>
<td>1</td>
<td>Soldiers with a non-UAS qualifying MOS who are assigned to units with UAS as platoon leaders, company commanders, first sergeants, or assigned to the S3 air or brigade aviation element</td>
<td>UAS Unit Commander and Staff Leaders Course</td>
<td>This regulation</td>
<td>UASSD</td>
</tr>
<tr>
<td>Brigade Battalion Company</td>
<td>1</td>
<td>SUAS Standardization Master Trainer</td>
<td>USAREUR SUAS Standardization Course</td>
<td>AE Reg 95-23 and this regulation</td>
<td>UASSD</td>
</tr>
<tr>
<td>Brigade Battalion Company</td>
<td>As required by MTOE, or 1</td>
<td>Unit RQ-11 UAS Master Trainer</td>
<td>RQ-11 Raven Master Trainer Course</td>
<td>AR 95-23, AE Reg 95-23, TC 3-04.62</td>
<td>By MTT or CATC</td>
</tr>
<tr>
<td>Individual</td>
<td>As required by MTOE, or 2 per SUAS assigned</td>
<td>RQ-11 UAS Operators</td>
<td>RQ-11 Raven Operator and Maintainers Course</td>
<td>AR 95-23, AE Reg 95-23, TC 3-04.62</td>
<td>By MTT or CATC</td>
</tr>
<tr>
<td>Brigade</td>
<td>As required by MTOE, or 2 per UAS assigned</td>
<td>UAS Instructor Operator</td>
<td>MQ-5 Instructor Operator Course (UAS-platform specific)</td>
<td>AR 95-23, AE Reg 95-23, TC 1-600</td>
<td>USAACE/ UASTB</td>
</tr>
<tr>
<td>Brigade</td>
<td>As required by MTOE, or 1 per UAS assigned</td>
<td>UAS Standardization Operator</td>
<td>UAS Standardization Operator Designation</td>
<td>AR 95-23, AE Reg 95-23, TC 1-600</td>
<td>UASSD</td>
</tr>
<tr>
<td>Individual</td>
<td>As required by MTOE</td>
<td>UAS Maintainer/Repairer (MOS 15B, 15J, 35T, or 52D)</td>
<td>RQ-7 UAS Maintainer Course (ASI U2) MQ-5 UAS Maintainer Course (ASI U3) (UAS-platform-specific)</td>
<td>AR 95-23, TC 1-600</td>
<td>USAACE/ UASTB</td>
</tr>
</tbody>
</table>

b. Readiness Assistance Training Teams. As part of the United States Army Aviation Training and Standardization Enterprise, the UASSD will assist aviation units (including brigade aviation elements and units with UAS). Units may request readiness assistance training teams from UASSD to support the following areas:

(1) Aircrew training program.

(2) Aviation maintenance and logistics procedures.

(3) Aviation tactical and flight operations.

(4) Aviation POL.

(5) Aviation safety.

c. Staff-Assistance Visits (SAVs). The UASSD will conduct an aviation resource management survey (ARMS) inspection of all units with UASs (for example, MQ-5 Hunter, RQ-7 Shadow, and RQ-11 Raven) every 18 to 24 months and before those units fly in Germany after returning from deployments of 12 months or longer. UAS units may request a UASSD SAV by contacting UASSD Operations through the UASSD website.
d. Evaluations. The UASSD will evaluate all units with UAS (including brigade aviation elements) in the following areas:

(1) Aircrew training program.

(2) Aviation maintenance and logistics procedures.

(3) Aviation tactical and flight operations.

(4) Aviation POL.

(5) Aviation safety.

e. UAS Team Unit-Certification Procedures. Brigades with UAS units (including RQ-11 Raven) are responsible for unit certification. The brigade aviation element is the commander’s executive agent for UAS unit certification. If required, the unit may request certification-team assistance through the UASSD. At least 5 training days must be allocated to meet certification-team requirements. If possible, 10 training days is optimal for completing all certification objectives.

(1) Certification Team Composition. Certification teams should include—

(a) A team leader. This position may be filled by a team member as indicated in (b) through (f) below.

(b) A UAS technical warrant officer (150U).

(c) A UAS standardization instructor operator.

(d) An SUAS master trainer.

(e) An aviation tactical operations officer (with additional skill identifier (ASI) I).

(f) An aviation safety officer (with ASI B).

(g) An aviation or UAS maintenance officer or enlisted technical inspector.

(2) Additional Team Members. The following additional team members are highly recommended for additional oversight and certification capabilities:

(a) Aviation Flight Operations NCO.

(b) POL Operations NCO.

f. Training Phases. Training for UAS units will include the following phases:

(1) Phase I. This phase involves the following:

(a) An ARMS will be conducted using current UASSD ARMS checklists. All deficiencies will be annotated on an electronic unit hazard log.
(b) The UAS unit SOP will be completely reviewed.

(c) A thorough review of subject areas in AE Regulation 95-23 will be completed before conducting classroom instruction. Units and instructors will use AE Regulation 95-23, the evaluation section of TC 1-600, and local and unit procedures when providing training. The certification-team leader is responsible for assigning instructors for applicable academic classes using available subject-matter experts.

(d) Units that operate UASs will conduct unit-level certification as part of their brigade certification exercise. In addition, these units will be inspected at least once a year by the UASSD in the following areas:

1. SUAS aircrew training program.
2. SUAS maintenance and logistics procedures.
3. Aviation tactical and flight operations.

(2) Phase II. This phase involves the following:

(a) The first lieutenant colonel in the UAS chain of command will designate the following in writing:

   1. RQ-7 Shadow Units: One standardization operator (SO) instructor, two instructor operators (IOs), one ground crewmember (GCM), and one unit trainer (UT).

   2. MQ-5 Hunter Companies: One SO instructor, two IOs, two GCMs, and one UT.

   3. Units with RQ-11 SUAS: One standardization master trainer per battalion, and one master trainer (MT) per company.

(b) The battalion commander will designate in writing the mission approval authorities, mission briefing officers, and risk approval authorities in accordance with USAREUR safety directives and guidance and USAREUR messages. Non-aviation-branch Soldiers and leaders must be graduates of the UAS unit Commanders and Staff Leaders Course in order to be designated mission briefing officers in USAREUR.

(c) UAS units (for example, RQ-7 Shadow platoons and MQ-5 Hunter companies) will do the following:

   1. The SO and IOs will complete day and night system local area orientation (LAO) and proficiency flight evaluations in a simulator and evaluate all 1000- and 2000-series tasks in accordance with TC 1-600. The commander will approve changes in the readiness level (RL) status on applicable individual aircrew training folders (IATFs).

   2. A rated aviator standardization instructor pilot may provide academic training for all UAS instructors on specific IP and standardization pilot (SP) methods of instruction, the IP handbook, and leadership requirements for aircrew training program (ATP) responsibilities.
3. Standardization personnel will review IATFs to ensure all unmanned aircraft crewmembers (UACs) are correctly integrated into the ATP and have received and documented all requirements for the applicable RLs in accordance with TC 1-600.

4. The GCM, the UT, SOs, and IOs will conduct and document all required day and night training requirements.

5. A UASSD-designated standardization IO will evaluate SOs and IOs on all required night iterations and tasks in accordance with TC 1-600.

6. The UAS unit will conduct and document a pre-accident plan rehearsal and crash drill in accordance with published and unit pre-accident plans using all primary crash-alarm system assets and review secondary crash-alarm system actions in the event of a mishap.

7. SOs, IOs, and the brigade aviation officer will rescreen IATF records of “first-flight” crewmembers to ensure all are at RL 1.

8. When the UAS commander is satisfied with day proficiency, he or she may elect to conduct night-operations training. The unit will conduct at least two “dry runs,” including an engine start, before the first night flight.

9. Additional RL progression and training will be conducted. All subsequent unmanned aerial surveillance air-vehicle crewmembers and GCMs will complete applicable iterations and training in the same sequence as “first-flight” crewmembers.

(d) Units with UAS (for example, RQ-11 Raven) will do the following:

1. The MTs will complete day and night system LAO and proficiency flight evaluations in a simulator, and evaluate all tasks in accordance with TC 3-04.62. The commander will approve changes in the mission status level (MSL) on applicable individual operator training records (IOTRs).

2. Brigade aviation-element personnel will review IOTRs to ensure all small UACs are correctly integrated into the ATP and have received and documented all requirements for the applicable MSLs in accordance with TC 3-04.62.

3. The MT will conduct and document all required day and night training requirements.

4. A UASSD-designated master trainer will evaluate MTs on all required night iterations and tasks in accordance with TC 3-04.62.

5. The brigade aviation officer will rescreen IOTR of “first-flight” crewmembers to ensure all are “mission-qualified” in accordance with TC 3-04.62.

6. Additional progression and training will be conducted in accordance with TC 3-04.62 and AE Regulation 95-23. All subsequent UAS aircraft operators will complete applicable iterations and training in the same sequence as “first-flight” crewmembers.

(3) Phase III. This phase involves the following:
(a) The SO and IOs of UAS units will train individuals on all 3000-series (mission-specific) crewmember tasks and on intelligence-gathering and -reporting requirements.

(b) Master Raven trainers will write the brigade Raven training plan and coordinate the following training for their brigade:

1. Semiannual weather briefings for all Raven operators. These briefings must be coordinated with USAFE/AFRICA.

2. Annual airspace deconfliction classes conducted by the or UASSD. These classes will be conducted in conjunction with the UASSD ARMS inspection or SAV.

3. Master Raven trainers will ensure that all Raven operations are conducted in accordance with the guidelines of AR 95-1, AR 95-23, AE Supplement 1 to AR 95-1, TC 3-04.62, and host-nation regulations.

(c) The final UAS unit certification should conclude in a platoon- or company-level connectivity exercise in direct support of a maneuver unit when possible.

(d) After the requirements in (a) through (c) above have been met, the first colonel or above in the chain of command will send a unit certification-completion memorandum to the Aviation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, and to the UASSD.
APPENDIX D
RESERVE COMPONENT TRAINING PROGRAMS

D-1. GENERAL

a. The goal of Reserve component (RC) integration is to produce RC units and individuals ready to mobilize, deploy, fight, and win in support of U.S. Army requirements and missions.

b. Integrating the RC into USAREUR missions meets the spirit of the total force policy of the Secretary of Defense and the Chief of Staff, Army. Commanders at all levels will consider using RC augmentation whenever possible to support or replace key components when training or providing mission support.

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

D-2. RESPONSIBILITIES
Senior RC advisors (the CG, 7th Civil Support Command (7th CSC); the Senior Army National Guard Advisor, USAREUR; and the Senior Army Reserve Advisor at the Office of Mobilization and Reserve Affairs, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR)—

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

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

NOTE: Select major subordinate commands in USAREUR have an RC operations staff that performs functions similar to those of the senior RC advisors at the HQ USAREUR level.

D-3. OVERSEAS MISSION SUPPORT AND OVERSEAS DEPLOYMENT TRAINING (ODT)
ODT provides the largest RC force multiplier in the European theater.

a. ODT program management is conducted in accordance with AR 350-9.

b. Units deployed in an ODT status require doctrinally correct training scenarios and proper evaluation.

c. There are two types of ODT missions:

(1) Overseas mission support.

(2) Exercise support.
D-4. CO-DEPLOYMENTS

a. The co-deployments program provides ready and trained Army National Guard Soldiers who are embedded into NATO partner country teams to deploy to Afghanistan. Currently, there are three types of co-deployment teams: military advisor teams (MATs)—augmented, police advisor team (PATs)—augmented, and bilateral embedded support teams (BESTs). MATs and PATs were formerly referred to as operational mentoring and liaison teams (OMLTs) and police mentoring and liaison teams (PMLTs). The terms were updated in the NATO Contingency Operations for Security Force Assistance Advisory Teams (SFA-AT) published on 23 February 2012.

(1) MATs. MATs—

(a) Advise and assist the Afghan National Army (ANA).

(b) Provide the conduit for liaison and mission command (MC).

(c) Support, when required, the operational planning and employment of the ANA units to which they are aligned to support the development of a self-sufficient, competent, and professional ANA capable of autonomous operations.

(2) PATs. PATs—

(a) Advise the Afghan National Police.

(b) Provide the conduit for liaison and MC.

(c) Support, when required, the operational planning and deployment of the ANP units to which they are aligned in order to support the development of a self-sufficient, competent, and professional ANP capable of maintaining public order, security, and rule of law.

(3) BESTs. BESTs provide supplementary brigade-level staff to Polish Land Forces Task Force White Eagle in order to assist with operational liaison, planning, resourcing, and coordination in the United States Central Command area of responsibility (AOR).

b. Co-deployments are a force multiplier for U.S. and NATO forces. Soldiers are mobilized and trained for co-deployment missions in accordance with the NATO SFA-AT concept of operations, HQDA Execution Order (EXORD) 171-09, and the Army Personnel Policy Guidance (PPG).

D-5. OMLTs AND PMLTs
The OMLT and PMLT programs provide ready and trained National Guard Soldiers who are embedded into NATO partner country teams to deploy to Afghanistan. The mission of OMLTs and PMLTs is to teach, coach, and mentor the Afghanistan National Security Forces (ANSF) to develop a self-sufficient, competent, and professional ANSF. OMLTs and PMLTs are a force multiplier for U.S. and NATO forces. Soldiers are mobilized and trained for OMLT and PMLT missions in accordance with the NATO OMLT/PMLT Concept of Operations, HQDA EXORD 171-09, and the PPG.
D-6. JOINT TASK FORCE (JTF) FOR FOREIGN CONSEQUENCE MANAGEMENT (FCM) AND FOREIGN HUMANITARIAN ASSISTANCE (FHA)

7th CSC units must be postured to provide a fast, integrated, visible, and effective response to an FCM or FHA event occurring within the AOR. Although not tied to any specific event, situations may require a broad and flexible U.S. response to a foreign nation in accordance with a request made through U.S. Department of State diplomatic channels. The 7th CSC and subordinate units with designated capabilities required for FCM and FHA operations must be trained, equipped, and prepared to respond quickly should such an event occur. The 7th CSC, with assistance from the 21st Sustainment Command, the Defense Threat Reduction Agency, and other external agencies, executes the FCA/FHA Quarterly Training Program to enhance the JTF’s ability to plan and conduct FCM and FHA operations.
APPENDIX E
AIRBORNE TRAINING IN EUROPE

E-1. PURPOSE
This appendix prescribes and outlines request procedures, airborne proficiency requirements, support requirements, references, and timelines for planning and executing airborne training in major training areas (MTAs) and local training areas (LTAs) for tenant units and subordinate commands within USAREUR. It is designed to serve as regulatory guidance when conducting airborne operations and to help identify and subsequently eliminate potential problems in airborne operations.

E-2. GENERAL
This appendix incorporates all current provisions of AR 350-1; AR 59-4; AR 614-200, paragraph 5-7; AR 750-32; FM 3-21.220; AE Regulation 350-2; and other applicable technical manuals, field manuals, regulations, and joint agreements. This appendix will be used with these publications to develop unit and individual airborne training.

E-3. RESPONSIBILITIES
Commanders will ensure units and personnel comply with this appendix when conducting airborne training in Europe. Personnel responsible for conducting or supporting airborne operations will be familiar with all aspects of this appendix. Units will comply with applicable laws and regulations governing the use of MTAs and LTAs when conducting training.

   a. AE Regulation 350-2 establishes policy and procedures for integrating the armed forces of other nations into unit training events of U.S. Army Forces in Europe. It applies to U.S. Army units stationed in or temporarily visiting the USEUCOM area of responsibility (AOR) that are conducting unit-level training with military units of other nations. It does not apply to Joint Task Force–East rotations, exercises, staff exchanges, round-table seminars, or senior leader visits.

   b. Joint responsibilities with the host nation (HN) include observing regulations and reporting unusual or abnormal conditions occurring on or at the drop zone (DZ).

   c. Direct responsibilities include—

      (1) Adhering to the regulations and restrictions concerning the use of DZs.

      (2) Adhering to Army and HN environmental standards.

      (3) Restoring the area to pre-training standards (for example, covering ditches, superficial arrangement of the ground, removing garbage).

      (4) Protecting civilian property during training by restricting operations to the designated training area. Units are responsible for protecting civilian property from theft or damage.

      (5) The officer in charge or noncommissioned officer in charge will incorporate procedures into the training plan to mitigate possible damage to civilian property and avoid conflicts with HN laws or regulations.

      (6) Commanders will be held responsible for unwarranted damage or theft to civilian and HN property.
E-4. COORDINATING AGENCIES

a. USAREUR G3/5/7 Airborne Proponent (USAREUR G3 Air). USAREUR G3 Air responsibilities include the following:

(1) Support the planning, coordination, and execution of USAREUR airborne operations and airspace management plans.

(2) Coordinate Army and Air Force support agencies and execute the Joint Airborne/Air Transportability Training (JA/ATT) Program.

(3) Review airborne training for effectiveness and compliance with USAREUR policy and Army doctrine.

(4) Monitor and track unit currency requirements.

(5) Act as the USAREUR liaison between USAFRICOM, SOCEUR, and USAFE/AFAFRICA.

(6) Serve as the primary advisor to the CG, USAREUR, on all airborne-related issues.

(7) Request, schedule, allocate, coordinate, and monitor airborne operations for USAREUR.

(8) Monitor the allocation of parachutes and air items for airborne units within USAREUR in coordination with USAREUR G4 and the respective aerial delivery officer (ADO).

(9) Control and coordinate changes in daily aircraft requirements with the USAFE/AFAFRICA 86th Operations Support Squadron, Current Operations Flight (86th OSS/OSO), and the requesting units.


(11) Monitor and direct the flow of information concerning airborne operations to enhance mutual support between USAFE/AFAFRICA elements and USAREUR, and coordinate with USAFE/AFAFRICA and subordinate USAREUR units to resolve problems that arise.

(12) Consolidate all subordinate JA/ATT requests into USAREUR JA/ATT requirements and submits them to the USAFE/AFAFRICA 86th OSS/OSO no later than 2 weeks before the USAFE/AFAFRICA JA/ATT Conference.

(13) Represent USAREUR airborne units at all JA/ATT Conferences.

(14) Publish the JA/ATT Calendar and provide the airborne unit S3 Air representatives with the mission number and initial air letter (para E-5a) for each JA/ATT line no later than 30 duty days after returning from the USAFE/AFAFRICA JA/ATT Conference.

NOTE: Final air letters must be returned to USAREUR G3 Air with all pertinent information and airborne timelines no later than 10 duty days before the date of execution.
(15) Monitor all USAREUR JA/ATT lines and receive all unit flash reports. All flash reports will be submitted to usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil as soon as the operation has been completed and the unit has 100-percent accountability of personnel.

(16) As tasked by the CG, USAREUR, inspect the conduct of all airborne and airland operations by USAREUR airborne units as part of the Organizational Inspection Program. The USAREUR G3 Air will inspect the following to ensure compliance with Army doctrine, FM 3-21.220, and all USAREUR policy and procedures:

(a) Administrative procedures, including those governing management of jump logbooks.

(b) Airborne refresher training and jumpmaster refresher training programs.

(c) Mass tactical airborne operations.

(d) Two lines during normal jump weeks.

(e) Departure airfield control officer (DACO) operations.

(f) The conduct of jumpmaster personnel inspection procedures.

(g) Sustained airborne training.

(h) Drop zone safety officer (DZSO) and drop zone support teamleader (DZSTL) proficiency.

b. 21st Sustainment Command (21st SC), Support Operations (SPO) Command Airdrop Advisor. The 21st SC SPO Command Airdrop Advisor will—

(1) Provide technical oversight, guidance, and synchronization of all aerial delivery operation requests from all customer units within USEUCOM.

(2) Conduct mission analyses, develop support plans, and recommend courses of action in accordance with doctrine, policy, and procedures.

(3) Act as the 21st SC and 21st SC Special Troops Battalion (STB) liaison officer (LO) to USAREUR.

(4) Act as the command airdrop systems technician for 21st SC.

(5) Analyze and manage aerial-operation support requests from customer units, ensure that the 21st SC STB S3 receives the task for support, and oversee projections.

(6) Advise the 21st SC on all airdrop-mission requests and activities, productions and projections, and malfunctions and incidents.

(7) Ensure customer units conduct proper coordination for all missions in accordance with standing operating procedures (SOPs).
(8) Submit all JA/ATT requests for consolidation into USAREUR JA/ATT priorities to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil no later than 30 duty days before the USAFE/AFRICA JA/ATT Conference and represent 21st SC airborne units in all JA/ATT conferences.

(9) Submit completed end-of-month reports and updates to the USAREUR G3 Air.

(10) Submit completed air letters to the USAREUR G3 Air with all pertinent information and airborne timelines no later than 30 duty days before the date of execution. Any changes or adjustments to an air letter will be validated no later than 10 duty days before the respective airborne operation.

(11) Monitor all 21st SC JA/ATT lines and submit completed flash reports to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil and the USAREUR Watch Officer at usarmy.badenwur.usareur.mbx.g33-ops-watch-officer@mail.mil. All flash reports will be submitted as soon as an operation has been completed and the unit has 100-percent accountability of personnel.

c. 173d Airborne Brigade Combat Team (173d Abn BCT) S3 Airborne Proponent (173d Abn BCT S3 Air). The 173d Abn BCT S3 Air will—

(1) Support the planning, coordination, and execution of the brigade air movement and airspace management plans.

(2) Be responsible for executing the JA/ATT program within the brigade.

(3) Advise the Commander, 173d Abn BCT, on all airborne-related issues.

(4) Request, schedule, allocate, coordinate, and monitor airborne operations for the brigade.

(5) Prepare the Air Movement Annex for brigade operation orders and plans.

(6) Review airborne training plans for effectiveness and compliance with 173d Abn BCT airborne standing operating procedures (ASOPs), FM 3-21.220, and all USAREUR and policy.

(7) Submit all JA/ATT requests for consolidation into USAREUR JA/ATT priorities to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil no later than 30 duty days before the USAFE JA/ATT Conference.

(8) Submit completed end-of-month reports and updates to the USAREUR G3 Air.

(9) Submit completed air letters to the USAREUR G3 Air with all pertinent information and airborne timelines no later than 30 duty days before the date of execution. Any changes or adjustments to an air letter will be validated no later than 10 duty days before the respective airborne operation.

(10) Monitor all 173d Abn BCT JA/ATT lines and submit completed flash reports to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil and the USAREUR Watch Officer at usarmy.badenwur.usareur.mbx.g33-ops-watch-officer@mail.mil. All flash reports will be submitted as soon as an operation has been completed and the unit has 100-percent accountability of personnel.
d. Ground Liaison Officer (GLO). The 19th Battlefield Coordination Detachment has four ground liaison detachments. USAREUR units work directly with two detachments, which are located at Ramstein Air Base and Aviano Air Base. The GLO is responsible for the coordination of Army, Air Force, and support agencies in planning and executing JA/ATT operations. The GLO monitors all airborne and airland operations by Air Force aircraft to ensure successful completion of the JA/ATT Program. The GLO represents the best interests of USAREUR units in all JA/ATT emergency deployment readiness exercise (EDRE) and other airborne and airland operations. Additionally, the GLO keeps the Army informed of any mission-related discrepancies and provides technical assistance to the Air Force on current Army doctrine, equipment, and procedures. Specific responsibilities include the following:

1. Help resolve interservice disputes and troubleshoot major operations.
2. Notify Army units immediately of any changes to their operation and provide up-to-date weather information, parking plans, load times, and maintenance status.
3. Assist units with requests for reasonable changes at the departure airfield.
4. Provide the Air Force with timely information on Army status at all times when executing airborne operations and EDRE missions.
5. Brief DACO, DZSO, and DZSTL operations.
6. Conduct all briefings during which a decision will be made based on weather conditions.
7. Update aircraft-schedule users on changes to the schedule.
8. Inform aircraft users of the status of aircraft maintenance.
9. Act as the liaison between Army users and Air Force crews.

e. USAFE/AFAFRICA. USAFE/AFAFRICA is responsible for delivering the Army’s airborne force to the right objective at the right time, in the right sequence, and with the right equipment. USAREUR/AFAFRICA is supported by the USAFE 37th Airlift Squadron (37th AS), a fleet of C-130s under the 86th Airlift Wing located at Ramstein Air Base.

(1) Air Mobility Operations Control Center (AMOCC).

(a) The AMOCC is located at Ramstein Air Base, Germany, and is responsible for receiving, prioritizing, providing resources for, and assigning all airlift requirements for USEUCOM.

(b) All requests for airlift support from U.S. Army units located in or assigned to the USEUCOM AOR are routed through the USAREUR Mobility Operations Center to the AMOCC.

(c) Submitting requests for airborne training support is usually accomplished by the USAREUR G3 Air through the semiannual JA/ATT Conference.
(2) Mission Commanders.

(a) During routine airborne operations, airlift forces are directed, supervised, and controlled by a designated air mission commander.

(b) For missions involving two or more aircraft, the Commander, 37th AS, assigns a mission commander to oversee the entire JA/ATT mission from planning to execution. The mission commander—

1. Ensures tasked wings are prepared to support the mission.
2. Works with users to ensure successful mission objectives.
3. Attends and reviews previous JA/ATT after-action reviews (AARs).
4. Meets with users’ senior officers to discuss missions and potential problems.
5. Attends mass- and joint-mission briefs (JMBs).
6. Ensures safety and maximum joint training.
7. Attends debriefings and joint AAR sessions.

E-5. AIRBORNE ADMINISTRATIVE PROCEDURES

Airborne administrative procedures (fig E-1) depict the manner in which information should flow between USAREUR airborne units, the USAREUR G3 Air, coordinating agencies, and the USAREUR Command Group. All leaders involved are responsible for ensuring that the mission is supported and executed without compromising the value of the training, troop welfare, unit ASOPs, and USAREUR policy.

a. Air Letters.

(1) Official notice and approval of an airborne operation will usually be provided through USAREUR G3 Air or S3 Air channels by an air letter. This letter lists the Army and Air Force units involved in the operation, the time at which a decision is made based on foreseeable weather conditions, load time, station time, takeoff time, objective time, and DZ. The letter will also state if missions are or are not engine-running-on-load (ERO) missions and will give users additional information such as the number of parachutes by type and which aircraft are designated for heavy equipment and container delivery systems (CDSs). All air letters will be reviewed for accuracy and validated no later than 10 duty days before the airborne operation.

NOTE: The first thing to do after receiving an air letter is to confirm critical times. If those times are not correct, users must inform the USAREUR G3 Air immediately.

(2) If an air letter indicates that an operation will be conducted by more than one unit, the airborne commander is responsible for coordinating with all other units listed.

(3) Units will send the USAREUR G3 Air a letter of acceptance signed by the battalion S3 or higher accepting responsibility of the designated airborne mission.
(4) The accepting unit is responsible for submitting a complete air letter to the USAREUR G3 Air with all pertinent information and airborne timelines no later than 30 duty days after the date of execution of an operation.

(5) Any changes or adjustments to an air letter must be submitted to the USAREUR G3 Air no later than 10 workdays before the airborne operation.

b. Flash Reports.

(1) Immediately after each airborne operation, the DZSO will send a flash report to the DACO. During duty hours, the DACO will immediately send a telephonic flash report on all airborne operations directly to the USAREUR G3 Air (mil 537-3635 or 3660). After duty hours, the DACO will send the telephonic flash report directly to the USAREUR Watch Officer (mil 537-3186 or 3189).

(2) The DACO must ensure that all information is complete and accurate before sending the final flash report. All flash reports must be submitted no later than 1 hour after completion of an airborne operation.

(3) If the final flash report is not ready within 1 hour after completion of an airborne operation, the DACO must submit an initial or intermittent flash report with as much information as possible and follow up with a completed flash report as soon as all the information is available.
(4) Flash reports must be sent quickly to be effective. In the event of a personnel-parachute malfunction, the flash report will include the following: SIR, Off DZ Strike Report, Red/Amber Light Exit Report, Static Line Injury Report, and Drop Zone Malfunction Checklist. The DZSO and DACO will immediately report any personnel-parachute or heavy-equipment malfunction to the USAREUR G3 Air and the GLO. This information must not be delayed for reasons of collecting the remaining information for the final flash report.

(5) In the event of a parachute malfunction, the malfunction officer at the DZ will send an immediate report to the ADO. Additionally, the malfunction officer will inform the DZSO of the malfunction, who will then inform the GLO on duty. Information copies will be provided to the USAREUR G3 Air and the USAREUR G4 master airdrop systems technician.

E-6. AIRBORNE PROFICIENCY REQUIREMENTS

a. Individual Proficiency Training.

(1) All Soldiers filling a paid parachute position must perform, as a minimum, one jump per quarter to maintain currency and qualification for hazardous duty pay.

(2) Personnel assigned to an airborne infantry brigade combat team (IBCT) will conduct a minimum of eight jumps per year in order to maintain combat proficiency. For Soldiers assigned to an airborne IBCT parachute assault echelon, the optimum training objective is one jump each month for a total of 12 jumps per year. Commanders will determine the exact jump frequency for their units based on the unit mission and available resources. Additionally, 50 percent of the jumps must be night jumps and 75 percent must be from high-performance aircraft. All other training requirements will remain at the discretion of unit commanders.

(3) Training requirements for all other airborne organizations remain as stated in (1) above and at the discretion of unit commanders based on the mission and available resources.

(4) If a Soldier fails to perform a parachute jump within a 6-month period, the Soldier must complete Basic Airborne Refresher (BAR) training in accordance with FM 3-21.220, appendix A, before performing the next scheduled parachute jump.

b. Collective Training.

(1) Airborne IBCTs and their assault battalions will conduct at least one night airborne mass tactical (MASSTAC) assault per quarter. This training should include at least 12 heavy-equipment platforms and 16 CDSs, followed by a field training exercise that includes the seizure of an assault objective. Whenever possible, training should also include the airland of follow-on forces and enablers.

(2) Units identified as critical enablers to the airborne IBCTs will participate in the airborne IBCT collective training outlined in (1) above including heavy-equipment platforms appropriate to support training objectives.

E-7. QUALIFICATION OF KEY PERSONNEL

The airborne commander designates the key personnel to support each airborne operation. These key personnel include but are not limited to the following: a primary jumpmaster (PJM), assistant jumpmasters (AJMs), safety personnel (SAF), DACO, DZSTL, DZSO, MO, riggers, and a parachute officer or noncommissioned officer (NCO).
a. Each aircraft has a designated PJM, AJMs, and SAF. The airborne commander gives the designated PJM command authority over, and responsibility for, all personnel onboard a jump aircraft.

b. Responsibilities, qualifications, and prerequisites of key personnel are available in FM 3-21.220.

E-8. AIRBORNE COMMANDER
The unit listed on the air letter will serve as the airborne commander for that line number. Leaders who are designated by their unit commanders to serve as airborne commanders must meet the following requirements:

a. Brigade-Size Elements. For brigade-size elements, the airborne commander—

1. Must be jumpmaster-qualified, but the qualification does not have to be current.

2. Must be at least a field-grade officer for tactical lines involving four or more aircraft. This also applies during joint forcible-entry exercises (JFEXs).

3. Must be at least a company, troop, or battery commander for tactical lines of one to three aircraft or proficiency lines of four or more aircraft.

4. Must be at least in the grade of master sergeant (E8) or captain (O3) for proficiency lines of one to three aircraft. Requests for exceptions to these grade requirements must be referred to the first colonel (O6) in the chain of command for consideration and approval.

5. Should be a jumper, but will not be a member of any jumpmaster team or serve as a DACO, DZSO, or DZSTL.

6. Will make the Army recommendation for decisions based on weather conditions.

7. Has the authority to cancel the mission only if cancellation has been determined necessary based on weather or maintenance conditions.

8. Must attend the JMB, if held, and brief participating Army and Air Force personnel as required.

9. Will conduct, or have his or her direct representative conduct, the jumpmaster brief, which is a Green Tab responsibility. Commanders of all units participating in the airborne operation should be physically present for this briefing.

10. Will coordinate with the DACO immediately on arrival at the departure airfield.

b. Rigger Units. For rigger units, the airborne commander—

1. Must be jumpmaster-qualified, but the qualification does not have to be current.

2. Must be at least a company, troop, or battery commander for tactical lines of one to three aircraft or proficiency lines of four or more aircraft.
(3) Must be at least in the grade of sergeant first class (E7) or warrant officer for proficiency lines of one to three aircraft. Requests for exceptions to these grade requirements must be referred to the first O6 in the chain of command for consideration and approval.

(4) Should be a jumper, but will not be a member of any jumpmaster team or serve as a DACO, DZSO, or DZSTL.

(5) Will make the Army recommendation for decisions based on weather conditions.

(6) Has the authority to cancel the mission only if cancellation has been determined necessary based on weather or maintenance conditions.

(7) Must attend the JMB, if held, and brief participating Army and Air Force personnel as required.

(8) Will conduct, or have his or her direct representative conduct, the jumpmaster brief. This is a Green Tab responsibility. The commanders of all units participating in the airborne operation should be physically present for this briefing.

(9) Will coordinate with the DACO immediately on arrival at the departure airfield.

E-9. ARMY ROTARY-WING AIRCRAFT AIRBORNE OPERATIONS
USAFL/EAFRICA aircraft are the primary means for conducting airborne operations for tenant units and subordinate commands within USAREUR. However, if USAFL/EAFRICA is unable to support the requested dates, rotary-wing aircraft may be used for airdrop and airborne operations at the discretion of unit commanders based on the mission and available resources.

a. Supporting Aviation Unit. The supporting aviation unit will—

(1) Provide helicopters with certified crews and necessary logistic support.

(2) Ensure aircraft are configured and rigged for equipment and personnel drops to include seat and door removal (if required) and installation or rearrangement of seatbelts.

(3) Verify that all pilots have the right radio frequencies and call signs for DZSO and range control personnel.

(4) Coordinate with the supported unit before the jump and conduct the pilot and jumpmaster briefing.

b. Supported Unit Airborne Commander. The supported unit airborne commander will—

(1) Request aviation support by sending a request to conduct rotary-wing airborne operations to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail%20mil (mil 537-3635/3660). The request must include the following:

(a) Air mission request.

(b) Concept of operation.
(2) Submit the request no later than 30 workdays before the desired day of the jump.

(3) Perform ground training and preparation for rotary-wing aircraft airborne operations in accordance with FM 3-21.220, chapter 17.

(4) Establish a marshaling area and provide medical coverage in accordance with the unit standing operating procedure (SOP).

c. Jumpmasters.

(1) Jumpmasters will be static on a UH-60.

(2) Jumpmasters may be static or the number-one jumper on a CH-47.

(3) On a CH-47, if the jumpmaster is jumping, a static safety must be utilized.

(4) Jumpmaster or safety duties performed may apply for jumpmaster currency.

E-10. JA/ATT PROGRAM

The JA/ATT Program is regulated by DOD, directed by the Joint Chiefs of Staff, and managed and funded by the Air Force. The program is designed to provide airborne proficiency and continuation training in a joint environment within the USEUCOM AOR.

a. 86th OSS/OSO. The 86th OSS/OSO—

(1) Is the intermediary for JA/ATT users, airlift providers, and organizations under Headquarters and Headquarters Battalion Provisional, USAREUR. It sends out invitation messages for the semiannual JA/ATT conferences, runs JA/ATT conferences, updates JA/ATT setup sheets, issues JA/ATT sequence numbers, and acts as the JA/ATT scheduling authority.

(2) The 86th OSS/OSO can schedule a maximum of 1 MASSTAC exercise (6 aircraft or more) per quarter and a maximum of 25 JA/ATT days per month. MASSTAC airdrops are also at the discretion of the 86th Operations Group Commander. One C-130 per day is considered 1 JA/ATT day.

b. JA/ATT Conference.

(1) The JA/ATT Conference is a 2-day event that takes place twice a year.

(2) The USAREUR G3 Air and the 21st SC G3 airborne proponent will serve as USAREUR unit representatives at all JA/ATT conferences. All participants should have decisionmaking authority for their units.

(3) Participants will—

(a) Review previously validated JA/ATT activities and may negotiate any changes to dates or missions.

(b) Review the proposed JA/ATT schedule for the next semiannual period by months and dates and negotiate missions.
(c) Validate the proposed JA/ATT schedule for the next semiannual period.

c. JA/ATT Requests.

(1) All units wishing to participate in the JA/ATT Conference will send a list of attendees to the USAREUR G3 Air no later than 2 weeks before the JA/ATT Conference.

(2) The USAREUR G3 Air will forward the list of JA/ATT Conference attendees by e-mail to the 86th OSS/OSO C-130 Barrelmaster at 86oss.c130@ramstein.af.mil.

(3) Participating units will complete requests on the latest version of the JA/ATT validation worksheet (JA/ATT setup sheet).

(4) Participating units will submit completed JA/ATT requests to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil no later than 30 duty days before the JA/ATT Conference.

(5) USAREUR G3 Air will consolidate all subordinate unit JA/ATT requests into USAREUR JA/ATT requirements and forward the consolidated request to the 86th OSS/OSO C-130 Barrelmaster no later than 2 weeks before the JA/ATT Conference.

d. JA/ATT Priorities.

(1) The USAFE/AFAFRICA AMOCC, located at Ramstein Air Base, Germany, is responsible for receiving, prioritizing, resourcing, and assigning all airlift requirements for USEUCOM.

(2) Specific USEUCOM JA/ATT priorities, mission-essential JA/ATTs, user responsibilities, mission-commander requirements, and all information concerning the JA/ATT Conference within the USEUCOM AOR are defined in the USAFE/AFAFRICA JA/ATT operations memorandum of agreement, which became effective on 30 September 2009.

E-11. PARACHUTE REQUEST TIMELINE AND PROCEDURES

Within the 21st SC, the 5th Quartermaster Detachment (5th QM) is the only USAREUR organization that provides aerial delivery support for all user units within the USEUCOM AOR, except for the 173d Abn BCT. The 21st SC has a vast inventory of air items to facilitate airborne operations. The 16th Sustainment Brigade (16th SB), 21st SC, is responsible for the facilities that pack, store, repair, issue, and receive these air items. All airdrop-support requests will be sent to the USAREUR G3 Air at usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil (mil 537-3635/3660) (fig E-2).

NOTE: The 173d Abn BCT has a platoon of riggers. All airdrop requests in support of airborne operations are processed and deconflicted within the brigade. The Supply and Services Branch, Sustainment Operations Division, Office of the Deputy Chief of Staff, G4, HQ USAREUR, should, however, be kept informed of all airdrop missions and activities, productions and projections, and malfunctions and incidents.

a. Parachute Request Procedures.

(1) Requests for airdrop support must be submitted on AE Form 350-1B.
Figure E-2. Parachute Request Procedures Flowchart

(2) AE Form 350-1B requires the approval of the senior airdrop systems technician or his or her designated representative at 5th QM Air Operations.

(3) Table E-1 provides references and timelines to use as a guideline for planning and executing airborne training, including DZs and facilities.

b. Coordinating the Use of Maneuver Areas. AE Regulation 350-22 provides information on conducting off-installation maneuvers and field-training exercises on non-U.S.-controlled land.

<table>
<thead>
<tr>
<th>Task</th>
<th>Suspension</th>
<th>Requirement (Reference)</th>
</tr>
</thead>
<tbody>
<tr>
<td>JA/ATT Conference for aircraft requirements</td>
<td>D-180</td>
<td>USAREUR airborne unit G3/S3 Air representatives (173d Abn BCT, 21st SC), will submit all JA/ATT requests for aircraft requirements and support and airborne-mission details to the USAREUR G3 Air. All airborne-mission details and aircraft and parachute requirements for the following semiannual period will be identified. USAREUR G3 Air will publish the JA/ATT Calendar and the initial air letter within 30 workdays after the JA/ATT Conference.</td>
</tr>
<tr>
<td>Request for personnel parachutes and equipment airdrop support</td>
<td>D-60</td>
<td>All parachute requests should be received before the parachute issue day or the equipment stage day through the appropriate channels. All airdrop-support requests will be processed through the USAREUR G3 Air (AEOP-TDT), available at <a href="mailto:usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil">usarmy.wiesbaden.usareur.mbx.usareur-g3-air@mail.mil</a> or military 537-3635/3660. All forms of communication will be used to ensure mission success.</td>
</tr>
<tr>
<td>Task</td>
<td>Suspense</td>
<td>Requirement (Reference)</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Maneuver coordination</td>
<td>D-45</td>
<td>Request will be submitted telephonically to the 7th ATC G3 at military 475-6108.</td>
</tr>
<tr>
<td>Medical support</td>
<td>D-45</td>
<td>Medical support will be coordinated in accordance with the requesting unit’s SOP.</td>
</tr>
<tr>
<td>Transportation support</td>
<td>D-45</td>
<td>Transportation support will be coordinated in accordance with the requesting unit's SOP.</td>
</tr>
<tr>
<td>Risk assessment</td>
<td>D-45</td>
<td>The risk assessment will be sent to the first colonel in the chain of command or his or her designated representative based on the commander’s guidance.</td>
</tr>
<tr>
<td>Equipment inventory</td>
<td>D-45</td>
<td>Coordination for equipment rigging, joint inspections, and transportation must be made by the airdrop-support unit.</td>
</tr>
<tr>
<td>Quarters for medical teams</td>
<td>D-30</td>
<td>A request for quarters will be processed according to the nature of the team’s mission and in accordance with unit SOPs.</td>
</tr>
<tr>
<td>Air letter</td>
<td>D-30</td>
<td>The initial air letter will be published by the USAREUR G3 Air for units to verify critical information and complete the air letter with all timelines and personnel assignments. All completed air letters are to be returned to the USAREUR G3 Air including all pertinent information and airborne timelines no later than 30 duty days from the date of execution. All air letters will be reviewed for final validation no later than 10 duty days before the airborne mission.</td>
</tr>
<tr>
<td>DZSO equipment</td>
<td>D-15</td>
<td>Inventories will be conducted and equipment will be issued at the respective unit locations as applicable based on the unit commander’s guidance.</td>
</tr>
<tr>
<td>Communications equipment</td>
<td>D-15</td>
<td>Inventories will be conducted and equipment will be issued at the respective unit locations as applicable based on the unit commander’s guidance.</td>
</tr>
<tr>
<td>Transportation equipment</td>
<td>D-15</td>
<td>Inventories will be conducted and equipment will be issued at the respective unit locations as applicable based on the unit commander’s guidance.</td>
</tr>
<tr>
<td>Notice to airmen (NOTAM) requests</td>
<td>D-15</td>
<td>NOTAM requests must be submitted to the USAREUR Army Flight Operations Detachment, NOTAM Section, at <a href="mailto:usarmy.badenwur.usareur.mbx.afod-notam--@mail.mil">usarmy.badenwur.usareur.mbx.afod-notam--@mail.mil</a> (mil 537-3370). For DZs in military training areas, requests are required no later than 10 duty days before the airborne mission.</td>
</tr>
<tr>
<td>DZ site reconnaissance</td>
<td>D-7</td>
<td>The designated DZSO or DZSTL will conduct DZ site reconnaissance to determine suitability of the DZ and safe operating conditions.</td>
</tr>
<tr>
<td>Commander’s air briefing</td>
<td>D-2</td>
<td>The airborne commander or his or her direct representative will conduct the jumpmaster brief at the designated unit area.</td>
</tr>
<tr>
<td>Final coordination</td>
<td>D-2</td>
<td>Final staging and assignment of all equipment and personnel assigned.</td>
</tr>
<tr>
<td>Strike reports, flash reports</td>
<td>D-Day</td>
<td>Initial reports will be submitted telephonically to the USAREUR G3 Air at military 537-3635/3660 and the USAREUR Watch Officer at military 537-3186 no later than 1 hour after completion of the airborne mission.</td>
</tr>
</tbody>
</table>
E-12. DROP ZONES AND DROP-ZONE SURVEYS (AF FORM 3823)

A DZ is any designated area where personnel and equipment may be delivered by means of parachute or free drop. A DZ is located where it can best support the ground tactical plan. The ground unit commander uses a tactical analysis to select an area that can best support the mission. For tactical training, the USAFE/AFAFRICA zone-availability report (ZAR) should be checked for an approved DZ within the tactical area. The ZAR is a comprehensive listing of drop zones and landing zones (LZs) that is available for DOD use. The information in the ZAR does not, however, replace the need for a completed survey before conducting DZ and LZ operations. Completed surveys within the USEUCOM AOR are available for military users on the USAFE/AFAFRICA website.

a. DZ Surveys. A DZ survey is required for all airdrop missions involving U.S. parachute operations. During exercises and joint training operations, the unit conducting DZ and LZ operations is required to ensure that the survey is completed and the DZ meets operational and safety standards. The unit is also required to conduct a physical inspection of the DZ before the operation to ensure the topography and terrain characteristics will not endanger the personnel or equipment to be dropped and ground structures will not be damaged by the airdropped load. The using unit is defined as that unit with the equipment or personnel to be dropped. The flying unit will perform the safety-of-flight (SOF) review to ensure no obstructions prohibit overflight. If a survey is done on a previously surveyed DZ to meet new run-in axis requirements for a particular mission, only an SOF is required.

1. According to Air Force Instruction 13-217, a DZ survey is valid for 5 years.

2. When conducting operations on a DZ that was previously surveyed by another unit, the commander of the using unit is responsible for ensuring the DZ meets the criteria of this regulation. In all cases, the using unit must accept responsibility for all personnel injuries, parachute or load damage, and property damage that occurs on the DZ.

3. The using unit is responsible for ensuring that any intended DZ has been surveyed before requesting air support for the mission. If a selected DZ does not appear in the ZAR or a current survey is not available, the using unit must conduct a DZ survey. All DZs will be surveyed or tactically assessed by qualified DZSTL or Pathfinder personnel before they are used.

4. Once a DZ survey is completed, the using unit will send the completed survey (AF Form 3823) with a memorandum requesting SOF review and approval of the survey through the USAREUR G3/5/7 to the appropriate Air Force Wing Weapons and Tactics office. After final approval, the Air Force Wing Weapons and Tactics office will upload the approved DZ survey for inclusion in the USAFE/AFAFRICA ZAR.

5. The memorandum requesting SOF review and approval of the survey will be sent to the USAREUR G3/5/7 on official letterhead no later than 60 days before the date of the first intended use of the DZ and will include the following as a minimum:

(a) Name and location of the DZ. (The using unit should check the ZAR to ensure the name is not yet in use elsewhere).

(b) Date of first intended use.

b. Commonly Used DZs in Germany and Italy. Tables E-2 and E-3 list commonly used DZs in Germany and Italy. Abbreviations used in the tables are defined in the glossary.
### Table E-2
**Commonly Used DZs in Germany**

<table>
<thead>
<tr>
<th>Drop Zone</th>
<th>LTA/MTA</th>
<th>POC</th>
<th>PEPI Coordinates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alzey DZ (PAX/equipment)*</td>
<td>LTA</td>
<td>7th ATC G3 mil 475-6108/civ 09641-83-6108</td>
<td>32U MA 38314 01847</td>
</tr>
<tr>
<td>Bunker DZ (personnel (PAX)/equipment)</td>
<td>MTA</td>
<td>7th ATC G3 mil 475-6108/civ 09641-83-6108</td>
<td>32U QA10429 06044</td>
</tr>
<tr>
<td>Malmsheim DZ (PAX only)</td>
<td>LTA</td>
<td>1/10th SFG(A) S3 Air Ops NCO mil 431-2793/2291</td>
<td>32U MV 93763 03300</td>
</tr>
</tbody>
</table>

### Table E-3
**Commonly Used DZs in Italy**

<table>
<thead>
<tr>
<th>Drop Zone</th>
<th>LTA/MTA</th>
<th>POC</th>
<th>PEPI Coordinates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frida 1 DZ (PAX/equipment)</td>
<td>LTA</td>
<td>USAREUR MSE-V mil 634-8884/5086</td>
<td>33T UM 24474 07795</td>
</tr>
<tr>
<td>Juliet North DZ (PAX only)</td>
<td>LTA</td>
<td>USAREUR MSE-V mil 634-8884/5086</td>
<td>33T UM 24879 10556</td>
</tr>
<tr>
<td>Monte Romano DZ (PAX only)</td>
<td>MTA</td>
<td>USAREUR Mission Support Element–Vicenza (MSE-V) mil 634-8884/5086</td>
<td>32T QM 41600 92940</td>
</tr>
<tr>
<td>Nella DZ (PAX/equipment)</td>
<td>LTA</td>
<td>USAREUR MSE-V mil 634-8884/5086</td>
<td>32T PP 31842 49866</td>
</tr>
</tbody>
</table>

### E-13. PARACHUTE OPERATIONS WITH FOREIGN FORCES

This paragraph outlines the policy and procedures for parachute operations with foreign military forces. The purpose of combined parachute operations with foreign military forces is to foster familiarity with the procedures of friendly forces, which enhances interoperability during training and combat operations. Combined parachute operations foster goodwill, rapport, and camaraderie through military-to-military relations and strengthen U.S. national objectives.

- USAREUR subordinate commands will monitor their respective forces’ participation in combined parachute operations. Subordinate commands will ensure compliance with this regulation and component regulations. Before U.S. Soldiers participate in foreign airborne operations, the following documentation must be completed and forwarded to the USAREUR G3/5/7 for review and approval:
  
  1. A memorandum for record (MFR) signed by the unit commander authorizing paratroopers to participate in foreign airborne operations.
  

- If foreign parachute equipment will be used, the foreign parachute equipment and facilities must be reviewed by a parachute rigger (military occupational specialty (MOS) 92R4P or above) or 921A airdrop systems technician before airborne operations are conducted to ensure that safety standards are followed and the equipment is airworthy. The parachute rigger will document his or her recommendation in an MFR.

- If foreign aircraft will be used, DOD Directive 5030.61 requires that an airworthiness assessment be completed on all aircraft and air systems owned, leased, operated, used, designed, or modified by DOD in accordance with Military Department policy. The airworthiness assessment provides DOD personnel (both Servicemembers and DOD civilians) and DOD contractors the appropriate level of safety of flight and risk management adapted to DOD-unique mission requirements.
(1) If a timely airworthiness assessment is not feasible, the U.S. Service airworthiness authorities may authorize the requesting unit to conduct an operational appraisal for the foreign aircraft that has not yet been determined to be operated under a sound airworthiness program.

(2) Completion of the operational appraisal does not indicate completion of a formal airworthiness assessment by U.S. Service airworthiness authorities.

(3) The residual operational risk acceptance must be signed by a GO.

d. English or the language of the foreign force participating in the jump may be used during multinational parachute operations. All personnel involved in an operation must be able to communicate with one another in the event of an emergency. Rehearsals will ensure that all personnel understand the jump procedures.

e. Foreign nationals may use U.S. equipment provided they are trained on its use and jump procedures. The unit commander will ensure personnel are sufficiently trained on the equipment used in order to conduct a safe operation. The airborne commander or unit commander is the approval authority for foreign military forces utilizing U.S. equipment.

E-14. PARACHUTE PAY AND JUMP LOG MANAGEMENT
The unit commander is responsible for accurate management and administration of parachute pay within his or her unit. This includes the monthly review of the Unit Commander’s Finance Report for improper payments and the assurance that only personnel assigned to parachute-pay positions are drawing parachute pay.

a. Individual Jump Record (DA Form 1307).

(1) DA Form 1307 is used to track the jump performance by the individual paratrooper for training currency, hazardous duty incentive pay (HDIP) entitlements, and training purposes. The correct and accurate recording of a paratrooper’s jumps is required to ensure that the paratrooper is entitled to pay and is a proficient jumper.

(2) Each unit must appoint designated paratroopers (primary and alternate) to serve as Individual Jump Record custodians at the company, battalion, and brigade level with additional duty orders signed by the Soldier’s chain of command.

(3) Units will conduct monthly reviews of each DA Form 1307 to determine the entitlement for pay purposes. On the 1st day of the 4th month in which a member fails to perform a jump, parachute pay for the uncovered month (that is, the 1st month of the preceding 3-month period) will be recovered from the Soldier’s pay. Names of individuals in this category will be reported monthly to the unit’s servicing finance office.

b. Parachute HDIP Entitlement.

(1) When a parachute jump is performed in a calendar month, the paratrooper qualifies for HDIP for that month and for 1 preceding and 1 succeeding month, that month and 2 preceding months, or that month and 2 succeeding months (DOD FMR, vol 7A, chap 24, table 24-3, rule 1). Only one jump per month may be counted for pay except when the “4 jump rule” is applied ((2) below).
(2) The “4 jump rule” (DOD FMR vol 7A, chap 24, table 24-3, rule 3) applies only when a paratrooper is unable to perform a parachute jump because of military operations of the command or the absence of jump equipment or aircraft. The paratrooper can cover a 12-month period by performing four jumps during the 9 months following the first 3 uncovered months. This is the only circumstance in which more than one jump per month will be credited for pay. In addition to jumps being annotated on DA Form 1307, an MFR will be included in the jump log detailing the circumstances and completion of the requirements. If a Soldier does not perform the required four jumps, HDIP for the entire year becomes unauthorized and collection action must be initiated.

NOTE: The commander of the affected Soldier’s unit (brigade, battalion, company) must certify in an MFR the command military operations or the lack of aircraft or equipment that prevented the Soldier from performing a parachute jump. No additional authorization or approval is required to operate under rule 3. An information copy of the MFR will be sent to the USAREUR G3 Air for the purpose of maintaining a record on file.

(3) If a paratrooper is unable to perform a jump by reason of being engaged in combat operations in a hostile-fire area, the Soldier’s commanding officer may waive minimum jump requirements (DOD FMR, vol 7A, chap 24, table 24-3, rule 4). The months of deployment and redeployment are covered under this rule.

NOTE: The commander of the affected Soldier’s unit (brigade, battalion, company) may waive the jump requirements for the authorization of HDIP by certifying the unit’s deployment in an MFR. No additional authorization or approval is required to apply rule 4. An information copy of the MFR will be sent to the USAREUR G3 Air for the purpose of maintaining a record on file.

(4) Military operations, combat operations in a hostile-fire area, and the absence of jump equipment or aircraft are the only authorized reasons for not complying with jump requirements over a 3-month period. Periods of exemption must be documented in a memorandum by the general court-martial convening authority (GCMCA) specifying the circumstances.

(5) If hazardous duty orders are issued on any day other than the 1st day of the month, that month will be prorated for the purposes of HDIP, provided the entitlement criteria are met.

(6) Parachute jumps performed while on leave or TDY during which parachute jumping is not required as an essential duty do not count for HDIP entitlement.

c. Entitlement to HDIP When Incapacitated. When a paratrooper—

(1) Is hurt while performing parachute duties, the paratrooper will be entitled to HDIP for a 3-month period. If the performance requirements for the month of incapacity have been met, the 3-month period begins on the 1st day of the next calendar month. If the performance requirements for the month of incapacity have not been met, the 3-month period begins on the 1st day of the month in which the incapacity occurred.

(2) Is incapacitated, but not from parachute operations, HDIP will be determined by previously performed jumps and months covered.

(3) Makes a permanent change of station (PCS) move to a medical treatment facility as a result of injuries sustained while performing parachute operations, HDIP will continue through the PCS to the end of the 3-month period.
(4) Is injured while performing airborne-related duties, supporting documentation is required in the jump log. The documentation will specify the injury, how it occurred (relating it to airborne operations), and the period for which entitlement is covered.

d. Collection of HDIP.

(1) If a paratrooper fails to cover a 3-month period, the unit will execute a financial transaction recouping HDIP on the 1st day of the 4th month. This action will be recorded on DA Form 1307 and supporting documentation will be filed in the jump log.

(2) Only 1 month of HDIP will be collected each month. If multiple months are uncovered, the paratrooper may, at his or her own discretion, request that it be recouped at one time. The request must be in writing.

(3) The following documents are needed in order to stop or recoup jump pay:

(a) The jump log to show last currency period.

(b) A memorandum stating the reason for which the jumper can no longer perform duties.

(c) A copy of the paratrooper’s permanent profile (if it restricts the jumper from performing parachuting duties).

(d) A copy of the paratrooper’s temporary profile (if it exceeds the covered period).

e. Jump-Log Composition. Every paratrooper in an airborne status will have a jump log consisting of the Individual Jump Record (DA Form 1307) and other supporting documents maintained by the unit. The jump log will consist of the items listed in table E-4.

f. Jump-Log Management. The jump-log custodian is the only individual who is authorized to make entries or corrections on DA Form 1307 using the Statement of Jump and Loading Manifest (DA Form 1306) or an MFR signed by an officer or a jumpmaster verifying the date, type, and location of the jump.

(1) In the event that both the primary and alternate jump-log custodians are not available to make entries, the most senior jumpmaster or officer within the unit can make the necessary entries.

(2) Jump logs will be updated after each airborne operation and reviewed monthly by the company custodian. Inspections will be conducted by the chain of command quarterly. Battalions are encouraged to conduct spotchecks monthly and review every log at least every 6 months. The main purpose of these reviews is to ensure that logs are present, recent jumps are added, and currency and entitlement requirements are met. Reviews will be annotated in the inspection log.

(3) Access to jump logs will be controlled, and an access roster should be maintained. Personnel authorized to update jump logs will have additional duty orders.
<table>
<thead>
<tr>
<th>Item</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Data</strong></td>
<td></td>
</tr>
<tr>
<td>Coversheet</td>
<td>- Contains sufficient data to identify the unit.</td>
</tr>
<tr>
<td>Appointment Orders</td>
<td>- Jump-log custodian appointment orders.</td>
</tr>
<tr>
<td>Inspection Log</td>
<td>- Record of inspection.</td>
</tr>
<tr>
<td><strong>Jumper Qualifications</strong></td>
<td></td>
</tr>
<tr>
<td>Hazardous Duty Orders</td>
<td>- Required for performance of parachute duty.</td>
</tr>
<tr>
<td></td>
<td>- Date of orders determines when HDIP is initiated.</td>
</tr>
<tr>
<td>Parachute Badge/SQI/ASI Orders</td>
<td>- Basic, Senior, Master as appropriate.</td>
</tr>
<tr>
<td>Jumpmaster Certificate</td>
<td>- If qualified.</td>
</tr>
<tr>
<td><strong>Entitlement/Currency</strong></td>
<td></td>
</tr>
<tr>
<td>DA Form 1307/Jump Log</td>
<td>- Up to date and certified.</td>
</tr>
<tr>
<td>Jumpmaster Duties</td>
<td>- If qualified; a separate DA Form 1307 will be used to track safety, DZSO, and DACO qualification and currency.</td>
</tr>
<tr>
<td><strong>Miscellaneous/Training</strong></td>
<td></td>
</tr>
<tr>
<td>Airborne Refresher Training (BAR) Certificate/Memorandum</td>
<td>- After any lapse of currency, this training must be completed.</td>
</tr>
<tr>
<td></td>
<td>- A parachute jump from a high-performance aircraft must executed within a 90-day period.</td>
</tr>
<tr>
<td></td>
<td>- If a parachute jump from a high-performance aircraft cannot be completed within the 90-day period, the paratrooper must once again undergo BAR training.</td>
</tr>
<tr>
<td>Jumpmaster Refresher Training Certificate/Memorandum</td>
<td>- After any lapse of currency.</td>
</tr>
<tr>
<td>Jump-Related Profiles</td>
<td>- For any period when an injury incurred as a result of airborne operations that prevents a paratrooper from meeting entitlement requirements.</td>
</tr>
<tr>
<td>Jump Pay Rule 3 Memorandum</td>
<td>- For any period a Soldier is unable to perform a jump because of military operations of the command or the absence of jump equipment or aircraft.</td>
</tr>
<tr>
<td>Jump Pay Rule 4 Memorandum</td>
<td>- For any period of deployment during which a Soldier is unable to perform a jump by reason of being engaged in combat operations in a hostile-fire area after the effective date of hazardous duty orders.</td>
</tr>
<tr>
<td>Collection of HDIP</td>
<td>- Certified documents showing collection of HDIP for months when entitlement criteria are not met.</td>
</tr>
</tbody>
</table>
g. Statement of Jump and Loading Manifest (DA Form 1306).

(1) A historical file for DA Form 1306 or manifest will be maintained in chronological order for the current year as well as the preceding calendar year at the unit conducting the jump operation in accordance with AR 25-400-2 as a 2-year file. Each subordinate unit will maintain a file of its DA Forms 1306 organized by month. Each subordinate headquarters will maintain a file of its DA Forms 1306 after a parachute jump has been completed.

(2) To be valid, all entries must be completed in ink and signed by the jumpmaster. All personnel who did not jump must be lined out neatly. This requires the jumpmaster to review the DA Form 1306 after the jump, lining out alibi jumpers who did not exit the aircraft and adding any personnel who did jump but were not on the jump manifest.

(3) If a Soldier performed a parachute jump and was not listed on DA Form 1306 or the DA Form 1306 was lost, the jumpmaster for that aircraft may write an MFR stating that the Soldier jumped as part of that airborne operation. In these situations, the date, type, and location of the jump must be specified. The MFR will be filed with DA Form 1306 at all levels.

h. Individual Jump Record (DA Form 1307) Entries.

(1) Entries on DA Form 1307 will be used to document jumps and jump-related personnel actions.

(2) The opening date on the form must correspond to the date on the hazardous duty orders.

(3) Transfers between airborne-coded positions will be indicated by a “Log Transferred” entry, provided there is no break in airborne status.

(4) Combat deployments (DOD FMR, vol 7A, chap 24, table 24-3, rule 4) will be annotated with deployment and redeployment dates.

(5) Parachute jumps performed under the “4 jump rule” will be annotated with rule 3 under the column titled “pay period covered” (DOD FMR, vol 7A, chap 24, table 24-3, rule 3).

(6) Appropriate waiver documentation must be filed in the paratrooper’s jump log for periods during which the “4 jump rule” was applied and during periods of combat deployments.

(7) Permissive jump status will be annotated with “not for pay” or “NFP.”

(8) For entries annotated on DA Form 1307 that require the transferring, opening, and closing of the jump log, the custodian will print and sign his or her complete name.

(9) Table E-5 shows examples of jump log entries.
<table>
<thead>
<tr>
<th>8. LINE NO.</th>
<th>PLACE OF JUMP a.</th>
<th>TYPE OF JUMP b.</th>
<th>TYPE OF PLANE c.</th>
<th>DATE d.</th>
<th>PAY PERIOD COVERED e.</th>
<th>INITIALS OF PERS OFFICER f.</th>
</tr>
</thead>
</table>

**Open Entry:**
- Used when jump log is opened.
- Corresponds with the date on hazardous duty orders.

| /----- | LOG OPENED | A/1-503D IN | 7 Jan 13 | XX SIGNATURE XX SFC AIRBORNE | /----- |

**Individual Jump Entry:**
- For individual jump entries, only the custodian’s initials are required.

| 82 | JULIET DZ | A/NT | C130J | 8 Jan 13 | JAN-FEB-MAR | INITIALS |

**Transfer Entries:**
- Used when a jump log is transferred to a new unit not requiring reissue of hazardous duty orders.
- If new hazardous duty orders are required, the jump log will be closed and reopen.

| /----- | LOG TRANSFERRED | A/1-503D IN | 9 Jan 13 | XX SIGNATURE XX SFC AIRBORNE | /----- |

**Closing Entry:**
- Used when the jump log is closed for reasons of a member being removed from jump status, PCS to non-hazardous duty, or ETS.
- In case of a PCS move, orders to perform hazardous duty remain in effect when the member is being reassigned successively to hazardous duty.

| /----- | LOG CLOSED | A/1-503D IN | 10 Jan 13 | XX SIGNATURE XX SFC AIRBORNE | /----- |

**Combat Deployment Entries:**
- Month of deployment and redeployment are covered for entitlement.
- Must have supporting documentation in the jump log.

| /----- | DEPLOYED ISO OEF | A/1-503D IN | 11 Jan 13 | SFC AIRBORNE | INITIALS |
| /----- | RE-DEPLOYED OEF | A/1-503D IN | 12 Jan 13 | SFC AIRBORNE | INITIALS |

**Permissive Jump Status:**
- Will include “Not for Pay” or “NFP” in the opening and closing entries and jump entries.
- Must have supporting documentation in the jump log.

| /----- | LOG OPENED NOT FOR PAY PERMISSIVE JUMP STATUS | A/1-503D IN | 13 Jan 13 | XX SIGNATURE XX SFC AIRBORNE | /----- |

| 82 | JULIET DZ | A/NT | C130J | 14 Jan 13 | NFP | INITIALS |

**Jump Injury Entries:**
- When a jumper is hurt while performing parachute duties, the paratrooper will be entitled to HDIP for a 3-month period.
- Must have supporting documentation in the jump log.

| /----- | JULIET DZ | A/NT | C130J | 15 Jan 13 | JUMP INJURY JAN-FEB-MAR | INITIALS |

**Collection of HDIP for Pay Loss Paratroopers:**
- Will require an entry for each month pay is collected.
- Must have supporting documentation in the jump log.

| /----- | PAY LOSS COLLECTION | For JAN 2013 | 16 Jan 13 | SFC AIRBORNE | INITIALS |
E-15. PERMISSIVE PARACHUTING PROGRAM
The Army permissive parachuting and training program is for experienced Army airborne-qualified
Soldiers assigned to non-airborne duty positions. Approved permissive parachuting status may be
authorized in accordance with policy and procedures in this regulation for Soldiers who have a need to
perform static-line parachuting in conjunction with the performance of their current duties or need to
maintain their parachuting skills in preparation for a follow-on airborne assignment. To participate in the
program, Soldiers must volunteer by submitting a request through command channels for the signature
approval of a GO (or Army civilian equivalent) at the GCMCA level. Requests from GOS and
promotable colonels are forwarded through the HQDA General Officer Management Office for action
by the VCSA.

a. Approval Authorities. Approval authorities are as follows:

(1) CG, USAREUR; Director, Army National Guard; and Chief, Army Reserve, for personnel
under their jurisdiction.

(2) DA G-3/5/7 (DAMO-SSF) for personnel in the Personnel Exchange Program, Foreign Area
Officer Program, and School of Other Nations Program.

(3) Director, Defense Intelligence Agency, for qualified Army personnel assigned to its overseas
locations.

b. Prerequisites. Prerequisites are as follows:

(1) An endorsement memorandum signed by the first O6 in the chain of command.

(2) Soldiers must complete Airborne Refresher Training in accordance with FM 3-21.220,
appendix A. The completion date must be within the 6-month period preceding the date of the scheduled
permissive parachuting jump.

(3) Soldiers must meet the minimum airborne experience requirement of at least 3 verifiable
cumulative years of parachuting duty in an airborne position.

(4) Enlisted Soldiers must possess special qualification identifier (SQI) “P” (parachutist), “S”
special operations support personnel), “V” (ranger parachutist), additional skill identifier (ASI) 5W
(jumpmaster), or a CMF 18 (special forces) MOS.

(5) Officers must have a skill identifier of either “5P” (parachutist), “5S” (ranger parachutist),
“5W” (jumpmaster), or an area of concentration of 18A (special forces).

(6) Warrant officers require either SQI “P,” ASI “5W,” MOS 180A (special forces warrant
officer), or MOS 921A (airdrop systems technician).

(7) Soldiers must be medically qualified for parachuting duty per AR 40-501, be in good physical
condition as indicated by the most recent Army physical fitness test (APFT), and meet the height and
weight standards in AR 600-9.

(8) Soldiers must volunteer for permissive parachute status.

(a) Permissive parachuting jumps may be counted for senior and master parachuting ratings.
(b) No hazardous duty pay is authorized, and no orders are published for permissive parachute jumping.

(c) Injury incurred while performing permissive parachuting activities is normally determined to have been incurred in the line of duty.

(d) An approved exception to policy does not have to be resubmitted when requesting an additional 6 months of permissive parachute status.

c. Restrictions. Permissive parachuting status will not be approved for requests that do not meet the prerequisites in subparagraph b above or for the following:

(1) Periods longer than 6 months.

(2) Activities with foreign forces unless the U.S. Army’s proposed participants have a definable directed mission role with such foreign forces.

(3) Participation in parachuting jumps solely for or motivated by personal, recreational, or ceremonial reasons.

(4) Jumping other than static-line.

(5) Performing jumpmaster, assistant jumpmaster, or safety personnel duties.

(6) Permissive parachuting jumps that are likely to increase airborne program resources.

(7) Soldiers with no desire to serve in future airborne duty assignments.

(8) Soldiers who are not medically qualified for parachuting duty (AR 40-501), who are not in good physical condition as indicated by the most recent APFT, or who do not meet the height and weight standards.

d. Approval Authority Responsibilities. Approval authorities will do the following:

(1) Forward a copy of each approved permissive parachuting action to HQDA (DAPE-MPE).

(2) Forward favorable recommendations for exceptions to policy to HQDA (DAPE-MPE) for final action.

(3) Disapprove requests for permissive parachuting status that are not in compliance with AR 350-1 unless recommending approval of an exception to policy.

(4) Establish controls to maintain continuous account ability of personnel approved for permissive parachuting status.
APPENDIX F
ACCESS TO TRAINING AREAS AND FACILITIES

F-1. Access to training areas and facilities must be scheduled through the Range Facilities Management Support System. Table F-1 lists POCs for training areas and facilities and the lead time required for scheduling the use of those areas and facilities. Training support center (TSC) chiefs may be reached by dialing the local community prefix followed by -1398. The glossary defines abbreviations used in the table.

F-2. Training at international training areas must be coordinated through the Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

<table>
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<tr>
<th>Facility</th>
<th>Local Training Areas</th>
<th>POC</th>
<th>Lead Time Required</th>
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APPENDIX G
TRAINING IN ITALY

G-1. PURPOSE
This appendix outlines request procedures, support requirements, references, and timelines for planning and executing training at an Italian range, major training area (MTA), local training area (LTA) (including drop zones), or facility. Many of the areas covered are “off-post,” Italian-controlled assets. Units planning training on post in U.S.-controlled facilities in the Vicenza or Livorno areas should contact the 7th Army Training Command (7th ATC), Regional Training Support Division–Italy, at military 634-8741 for request and scheduling information. The U.S.-controlled 7th ATC/Vicenza Mission Training Complex (MTC) at military 634-8179/8076/8073 or e-mail: mail.bctc.vca@eur.army.mil plans individual and collective training that takes place at the 7th ATC/Vicenza MTC.

G-2. GENERAL
The Training Administration Branch, USAREUR Regional Mission Support Element (MSE)–Vicenza, executes primary responsibilities for all U.S. Army Italian range and training area scheduling, coordination, use, and oversight. Details on the ranges, training areas, and facilities available are located on the United States Army Africa (USARAF) portal.

a. Range and training areas are labeled in separate folders. Additionally, other helpful information and current procedures are posted on the site. To begin coordination or to request information, units should contact the Training Administration Branch, USAREUR Regional MSE-Vicenza, at military 637-4990/4992. The key to success for all training events is the early link-up with one of the Italian Army (ITA) liaison officers (LOs) who work in the Training Administration Branch, USAREUR Regional MSE-Vicenza. All ITA LOs are fluent in English and provide liaison, coordination, and execution oversight for U.S. units. As soon as a training event has been requested, units must maintain contact with the ITA LO of the training support element designated for the event.

b. Italian MTAs are generally larger than LTAs and ranges and offer the opportunity to conduct integrated unit training. As such, the demands to use MTAs are great, visibility is high, and scheduling is done on a calendar year basis. Generally, periods of training are limited to two to four scheduled 2-week densities per year at Monte Romano and Monte Carpegna; indirect fire is limited to selective charges; illumination is prohibited and the use of tracers is limited because of nearly year-round fire hazards on the Italian peninsula; combined arms live-fire exercises are limited to grounded weapons; and all training must be supported by surface danger overlays and a written training plan.

c. Italian ranges and LTAs offer training at the squad to company level on field training exercise and situational training exercise collective tasks. Ranges are primarily static with the exception of the Cao Malnisio range, which has been upgraded to the U.S. 300-meter record fire standard and to allowing crew-served weapons qualification up to 7.62mm. Most but not all Italian LTAs support blank-fire training. Most sites supporting military operations in urbain terrain support both blank and close-combat mission capability kit (ultimate training munitions, Special Effects Small Arms Marking System, or “Simunitions” nonlethal marking ammunition) fire training.

G-3. RESPONSIBILITIES
As a guest in Italy, the U.S. Forces must abide by Italian laws and regulations governing the use of MTAs and LTAs. Formats for requests are available in each range or training area folder posted on the LionNet or through the Training Administration Branch, USAREUR Regional MSE-Vicenza. The USARAF standing operating procedure (SOP) on training provides information on unit commanders’ responsibilities.
**G-4. ITALIAN MTA AND LTA SUPPORT MATRIX**
This matrix, which is part of the USARAF training SOP, outlines training planning for events in Italy in a step-by-step timeline.

**G-5. ITALIAN TRAINING FACILITIES, RANGES, AND AREAS (LTAs AND MTAs)**
The USARAF Training Administration Branch provides location grid coordinates for Italian training facilities, ranges, LTAs, and MTAs.

**G-6. AIRBORNE OPERATIONS SUPPORT REQUIREMENTS**
The USARAF training SOP provides information on planning and requesting support for airborne operations including timelines.

**G-7. 7TH ATC/VICENZA MTC**

a. Commanders are responsible for the sustainment of mission-command (MC) skills, including individual, collective, and integration skills. These skills grow as units and leader teams become confident in the “art” of mission command. The 7th ATC/Vicenza MTC emphasizes the unit’s unique mission requirements and plays a critical role in supporting the commander’s overall MC training strategy.

b. A variety of live, virtual, constructive simulations are used at the 7th ATC/Vicenza MTC to enable and support the commander’s MC training objectives. MC systems are stimulated during these exercises and allow units to train on horizontal and vertical integration of MC systems.

c. MC training exercises provide dynamic scenarios with “man-in-the-loop” or a semiautomated array of forces to stimulate units to perform their collective MC tasks in a dynamic operational environment. MC training iteratively and progressively moves the unit through competence to excellence and then mastery of MC over the course of the Train/Prepare, Available, and Committed phases of the Sustainable Readiness Model process. Using this methodology ensures that the unit is prepared for the culminating training event or United States Army Joint Multinational Readiness Center (JMRC) rotation and that those MC competencies are subsequently sustained for and during any scheduled or contingency deployment.

**G-8. 7TH ATC/VICENZA MTC SUPPORT REQUESTS**

a. Commanders can determine MC Combined Arms Training Strategy (CATS) requirements and frequency in the Digital Training Management System. The 7th ATC/Vicenza MTC is the primary source of training on MC CATS requirements. The 7th ATC/Vicenza MTC can assist commanders in training other CATS requirements through a variety of simulated environments. Once the commander determines the “five Ws,” the unit can request support through the 7th ATC/Vicenza MTC by calling, sending an e-mail message, or completing a web request. Contact information to request training in Italy is as follows:

| Modeling & Simulation Manager | mil 637-8751 |
| Simulations Specialist | mil 637-8755 |
| Joint Multinational Simulations Center (JMSC) Exercise Planner (for requests for training outside of Italy) | mil 474-JMSC |
| Digital University | mil 474-2149 |
| Website | 7th ATC/Vicenza MTC |
b. Commanders should identify training objectives early to ensure the MC training is tailored to meet specific training objectives. When planning collective training for units at the company level and below, utilization of the 7th ATC/Vicenza MTC is a must during the “crawl” and “walk” phases. Units at the battalion level and above that conduct collective training should utilize the 7th ATC/Vicenza MTC during all three phases of the crawl-walk-run methodology for the culminating training event or in preparation for a JMRC rotation.
APPENDIX H
C-IED TRAINING

H-1. GENERAL
Improvised explosive devices (IEDs) are expected to continue to be the weapon of choice of our enemies in future operating environments (OEs). Required counter-improvised explosive device (C-IED) training and capability requirements are based on 10 years of lessons learned across the globe. Training and capability requirements are divided into two lines of operation: Attack the Network (AtN) and Defeat the Device. Depending on the IED threat level (unlikely, probable, or likely), commanders should assess the degree of training required to mitigate the threat by referring to United States Army Training and Doctrine Command (TRADOC), Directorate for Counter-Improvised Explosive Devices, training support packages, which are available by logging into AKO. Ultimately, commanders, through their mission, enemy, terrain and weather, troops and fire support available, time available, space, and logistics (METT-TSL) analysis, will determine what level of training is appropriate for their area of operation (AO).

H-2. CATEGORIES OF TRAINING
To provide commanders considerations based on the anticipated mission and threat, training is divided into two categories: training for secure AOs (a below) and training for nonsecure AOs (b below). Training packages supporting the training listed below are developed using input from the United States Army Forces Command (FORSCOM), USAREUR, the United States Army Pacific, and TRADOC. FORSCOM consolidates and maintains the C-IED training material, which is accessible through AKO.

a. Training for Secure AOs. Units operating in a secure AO, generally assigned to a contingency or forward operating base (FOB), rarely, if ever, travel off a contingency base or operate outside secure areas. For those units, the risk of being exposed to an IED threat is low, but baseline training is required, which includes the following tasks as a minimum:

   (1) **C-IED Individual Tasks:**

   (a) React to a Possible IED (task number 052-192-1270).

   (b) React to an IED Attack (task number 052-192-3261).

   (c) Identify Visual Indicators of an Explosive Device (task number 052-192-1271).

   (d) Receive a Biometrics-Awareness Briefing. Biometrics is a combat multiplier and mission enabler that supports protection, targeting, detainee operations, civil and military operations, intelligence and counterintelligence operations and screening, staff planning, and tactical operations. Awareness training consists of a 1-hour course, which can be coordinated through the Counter-IED Integration Cell (CI2C) training integrator or be taken as computer-based training (CBT) (Biometrics 101) through AKO. An excellent list of references and resources is available through AKO.

   (e) Complete Counterinsurgency (COIN) Training. This training consists of a 1-hour course and provides a basic educational familiarization with counterinsurgency fundamentals including COIN principles, their application, and other basics based on FM 3-24.2 and theater-specific guidance. COIN qualification standards are available on the Army Training Network (ATN) website and in the Digital Training Management System (DTMS).
(f) Complete Counter-Radio Electronic Warfare (CREW) Overview Training (USAREUR Task 01 Electronic Warfare (EW)/CREW). All Soldiers will receive and complete CREW overview training, which consists of a 1-hour course and can be scheduled through the CI2C training integrator.

(g) Complete CREW Operator Training. CREW operator training at the home station can be coordinated through the CI2C training integrator or be taken as CBT through AKO.

(2) C-IED Leader Tasks:

(a) React to an IED Attack (task number 052-192-3261).

(b) Prepare for an IED Threat Prior to Movement (task number 052-192-3262).

(c) Receive a Biometrics Leaders Briefing. This briefing provides commanders and brigade and battalion staff members the tools to enable the widest use of biometric capabilities across the battlefield. It consists of a 1-hour CBT course, which is available through AKO.

b. Training for Nonsecure AOs. A higher level of risk of being exposed to an IED threat exists for units continually operating in a nonsecure AO, generally outside a secure contingency base or FOB. Those units require the following training in addition to the training in subparagraph a above:

(1) C-IED Individual Tasks:

(a) Complete Recognition of Combatants Improvised Electronic Devices (ROC-IED) Training. ROC-IED is a PC-based, interactive multimedia trainer. It is used as introductory-level, self-paced C-IED training and is a prerequisite or supplement to classroom and lane training or a part of long-term sustainment training. The interactive ROC-IED website requires common access card login.

(b) Complete Biometrics Training. Commanders will designate one member of the company intelligence support team (CoIST) (non-military intelligence (MI) military occupational specialty (MOS)) as the biometrics operations subject-matter expert. Training consists of instructor-led biometrics train-the-trainer training, which can be coordinated through the CI2C training integrator, or the 40-hour Biometrics Operator Specialist Course taught by the United States Army Intelligence Center of Excellence.

(c) Complete EW Training. HQDA directed Army EW training for battalion-level units and above. All Army activities (ALARACT) message 260-2009 (para 7 thru 7.d.21) identifies the minimum number of EW-trained personnel required by command and the force-structure-approved total Army authorization FY 10-15 requirements by command.

(d) Complete CREW Basic Operator Training. CREW training can be scheduled through the CI2C. A complete task list and additional information are available through AKO. Attendees must complete CREW Basic Operator Training THOR III and DUKE V3, which both consist of a 2-hour course.

(e) Complete Homemade-Explosive-Awareness Training. All personnel will receive homemade-explosive-awareness training. The training consists of a 1-hour course and must be coordinated with CI2C. Additional information is available through AKO.
(f) Complete Handheld Detector (HHD) Training. A minimum of six Soldiers per platoon will be trained on each of the following detector systems:

1. **DSP-27** (1.5 hours).

2. **VMC-1** (8 hours).

3. **VMR-2** (40 hours).

(g) Complete Unmanned Ground Vehicle (UGV) Training. A minimum of two Soldiers per platoon will receive UGV systems training for theater robotics platforms. FASTAC is the primary C-IED robotics platform used by maneuver forces. In rare cases, some units will use XM1216 robotics systems. UGV training can be coordinated through the Robotic Systems Joint Project Office or the CI2C. Training products for unit trainers are also available through AKO. Individuals designated as robotics operators and spotters should receive the following training: Leaders Planning for Robotics Operations, Robotics Operations During Mounted Maneuvers, and Robotics Operations for Dismounted Operations.

(2) **C-IED Leader Tasks:**

(a) Plan for the Integration of C-IED Assets (task number 052-703-9113).

(b) Apply Predictive Analysis to Support C-IED Operations (task number 301-192-6001).

(c) Apply Pattern Analysis Products to Support C-IED Operations (task number 301-192-6002).

(d) Integrate CREW Systems (task number 301-230-6001).

(e) Plan for Possible IED Threats (task number 150-718-6717). (Commanders and staff should review mission-command knowledge system IED and sniper defeat, staff operations process in a COIN environment.)

(f) Assess Threats (Escalation of Force) (warrior task) and Employ Progressive Levels of Individual Force When Confronting Civilians (task number 171-300-0011).

(g) Conduct Tactical Questioning (task number 301-192-6004).

(h) Complete C-IED AtN Training. The USAREUR CI2C home-station training team is the primary POC for coordinating AtN training. Units will coordinate through the CI2C to receive AtN training provided by the Maneuver Center of Excellence, Joint Improvised-Threat Defeat Organization (JIDO), or TRADOC Training Brain Operations Center at the appropriate level of classification and level of command. The CI2C provides AtN training for brigade, battalion, and CoIST staffs. Additionally, the CI2C can help commanders and staffs at combatant commands, corps, divisions, and brigades coordinate with the JIDO C-IED Operations/Intelligence Integration Center to receive, as a minimum, the 3-day AtN Advanced Analytics Applications/Tools and Methodologies training overview. Local CI2C personnel will also assist with requests for tailored training support specific to an AOR. Training is conducted on SIPR networks and requires attendees to have at least a Secret clearance. Additional information is available on the CI2C knowledge-management portal.
(i) Establish and Train a CoIST. Brigade combat teams and units with a security force (SECFOR) mission will have a designated and trained CoIST at the company level before training at a combat training center (CTC) and deploying to support intelligence operations at the company level. Commanders will identify four to six Soldiers with a non-MI MOS at the company level to serve as their CoIST, augmented by one 35F noncommissioned officer (E6) from the battalion. Training can be conducted by the CI2C at the home station.

(3) C-IED Collective Tasks:

   (a) React to a Possible IED, Vehicle-Borne IED (VBIED), Suicide VBIED (SVBIED), or Person-Borne IED (PBIED) (task number 05-2-3092).

   (b) Prepare for a VBIED/SVBIED/PBIED (task number 05-2-3092).

   (c) Plan for CIED Operations (task number 05-6-1006).

   (d) React to an IED (task number 05-3-D1703).

   (e) Perform the Five-C(s) (task number 05-03-D0016).

   (f) React to an IED Attack while Mounted (task number 05-3-D0017).

   (g) Conduct 5/25/200 Meter Checks (task number 05-3-D0019).

   (h) Employ Progressive Levels of Force when Confronting Civilians (task number 171-300-0011).

   (i) Manage CREW Systems (task number 301-230-6002).

H-3. C-IED SOLDIER TRAINING PUBLICATION (STP) 3-CIED-SM-TG

STP 3-CIED-SM-TG is available on the TRADOC Directorate for Counter-Improvised Explosive Devices website. This publication includes C-IED tasks and scenarios applicable to training provided at the home station; TRADOC schools, centers, and institutions; and CTCs, as well as unit training-support packages for all individual and collective training and C-IED battle drills.

H-4. WEAPONS INTELLIGENCE TEAM (WIT)

Personnel in units designated to have WITs should be proficient in the following tasks:

   a. Investigate significant IED events.

   b. Conduct unified exploitation.

   c. Perform on-site latent print collection on priority items that cannot be transported for further exploitation.

   d. Conduct post-blast analyses using photographs, sketches, and event reconstruction.

   e. Provide tactical advice on protection issues and C-IED tactics, techniques, and procedures (TTP).
H-5. SITE EXPLOITATION/WIT/SEARCH/EXPEDITIONARY LAB
Units authorized to have a WIT will have trained personnel who are capable of collecting, processing, and analyzing forensic material. The WIT provides critical information in support of targeting, offensive and defensive operations, and developing and disseminating intelligence for the commander. Key components of the expeditionary lab are C-IED support elements, WITs, the Combined Explosive Exploitation Cell (CEXC), the C-IED Targeting Program, expeditionary forensic teams (EFTs), and battlefield forensics collection teams.

H-6. C-IED OPERATIONS
Commanders utilize a mix of deliberate and dynamic targeting actions to ensure their commands are able to employ and integrate joint and theater-specific intelligence, surveillance, and reconnaissance resources and products. Commanders will ensure that their commands—

a. Understand platform capabilities (tactical and operational levels).

b. Establish staff training to request resources.

c. Establish collection-management training.

d. Integrate resources with operations.

e. Receive training in the following areas:

1. Unmanned Aerial Vehicle (UAV) and Manned Aerial Intelligence, Surveillance, and Reconnaissance Assets. Maneuver battalions, brigades, and regimental headquarters will maintain qualified UAV operators.

2. Military Working Dogs (MWDs) (on and off leash). All commanders at the battalion level and above who deploy with or are assigned MWDs should receive a commander’s MWD capabilities briefing during predeployment training. Commanders will ensure MWD teams are certified in accordance with current DOD directives. MWDs with explosive-detection capability will be trained on AO-specific military, commercial, and home-made explosives.

3. UGV. Appropriate unit personnel should receive UGV systems training for available robotics platforms. Individuals designated as robotics operators and spotters should receive the following training: Leaders Planning for Robotics Operations, Robotics Operations During Mounted Maneuver, and Robotics Operations for Dismounted Operations.

H-7. SPECIALIZED UNITS

a. CEXC and EFT tasks are as follows:

1. Exploit IED components.

2. Prepare and disseminate reports using the Combat Information Data Network Exchange and other required systems.

3. Provide technical advice on protection issues and C-IED TTP.

4. Provide technical assistance to support the interrogation of IED-related detainees.
(5) Provide assistance for operations against networks and suspected bomb makers in the form of briefings and component familiarization.

b. Engineer companies sourced for route-clearance operations must meet specific training and qualification requirements before deploying. The following training courses provide the required qualifications:

(1) Route Reconnaissance and Clearance Operations Course (R2C2) for Leaders (R2C2-L). The R2C2-L is a 2-week course for route-clearance vehicle crews. The course is conducted at Fort Leonard Wood, Missouri, and is recommended for engineer platoon leaders, platoon sergeants, and squad leaders.

(2) R2C2 for Operators (R2C2-O). The R2C2-O is a 2-week course for route-clearance vehicle crews. The course is conducted at Fort Leonard Wood, Missouri, and is recommended for six Soldiers per engineer platoon. The course enables crews to get licensed on the family of route-clearance vehicles.

(3) Blow In Place (BIP) Qualification. Two Soldiers per route-clearance platoon must be certified to conduct BIP operations. The 4-week Explosive Ordnance Clearance Agent (EOCA) Course and the 10-day R2C2 Sapper provide the required qualification. Both courses are conducted at Fort Leonard Wood, Missouri, and teach critical route-clearance-vehicle crew skills. BIP-certified Soldiers are force multipliers and mission expediters.

(4) HHD Training. A minimum of six Soldiers per platoon must be trained on each detector system.

(5) UGV Training. A minimum of four Soldiers per platoon conducting route-clearance operations will receive UGV systems training for theater robotics platforms. Training can be coordinated through the CI2C. The four predominantly used robotics systems are the Talon, FASTAC, SUGV 310, and the M160.
APPENDIX I
DIGITAL TRAINING MANAGEMENT SYSTEM

I-1. GENERAL
The Digital Training Management System (DTMS) is the automated digital tool of the Army’s Unit Training Management System. The DTMS is a web-based unit training, planning, and management tool that allows commanders to develop mission-essential task lists (METLs), tracks unit training tasks that support the METL and individual and team training within a unit, and follows procedures outlined in Army Doctrine Publication 3-0. AR 350-1 states that the DTMS will be used for Army unit training management. The DTMS is also designed to assist in identifying resources for, tracking, and scheduling training as well as in developing and publishing training calendars and schedules.

I-2. RESPONSIBILITIES
Commanders will record all individual, leader, and unit training throughout the Sustainable Readiness Model process using the Army system of record for training—currently the DTMS—in accordance with AR 350-1. The DTMS website is restricted to For Official Use Only (FOUO) access using a common access card (CAC). ALARACT message 208/2009, paragraph 5.A.3, directs brigade-level commands and all installations to have at least one certified DTMS master trainer who will manage DTMS user accounts and oversee unit DTMS training. Master trainer training and certification can be coordinated through the 7th Army Training Command (7th ATC), Combined Arms Training Center (CATC), or the G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

I-3. TRAINING
Commanders will ensure that key unit leaders attend an information briefing on DTMS. Members of the unit chain of command and users will receive training tailored to the roles and responsibilities outlined in unit-level standing operating procedures (SOPs).

a. Commanders, command sergeants major (CSMs), and first sergeants (1SGs) will attend an orientation briefing on DTMS to become familiar with the capabilities of the system.

b. Unit program managers and master trainers will complete the DTMS Master Trainer Course before assuming duties at the unit level. Unit-level managers must have basic computer expertise and be familiar with the Microsoft Office suite.

c. Individual user training will be tailored to the user’s access role.

d. Unit leaders will attend key leader training (KLT).

I-4. ACCESS TO DTMS

a. The DTMS has authorizations for access that grant users access specific to their duties while denying access to more sensitive or command-based controls. All users require a CAC to access DTMS.

b. Since DTMS is an FOUO-level system, master trainers and unit administrators will ensure that—

(1) Access permissions are immediately removed for personnel who no longer have a need to access unit training information.

(2) Personnel have the correct access level based on their need to know.
(3) Personnel moved from one section to another have their access level appropriately adjusted.

c. DTMS master trainers must have access to all permissions granted for their command. Access to DTMS will be denied if an integrity violation is substantiated while performing DTMS duties. More information on the DTMS is available on the USAREUR DTMS information portal.

I-5. ADDITIONAL TRAINING CONSIDERATIONS

a. The Army Training Network provides assistance and familiarization with the DTMS at the operator level.

b. The 7th ATC CATC offers resident courses and can help with providing mobile training teams.
APPENDIX J
MISSION COMMAND AND MISSION-COMMAND-SYSTEM TRAINING

J-1. GENERAL
Mission command (MC) is the exercise of authority and direction by the commander using mission orders to enable discipline initiative within the commander’s intent to empower agile and adaptive leaders in the conduct of unified land operations (ULO). MC is a foundation of ULO as described in Army Doctrine Publication (ADP) 3-0. Commanders and leaders exercise MC as a philosophy of command and as a warfighting function using the approach in ADP 6-0 and Army Doctrine Reference Publication (ADRP) 6-0. Through MC, commanders initiate and integrate all military functions and actions toward a common goal: mission accomplishment. The MC philosophy effectively accounts for the nature of military operations and the training that prepares leaders and formations for them as illustrated in ADP 7-0. Commanders and leaders overseeing MC training must adopt MC as an integral part of their readiness and include MC training in all activities as part of unit standing operating procedures, training management, and mission execution. The USAREUR training strategy prioritizes the training effort, generates readiness for assigned missions, and mitigates residual risk through effective planning and execution. Commanders will employ enduring training principles, the six principles of MC, and the operations process to ensure that every unit deploys fully trained to execute its assigned mission.

J-2. MC TRAINING OBJECTIVES
The objectives of MC training are as follows:

a. Produce a sustained flow of trained and ready land power consisting of MC-proficient formations supporting combatant commanders in defending the Nation at home and abroad.

b. Attain MC proficiency using the constructive environment and develop squad- and crew-level maneuver and gunnery skills in the live environment.

c. Grow and empower adaptive leaders and organizations using leader-development tools.

d. Leverage the breadth of experience and the talent in unit staffs to challenge organizational norms and traditional modes of thinking. Leaders who think more critically engage their subordinates to cultivate the best ideas and are more aware of the effects their actions have on others.

e. Develop leaders who know, understand, and apply MC doctrine established in ADP 6-0 and ADRP 6-0.

f. Develop leaders and formations that are proficient in applying the Army’s operational concept described in ADP 3-0.

g. Develop leader proficiency in applying the fundamentals of the operations process established in ADRP 5-0.

h. Develop Soldier competency and proficiency in establishing, operating, and maintaining MC equipment and systems.

i. Ensure the enduring training principles, concepts, and methodology established in ADP 7-0 are effectively used.
j. Ensure proficiency levels are achieved and reporting requirements are met.

k. Ensure units will achieve MC proficiency levels as shown on Sustainable Readiness Model (SRM) training templates for training conducted at both the home station and combat training centers.

l. Ensure commanders will report MC proficiency levels on the commander’s unit status report.

J-3. MC-SYSTEM TRAINING

This paragraph establishes procedures for conducting MC-system training under the SRM. MC systems are critical to improving internal and external communications, particularly when tactical information is sent down to the small-unit leader. Functionality and proficiency of MC systems is imperative to operational success.

a. Goal. The goal of USAREUR MC-system training is to prepare USAREUR units to successfully employ their MC systems in order to enable commanders and staff to effectively execute MC within their formations.

b. Scope. This paragraph (specifically subparagraph c below) supplements the guidance in ADP 6-0. In particular, it discusses specific requirements for providing training on networks and information-system components of MC systems that enable commanders to conduct operations.

c. Responsibilities.

   (1) Unit commanders will certify proficiency in the setup and operation of their MC networks and information systems. The USAREUR G6 Mission Command Assessment Team will help commanders certify their unit’s MC systems proficiency by providing comprehensive training assistance and training and readiness assessments.

   (2) Units will train to achieve proficiency in communications security, cyber-security operations, digital tactical-operations-center integration, electromagnetic-spectrum-management operations, information assurance, information services, intelligence systems integration, network operations, network planning, tactical skills, and theater-provided communications equipment.

   (3) Units will execute their own digital tactical-operations-center integration training using their installation’s mission training complex to provide oversight and assistance as required.

   (4) USAREUR recommends that units qualify signal Soldiers as signal digital master gunners through the Signal Digital Master Gunner Course taught at Fort Gordon, Georgia, or a similar course to enable signal-systems integration experts.

   (5) USAREUR recommends that units qualify Soldiers as MC digital master gunners through the Mission Command Digital Master Gunner Course or the Mission Command Systems Integration Course, which are taught at Fort Leavenworth, Kansas, or a similar course to create MC systems-integration experts within their formations.
(6) Commanders will connect their MC servers and clients to the greatest extent possible to the installation network under the installation as a docking station program. This will enhance Soldiers’ digital proficiency, the maintenance of the equipment’s security posture, and associated technical readiness. Units are to place initial emphasis on connecting and employing program-managed mission command common services server stacks and Command Post of the Future terminals. Units will maintain MC proficiency by continually employing assigned MC systems through a garrison network connection while at home station.

(7) Commanders must ensure critical military occupational speciality (MOS) 25-series Soldiers are assigned before scheduled capability set or WIN-T INC2 fielding in order for those Soldiers to attend critical new-equipment training.

J-4. PROTECTION (CHEMICAL, BIOLOGICAL, RADIOLOGICAL, AND NUCLEAR (CBRN) DEFENSE (CBRND) TRAINING)
This paragraph establishes procedures for conducting CBRND training.

a. Goal. The goal of USAREUR CBRND training is to prepare USAREUR forces to survive and continue to operate effectively in a CBRN environment.

b. Responsibilities.

(1) Commanders must integrate battle-task training under realistic battlefield CBRN conditions whenever possible. A unit’s ability to perform the tasks listed on its mission-essential task list under CBRN conditions is especially critical. Individual CBRND training requirements are listed in Soldier Training Publication (STP) 21-1-SMCT, subject area 8 (Survive/React to Chemical, Biological, Radiological, and Nuclear (CBRN) Attack/Hazard).

(2) A key focus must be on unit CBRND skills that include reacting to and reporting CBRN attacks, surveying and monitoring CBRN hazards, and unit decontamination (operational and thorough).

(3) Commanders will assess unit training readiness based on demonstrated proficiency to successfully accomplish unit and combined-arms tasks in a CBRN environment.

(4) Key leader and staff CBRND training can be significantly enhanced through the Mission Command Training Program (MCTP). MCTP seminars and warfighter exercises will drive requirements for staff planning and preparation, staff reaction to CBRN weapons actually employed by opposing forces, and continued unit operation in CBRN environments in order to fully train unit leaders and staffs to survive CBRN attacks and sustain effective combat, combat support, and combat service support in CBRN environments.

(5) Unit commanders will take full advantage of combat training center rotations to fully exercise individual and unit CBRND skills and demonstrate unit proficiency in realistic battlefield CBRN environments.

(6) The unit (company, battery, or troop) CBRND officer, CBRND noncommissioned officer (NCO), and enlisted alternate must have successfully completed the CBRN Defense Course developed by the U.S. Army CBRN School. Courses may be scheduled through the 7th Army Training Command, Combined Arms Training Center (7th ATC CATC). Chemical officers (Branch 74) and chemical NCOs (MOS 74D) are not required to be graduates of the CBRN Defense Course.
(7) Separate platoons and detachments are not required to have a CBRN officer or enlisted alternate. The unit to which these elements are attached is responsible for CBRND training for all attachments.

(8) Individuals will not hold CBRN positions simultaneously at two levels (for example, an assigned battalion CBRN NCO will not be appointed as the headquarters and headquarters company CBRN NCO). Appointment orders are required.

J-5. CBRN DEFENSE COURSE

a. The primary purpose of area CBRN schools is to provide trained CBRN personnel as required by AR 350-1. Frequency of the courses will be based on local requirements.

b. Only the CBRN School program of instruction approved by the United States Army Training and Doctrine Command (U.S. Army 4405) will be used to conduct the CBRN Defense Course.

c. The 7th ATC CATC may also conduct specialized courses (for example, radiological monitoring, decontamination, operation of chemical-agent alarms, warning and reporting software) to address specific unit needs. MC training will address the MC philosophy, MC as a warfighting function, and the MC system.
APPENDIX K
INTELLIGENCE TRAINING

K-1. PURPOSE
This appendix provides guidance on intelligence training for individuals, units, and intelligence staffs in USAREUR. Intelligence training will support the Army Intelligence 2020 (Intel 2020) strategy and the Army’s concept for Army intelligence operations in 2020 and beyond.

K-2. POLICY
Intelligence readiness is our primary task. USAREUR will concentrate on providing intelligence support to enable USAREUR forces to rapidly mobilize, deploy, fight, and redeploy in support of missions throughout the USAREUR area of responsibility. The essence of readiness is training proficiency. USAREUR will train all military intelligence (MI) Soldiers and units to fight and win in a tactical, joint, and multinational environment. Every opportunity must be taken to incorporate intelligence mission-essential task list (METL) training while executing operational commitments and support missions. The direct link between the National Military Strategy and combatant command (CCMD) mission requirements and training must be incorporated in how USAREUR operates.

K-3. APPLICABILITY
This appendix applies to the entire USAREUR intelligence community, including major subordinate command (MSC) units and organizations and activities assigned to USAREUR to conduct MI operations.

K-4. TRAINING PHILOSOPHY
The Army Intelligence Training Strategy is the Army’s concept for training MI Soldiers, leaders, and forces Army-wide to perform effectively in any operating environment (OE). This strategy is also the concept by which combined-arms commanders and their warfighting staffs will achieve proficiency in employing the intelligence warfighting function (IWfF). The Army Intelligence Training Strategy provides several enablers to improve individual and unit training. Finally, it is the concept to transition the Intelligence Center to a “schoolhouse without walls,” capable of and committed to providing seamless support to intelligence readiness across the Army. The concepts and associated skills required by this strategy to produce effective intelligence support apply to all forms of future operations, from unified land operations (ULO) and decisive actions to defense support to civil authorities. The principles applied to providing intelligence support across the range of military operations are the same, but there will be significant differences in techniques and emphasis. There are differences in operational tempo, size of the battlespace, environment, types of the threats, and demands commanders place on the system in terms of resolution, accuracy, and timing. The end state envisioned for Intel 2020 is the development, implementation, and sustainment of training through an intelligence training system at individual, collective, and institutional levels that is capable of producing joint, information-age MI Soldiers who are able to perform across the spectrum of Army 2020 missions and operations.
a. Training the IWfF means training commanders, MI leaders, Soldiers, and organizations. Commanders must understand the capabilities of the IWfF and be trained to drive and integrate the system with mission command (MC). MI leaders must understand the tactics of their supported command and learn to synchronize intelligence and electronic-warfare operations with their commander’s concept of operation. They must be capable of meeting the commander’s need for timely, coherent, concise, and comprehensive understanding of the enemy and the OE including the cultural and human influences that affect the adversary’s capabilities and actions. MI leaders must also anticipate future requirements and help the supported commander enforce the operational requirements of the Commander’s Critical Information Requirements list. Additionally, MI Soldiers must master the technical, tactical, and leadership skills that are required to employ and maintain sophisticated intelligence systems on the battlefield.

b. Training the total force in the IWfF requires embedding realistic intelligence activities into home-station training (HST) and training provided at the 7th Army Training Command (7th ATC). Whenever possible, commanders should expand the scope of training provided by the 7th ATC or the European Foundry Platform (EFP) (home station) by linking live training exercises to virtual and constructive exercises at other locations. Combat information and intelligence should be incorporated into programs of system trainers and computerized battle simulations to provide realistic conditions to training crews and staffs.

c. The desired end state for the intelligence force at home station is to have simulations that are able to drive institutional, unit-based, and 7th ATC training with high-fidelity, realistic visual and textual simulations. Intelligence leader, Soldier, and unit access to quality simulations will not be limited to major training events. USAREUR leaders must embed military intelligence training into all available venues and incorporate multinational integration.

d. Finally, every opportunity must be taken to use distance learning to make training products, simulation data streams, and lessons learned easily available throughout the MI force.

K-5. OBJECTIVE
The following three training imperatives must be evident in the operation plans (OPLANs) and contingency plans (CONPLANs) developed to support each of the specific training objectives: proficiency, realism, and seamless training architecture. To achieve the Intel 2020 end state, these imperatives must drive all training and training development. The primary objective is for units to gain and maintain intelligence readiness in the following categories:

a. Provide wide-area, multi-spectral surveillance of the battlespace.

b. Aggregate and fuse bottom-up with top-down information and disseminate it to the supported commander.

c. Produce an “in-time” common operating picture for battlefield visualization and situational awareness.

d. Accurately locate, identify, and track high-payoff targets and assess battle damages.

e. Conduct command-and-control warfare operations.

f. Support force-protection operations.
g. Access, leverage, and operate with joint and multinational capabilities.

K-6. COMMANDER’S RESPONSIBILITY
Commanders will establish intelligence training programs to ensure that all intelligence Soldiers understand the IWfF and its capabilities and limitations, tactical to strategic, by requiring that—

a. Intelligence personnel are proficient in their military occupational specialties (MOSs) and officer specialties.

b. Intelligence units and staffs are able to perform their combat mission in accordance with applicable Army doctrinal publications, Army doctrinal reference publications, training circulars, Army regulations, mission training plans, METLs, battle tasks, OPLANs, and CONPLANs.

K-7. UNIT INTELLIGENCE TRAINING

a. Intelligence training must be continuous and integrated with all training plans. Intelligence training must emphasize the seven fundamental intelligence tasks: direct, collect, analyze, disseminate, present, attack, and protect.

b. Critical common tasks for individual Soldiers (skill levels 1 through 4) are listed in Soldier Training Publication (STP) 21-1-SMCT and STP 21-24-SMCT. The four Army common tasks for individual Soldiers, for which MI is the proponent, are the following:

   (1) Report Intelligence Information (task number 301-371-1000).

   (2) See Yourself Culturally (task number 301-CAT-1001).

   (3) Protect Classified Information and Material (task number 301-371-1052).

   (4) Process Captured Material (task number 301-371-1200).

c. Leaders and trainers must establish effective training plans and programs that develop and integrate individual skills and collective tasks.

d. In addition to concentrating on fighting and surviving on the modern battlefield, an effective unit training program includes common subjects that are a significant part of an individual Soldier’s professional development. AR 350-1 lists common training subjects, requirements, and frequencies.

K-8. INTELLIGENCE-STAFF TRAINING

a. Intelligence staffs at all levels of command must be trained on the IWfF. The IWfF consists of the related tasks and systems that facilitate an understanding of the enemy and weather, terrain, cultural, religious, and civil considerations. Synchronization of collection requirements with the execution of tactical tasks such as reconnaissance, surveillance, and related intelligence operations is essential and must include specific intelligence and communication structures at each echelon. Subtasks for each primary task are outlined in the Army Universal Task List (FM 7-15, chap 2).

b. The IWfF includes the following tasks:

   (1) Provide support to the Sustainable Readiness Model.
(2) Support situational understanding.

(3) Collect information.

(4) Support targeting and information capabilities.

c. Three unique intelligence core competencies drive training focus:

   (1) **Intelligence Synchronization.** The capability to integrate information collection and intelligence analysis with operations to effectively and efficiently support decisionmaking.

   (2) **Intelligence Operations.** Tasks undertaken by MI Soldiers and units to obtain information to meet validated requirements.

   (3) **Intelligence Analysis.** The process of evaluating collected information and integrating it with existing information to facilitate intelligence production. The purpose of intelligence analysis is to describe—and attempt to proactively assess—current threats, terrain, weather, and civil considerations.

**K-9. SCHOOLS POLICY**

Unit and installation intelligence schools may be established and courses may be conducted as required to train individuals in intelligence-related tasks, but not to qualify Soldiers for intelligence MOSs or to grant additional skill identifiers unless certified by the United States Army Training and Doctrine Command (TRADOC) to do so. Intelligence MOS sustainment training is authorized at unit and installation levels. MSCs will use the Military Intelligence Training System (MITS) to centralize the control, approval, and scheduling of MI courses in accordance with AR 350-32 and the USAREUR MITS standing operating procedures posted on the USAREUR G2 SharePoint Foundry page.

**K-10. SCHOOLS**

TRADOC schools, centers, courses, and dates are located in the Army Training Requirements and Resources System. The following schools are directly involved in intelligence training:

   a. Defense Language Institute, Foreign Language Center (DLIFLC).

   b. Joint Military Intelligence Training Center.

   c. Regional Joint Military Intelligence Training Center.

   d. United States Army Intelligence Center of Excellence.

**K-11. COLLECTIVE TRAINING**

   a. Intelligence units no longer concentrate collective training just on the demands of single, detailed contingency plans or, in many cases, just one theater. The Army force structure is smaller. The international security situation has many uncertainties and our military strategy requires a force capable of full-spectrum dominance. MI commanders, senior intelligence officers (SIOs), and S2s or G2s must spend their limited training time on fundamental tasks.
b. Training the total force in the IWfF requires embedding realistic intelligence activities into HST using intelligence-readiness facilities such as the EFP in Grafenwöhr, Germany. Whenever possible, MI commanders should expand the scope of training at the EFP. Combat information and intelligence should be incorporated into programs of system trainers such as the Intelligence and Electronic Warfare Tactical Proficiency Trainer as well as computerized battle simulations to provide realism to crew and staff training and promote interoperability.

c. The USAREUR G2 monthly Training and Readiness Synchronization Conference (G2/S2 SVTC) plans, coordinates, synchronizes, integrates, executes, and assesses internal and external manning, equipment, and training requirements in order to facilitate successful intelligence training and operational support for all USAREUR subordinate intelligence elements. At end state, fully synchronized intelligence training will be provided that supports unit METL tasks, predeployment requirements, and collective and individual intelligence-MOS-specific requirements. Unit SIOs are required to attend this forum. All units are required to update their intelligence readiness common operating picture (IRCOP) at http://aicp.dami.army.smil.mil/Login.aspx. The IRCOP delivers relevant Active Army (AA) and Reserve component (RC) operational information to support critical analysis and facilitates real-time readiness collaboration and synchronization providing multiechelon situational awareness through one common operating picture.

K-12. WEATHER
The intelligence officer (G2, S2) will integrate weather information into the total intelligence effort and assist the staff weather office (SWO) as defined in AR 115-10 and Air Force Manual 105-4.

a. Intelligence staff officers must know the procedures and responsibilities for—

(1) Initiating, coordinating, and consolidating requirements for weather information and service with the SWO.

(2) Assessing the effects of weather on friendly and enemy capabilities.

(3) Issuing weather information and weather intelligence.

(4) Coordinating the activities of the SWO and attached Air Force weather units.

b. Distributed Common Ground System–Army (DCGS-A) weather services provide the mechanism for receiving, processing, combining, and disseminating weather analyses, products, imagery, tactical decision aids, and forecasts to Army intelligence, surveillance, and reconnaissance and command-and-control decisionmakers. DCGS-A weather services provide net-centric, web-based weather products for intelligence preparation of the battlefield, mission control, and resources protection. DCGS-A uses the DCGS-A Integrated Backbone, Ozone widgets, and Cloud-based technologies to distribute weather products throughout the enterprise. In partnership with USAF, DCGS-A employs Air Force reachback services to provide forecast and graphics from the Joint Environmental Toolkit and Air Force Weather Web Services to Army customers.

c. For unit levels below brigade combat teams, weather customers receive DCGS-A weather products from parent units using Ozone widgets. DCGS-A collects locally measured weather observations using the USAF-provided AN/TMQ-53 or the Army’s Meteorological Sensor Group.
d. A variety of weather products and services can be accessed through Ozone widgets or displayed on the DCGS-A Architectural Framework (DAF) or Common Operating Picture. DCGS-A provides SWOs, intelligence analysts, and MC operators with—

(1) Weather-sensor displays.
(2) 5-day forecasts.
(3) Weather-effects products.
(4) Weather-product viewers for a variety of USAF and locally produced products (for example, satellite imagery; chemical, biological, radiological, nuclear, and high-yield explosive products).
(5) Weather-warnings managers and viewers.
(6) Solar and lunar calculators.
(7) Target-area weather software displays.

e. Unit training will include orientation on the sources and availability of weather information as well as the effects of weather on tactical operations, weapons systems, and personnel.

K-13. SECURITY AND COUNTERINTELLIGENCE TRAINING

a. Security and counterintelligence (CI) training will be conducted to ensure—

(1) Essential elements of friendly information and classified information are protected from hostile intelligence collection and exploitation.
(2) Information of CI interest is reported. A favorable balance must be maintained between operational requirements, cost-effectiveness and security considerations.

b. The following are security and CI training priorities:

(1) Information systems security.
(2) Sensitive compartmented information.
(3) Countersurveillance.
(4) Foreign intelligence collection threat.

K-14. CI AND INFORMATION SECURITY

a. CI and information-security training must be designed to ensure personnel are aware of the requirements and procedures for—

(1) Safeguarding, handling, and disseminating classified information.
(2) Reporting Threat Awareness and Reporting Program incidents, with particular emphasis on identifying approaches by foreign-intelligence personnel or attempts by unauthorized personnel to obtain information.

b. The training classifications described below should be used as much as possible during field exercises and tests consistent with training objectives, unless prohibited by a specific exercise plan or classified guidance. Such use provides for training in and evaluation of security procedures without undue risk to actual classified material. Exercise documents and materials containing information that normally would be classified will be marked with the appropriate training classification.

(1) The following training-classification categories are authorized:

(a) Top Secret (Classified for Training Only).

(b) Secret (Classified for Training Only).

(c) Confidential (Classified for Training Only).

(2) The exercise-classification guidance or plan will be prepared in advance and as an integral part of the exercise plan (AR 380-5, para 2-16). If unit classification guidance is extracted from classification guidance or source documents originated by a higher headquarters, there is no requirement to send a copy to HQ USAREUR. Classification guidance prepared as an original classification decision must be approved personally and in writing by an official who has original classification authority and exercises program or supervisory responsibility over the information at the highest level of classification prescribed in the guide (AR 380-5, para 2-400). Four copies of each approved classification guidance will be sent to the CG, USAREUR.

(3) “Classified for training only” will be given the same degree of protection and the same destruction requirement during the exercise as actual classified information. Documents or material classified for training will not contain actual classified information or any other information from Joint Chiefs of Staff papers.

(4) The appropriate training classification markings will be affixed in accordance with AR 380-5, chapter 4. The downgrading and declassification instruction “declassify on termination of exercise” (or a similar statement) will be used. Units will destroy all unneeded material at the end of the exercise.

(5) These controls and safeguarding requirements do not prevent release of appropriate but unclassified exercise information to the news media by authorized public affairs officers.

(6) Authentic security clearances will be used as much as possible during exercises. Commanders may authorize access by uncleared personnel to material classified for training in nonsensitive compartmented information (non-SCI) environments. This access must not be confused with authentic security-clearance access to actual classified defense information. Appropriate records of such access will be kept throughout the exercise and can be used as a guide in determining actual security-clearance density requirements. Units will not submit security-clearance requests solely based on participation in field exercises. Requirements for access to simulated classified material during exercises should provide the commander with the necessary experience factors to determine which position or personnel should have authentic security clearances and at what level those clearances should be granted. Post-exercise follow-up will include documenting clearances on the unit modified table of organization and equipment and submitting appropriate paperwork to obtain required security clearances.
c. Commanders of units with MI missions will designate an intelligence professional in the intelligence operational chain to function as the organization intelligence oversight staff officer. This individual must have the appropriate security clearance and will require complete access to all information necessary to carry out intelligence oversight duties and responsibilities as outlined in AR 381-10. Intelligence oversight officers must ensure that their command complies with the restrictions on collecting, reporting, processing, and storing information on U.S. persons or organizations.

K-15. SCI

a. SCI is classified information concerning, or derived from, intelligence sources, methods, or analytical processes that require handling within formal access-control systems established by the Director of National Intelligence (DNI). The Defense Intelligence Agency is the proponent of the DOD SCI system.

b. Regulations limit the use or processing of SCI to SCI facilities (SCIFs). An SCIF consists of an accredited area, room, group of rooms, or buildings where SCI is used, stored, discussed, or processed. In a tactical environment or off-site location, units may process SCI material in a temporary SCIF (T-SCIF) or a temporary secure workarea (TSWA). A T-SCIF or TSWA requires the establishment of specific security countermeasures and USAREUR G2 approval. All T-SCIF and TSWA requests from USAREUR units undergo a formal process that reviews, approves, and tracks the life cycle of a T-SCIF or TSWA.

c. Access to SCI requires a need to know approved by the senior intelligence officer (SIO) and a favorable single-scope background investigation.

d. The USAREUR SCI Program Manager is responsible for implementing the command’s overall SCI security program for the SIO and for providing Army commands (ACOMs) oversight of all USAREUR SCIFs, SCI compartments, T-SCIFs, and TSWAs for initial planning, construction, and life-cycle management.

e. Unit SIOs appoint the following:

1) Special Security Officers (SSOs). SSOs—

(a) Must receive required orientation training (non-MOS, non-ASI) within 90 days after being appointed.

(b) Enforce the SCIF, T-SCIF, or TSWA security-protection program in accordance with DNI regulatory requirements on behalf of SIOs.

(c) Ensure overall security oversight of the SCIF including the receipt, safeguarding, dissemination, and disposition of SCI.

(d) Ensure that the physical security of the SCIF, T-SCIF, or TSWA is enforced in accordance with DNI regulatory requirements and USAREUR G2 direction.

(e) Are responsible for implementing personnel security procedures for validating access to SCI including instructing and debriefing individuals on SCI access.
(2) Special Security Representatives (SSRs). SSRs—

(a) Support SSOs.

(b) Require orientation training (non-MOS, non-ASI) within 90 days after being appointed.

(c) In the absence of the SSO—

1. Provide security oversight of the SCIF. This includes receiving, safeguarding, disseminating, and disposing of SCI.

2. Ensure that the physical security of the SCIF, T-SCIF, or TSWA is enforced in accordance with DNI regulatory requirements and USAREUR G2 direction.

(3) DOD Intelligence Information System (DODIIS) Information System Security Managers (ISSMs). DODIIS ISSMs must have required specialized training and certification to operate intelligence information systems.

K-16. FOUNDRY INTELLIGENCE TRAINING

a. The Foundry program is the lynchpin of IWfF support to the Sustainable Readiness Model (SRM) process. Foundry offers advanced-skills technical training that units cannot provide on their own and enhances commanders’ ability to conduct individual, team, and collective mission-oriented training at home station and select collective-training platforms. Through Foundry, general-purpose forces—

(1) Engage with United States Army Intelligence and Security Command (INSCOM) subject-matter experts (SMEs) and the intelligence community to train their inherently difficult IWfF skills.

(2) Prepare for deployment or contingency missions.

(3) Are certified and accredited to access and operate on combat support agencies’ databases of record.

(4) Gain access to unified-action capabilities at home station and the 7th ATC.

b. According to AR 350-32, The Army Foundry Intelligence Training Program is a HQDA-directed program designed to provide Soldiers with intelligence training to meet commanders’ training and readiness requirements. Soldiers participating in Foundry training receive unique technical training that—

(1) Builds on institutional, unit, and individual training.

(2) Reflects the current and changing OE.

(3) Provides certification and accreditation training.

(4) Provides collective training opportunities.

(5) Increases functional and regional expertise while developing and expanding contacts within the greater intelligence community.
c. USAREUR Active Army intelligence personnel, intelligence personnel in United States Army Reserve and United States Army National Guard commands, and select non-MI personnel are eligible to participate in the Foundry program. AR 350-32 provides information on all eligible uniformed and civilian personnel.

d. In their training plans, units will routinely include activities that sustain MI skills and provide a real-world experience in technical and foreign-language skills. Units will mainly consider enlisted personnel in career management field (CMF) 35; warrant officer personnel in CMFs 350, 351, 352, and 353; and commissioned officers with an area of concentration of 34 or 35.

e. USAREUR units participating in the program will appoint a Foundry program manager who will plan for needed resources, monitor current expenditures, evaluate program performance in accordance with the Army-wide Planning, Programming, Budgeting, and Executing System, and submit reports as required by the USAREUR G2 and DA G-2. In addition to normal requirements, units participating in the Foundry program will submit quarterly Foundry training plans and provide quarterly execution reports, which provide a status of current year activities as well as an annual training plan. AR 350-32 and the INSCOM Foundry Manager’s Handbook (IFMH) prescribe formats for each document.

f. Approved Foundry expenditures may include but are not limited to the following cost items:

1. Resident training courses away from home station.

2. Mobile training teams (MTTs) that come to home stations.

3. Live-environment training (LET) that is conducted as resident training at a facility away from home station. LET typically involves training with individuals or teams of intelligence units and includes actual intelligence or security targets, operations, or situations.

g. The DA G-2, who provides Foundry program management and guidance across the Army, has delegated program administration to the CG, INSCOM. The USAREUR G2 provides program management, guidance, and administration throughout USAREUR in accordance with CG, USAREUR, priorities. The USAREUR Foundry Program resources are provided to give commanders flexibility in developing additional MI training and experience-gathering activities for which resources are not adequately provided under other programs. Foundry resources include program funds allocated from HQDA to USAREUR, the EFP, and execution support from HQ USAREUR staff. USAREUR senior commanders and SIOs will prioritize the use of Foundry resources for their headquarters and subordinate units in accordance with SRM and CONPLAN priorities. Foundry resources may not be used for initial MOS acquisition, procurement and repair of equipment listed on modified tables of organization and equipment, or for activities normally funded by other programs, such as school training. Commanders will focus Foundry-funded training on specified required intelligence training in order to support deployment or CONPLAN requirements that are considered Tier one while prioritizing on unit mission requirements.

h. The USAREUR G2 will submit Foundry reports in accordance with AR 350-32 and the IFMH through command channels to INSCOM (IAOPOR- FRR), 8825 Beulah Street, Fort Belvoir, VA 22060-5246. USAREUR MSCs will submit reports to the USAREUR G2.
i. USAREUR will continue to develop annual resource requirements, which are based on an SRM-driven model, for submission to HQDA. In support of this, the USAREUR G2 will submit an annual funding plan for the following FY to the USAREUR G8. Units will submit funding plans in the format required by AR 350-32 and the IFMH to INSCOM (IAOPOR-FRR), 8825 Beulah Street, Fort Belvoir, VA 22060-5246, and the USAREUR G2 at a date to be determined.

j. Foundry-related correspondence that requires INSCOM coordination or assistance from an agency external to USAREUR will follow IFMH instructions. Foundry activities that involve only USAREUR units will be handled through direct coordination between the USAREUR Foundry Manager and the Foundry managers of the units involved.

k. The EFP provides resources for U.S. and allied MI professionals to learn new skills or sustain current skills in order to remain at the highest level of mission readiness to fully support deployment, contingency, and sanctuary intelligence operations. Commanders will utilize the EFP at Grafenwöhr, Germany, as the primary venue to support individual and collective intelligence training. USAREUR will minimize the use of contractors to provide intelligence training. Requests for exception to policy will be submitted through appropriate channels in accordance with AR 350-32. Commanders will use assigned intelligence training SMEs to augment or supplement intelligence SMEs provided by USAREUR, INSCOM, or other national agencies to the EFP at Grafenwöhr.

l. The intelligence readiness and operations capability (IROC) expands the Foundry program from a training-only focus to training that transitions to CCMD mission support and theater security cooperation. The IROC provides a collective home-station event in support of and in preparation for a unit’s assigned, allocated, or distributed mission. Using this strategy, MI Soldiers and units individually and collectively train on IWfF tasks while enhancing the commander’s MC warfighting function proficiency. The IROC allows unit linkages from home-station to intelligence capabilities, which are essential to enabling decisive action across the range of military operations. Through the use and application of learned skills in a collective operational support environment, IROC expands MC capability and collective training at home station by providing continuous situational awareness of threats and OEs.

m. The multinational IROC at Grafenwöhr, Germany, will enhance partner capacity as part of steady-state operations and develop a shared enterprise that enables reach operations; processing, exploitation, and dissemination; and over-watch in support of USAREUR CONPLANs and ULO by conducting individual and collective multidiscipline intelligence tasks through home-station and mobile training as well as capstone events using a mixture of live, virtual, simulated, and gaming environments with U.S. and European partners.

K-17. LANGUAGE TRAINING
According to AR 11-6, all linguists are required to attain level 2 proficiency on language skills measured by the Defense Language Proficiency Test (DLPT). Commanders will coordinate with their command language program managers (CLPMs) for their linguists to use the Combined Arms Language Training Center in Vilseck, Germany. Unit CLPMs will develop individual language-training plans for all assigned linguists. The plan must provide the training the linguists will need to attain level 2 proficiency or enhance proficiency. Each unit will address both global and job-specific language-training requirements in their training program.

a. Global Language Training.

(1) The purpose of global language training is to maintain Soldier language proficiency.
(a) **Subproficient Linguists.** Commanders will ensure that linguists whose DLPT score is below level 2 proficiency in the required listening, reading, or speaking skills are enrolled in an intensive language-training program designed to improve the language skills of each assigned linguist to at least level 2 proficiency. The length of this initial training will be based on the category of language difficulty (for example, category I for Spanish, category IV for Korean) and whether the linguist is a member of the AA or RC. Initially, the training will last at least 4 weeks for AA linguists and 2 weeks for RC linguists, but may require up to 16 weeks for more difficult languages such as Korean, Dari, or Chinese. Linguists may require several sessions of intensive training to attain level 2 proficiency. Linguists will remain in this program until they attain level 2 proficiency or are reclassified to another MOS. As the commander’s representative, the unit CLPM will coordinate training and monitor progress for all subproficient linguists.

(b) **Proficient Linguists.** Proficient linguists (that is, linguists who attain level 2 proficiency in the required listening, reading, and speaking skills) will be required to attend periodic language refresher training designed to maintain and enhance their language proficiency. The amount of language maintenance training provided to each proficient linguist will be determined by the unit CLPM.

   (2) Global language training will emphasize grammar, vocabulary, and cultural and area studies.

   (3) Contract language instructors provide resident language-training support. MTTs from the DLIFLC or commercial vendors will be used to supplement resident instructors and provide specialized language-training workshops. Commanders will coordinate with their CLPM for their linguists to use the language-training detachment in Vilseck, Germany, or the language-training facility in Wiesbaden, Germany.

**b. Job-Specific Language Training.**

   (1) Commanders will ensure that all proficient linguists participate in missions that actively use their job-specific language skills. Human intelligence (HUMINT) linguists (for example, MOS 35M) will study military terminology and use the language skills in practical exercises such as document exploitation and interrogation. Signals intelligence (SIGINT) linguists (for example, MOS 35P) will study military terminology and use the language skills in practical exercises such as mission support at the Foundry platform facility or at regional National Security Agency locations.

   (2) The unit CLPM will ensure that adequate job-specific language training materials and support are available to both HUMINT and SIGINT linguists. Unit HUMINT and SIGINT SMEs will coordinate their efforts (for example, document and media exploitation and intelligence reach activities) with the CLPM to meet the language-training needs of all assigned linguists.

   (3) Although subproficient linguists may participate in job-specific training, the emphasis should be on global language training to enable these linguists to attain language proficiency as soon as possible.

   (4) Job-specific language-training support including MTTs and language working aids are available from the National Cryptological School for units with SIGINT linguists.
c. Language Immersion Training.

(1) Units must submit all requests for OCONUS language immersion training to the USAREUR CLPM for review and approval at least 90 days before the proposed start date of the training. As a minimum, the request will identify the source (for example, contractor, university) and location of the training, training dates, the personnel to be trained, and the date of the latest DLPT and DLPT ratings for each linguist participating in the immersion training.

(2) If the USAREUR CLPM approves the request, the unit will send an after-action report to the USAREUR CLPM within 30 days after returning from immersion training. The report will address, as a minimum, administrative and logistic problems that were encountered and include narrative comments on the quality of training and the latest, post-immersion training DLPT ratings for each participant.

(3) Linguists participating in courses offered by the Partner Language Training Center Europe must have at least level 2 proficiency in listening and reading skills on their latest DLPT.
APPENDIX L
LEADER-DEVELOPMENT PROGRAMS
Leader development is fundamental to USAREUR and the U.S. Army. USAREUR must develop leaders who are capable of decisive action in the operational environment.

L-1. DEFINITION
Leader development is the deliberate, continuous, and progressive process that leads Soldiers and Army civilians to become competent, committed professional leaders of character. The USAREUR leader-development strategy provides vision and guidance on ends, ways, and means for developing leaders who exercise mission command while planning, preparing, executing, and assessing unified land operations (ULO). This strategy will help USAREUR rebalance the three crucial leader-development components of training, education, and experience.

L-2. PURPOSE
This appendix provides guidance for developing unit leader-development programs (LDPs) in USAREUR. Figure L-1 outlines the lines of effort (LOEs) and domains for successful LDPs.

Figure L-1. Lines of Effort and Domains for LDPs
L-3. PROCEDURES

a. Commanders will develop a unit LDP that directly links unit mission-essential tasks (METs) to leader development. Commanders must assess their training readiness and ensure that their LDP supports their unit’s ability to exercise mission command and execute ULO. Commanders will crosswalk unit requirements to the three LOEs and associated domains when establishing their LDP in accordance with Army Leader Development Strategy 2013 and the USAREUR Training and Leader-Development Directive, FY 17–20.

b. A unit’s mission-essential task list (METL) directly affects the unit’s LDP. Commanders will assess their unit’s METs and derive their specific unit mission requirements from their METL. The subcomponents of the leader-development LOEs directly support unit mission requirements and lead to the development of a unit training strategy that maintains or raises the overall training levels while developing leaders. This way, a link between leader development and unit mission is automatically established. The three LOEs tied to a unit’s METs are the foundation of a successful LDP.

NOTE: To assess a MET, commanders mostly take an inventory of the three leader-development LOEs (training, education, and experience) and their subcomponents (identified within the arrows in fig L-2) in order to develop a training strategy to maintain or raise the overall training level.

Figure L-2. Relation Between METs and Leader Development
APPENDIX M
NONCOMMISSIONED OFFICER EDUCATION SYSTEM

M-1. PURPOSE
This appendix establishes responsibilities and guidelines for the Noncommissioned Officer Education System (NCOES) and the Seventh Army Noncommissioned Officer Academy (7th Army NCOA) for the Army in Europe and provides guidance for managing the USAREUR Basic Leader Course (BLC).

M-2. RESPONSIBILITIES

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

(1) Develop NCOES annual training requirements.

(2) Provide order-of-merit list (OML) control and course-completion reports through the Army Training Requirements and Resources System (ATRRS).

(3) Ensure eligible Soldiers are provided an opportunity to attend the USAREUR BLC.

(4) Forecast long-range training needs and identify resource requirements.

(5) Monitor—

(a) The 7th Army NCOA to ensure it follows applicable regulations and policy.

(b) The quality of NCOES instruction.

(6) Program and budget TDY costs for Soldiers attending the 7th Army NCOA.

(7) Report training loads and attrition information.

(8) Schedule classes and publish consolidated class schedules.

(9) Allocate, budget, and program resources for 7th Army NCOA support.

(10) Maintain a quota-management plan to support the BLC and ensure attendance of fully qualified Soldiers. To be consistent with established Army training priorities, commands will manage quotas to ensure that all Soldiers in a higher OML category attend the BLC before Soldiers with lower priority. Only Soldiers who have completed the BLC are fully eligible for promotion to sergeant (AR 600-8-19).

(11) Select 120 percent of the class size from the available target population for each class to ensure maximum size of each BLC class.

(12) Publish, manage, and update the BLC OML. The G3/7 TREX will post—

(a) The initial BLC OML on the USAREUR Command Sergeant Major (CSM) portal at https://intranet.eur.army.mil/hq/cmd/csm/SitePages/NCOES%20OML.aspx at D-60 (that is, 60 days before the start of the BLC).
(b) Updates to the BLC on the USAREUR CSM portal at D-30, D-20, and D-10.

(13) Select BLC attendees based on the following priorities:

(a) **First Priority: E4 Promotable Soldiers.** Soldiers in this category are prioritized as follows:

1. Soldiers who have met the cutoff score.

2. Soldiers in STAR military occupational specialties (MOSs) (that is, in MOSs in which more Soldiers would have been promoted if more had been listed in the United States Army Human Resources Command (HRC) personnel database with an eligible date and promotion point score). Soldiers must meet the cutoff score announced by the monthly HRC promotion-point cutoff memorandum.

3. Soldiers in other MOSs who are serving in an authorized noncommissioned officer (NCO) position. These Soldiers will be selected based on the number of promotion points (that is, the Soldier with the highest number of points will be selected first).

4. All other E4 promotable Soldiers on a list of Soldiers recommended for attendance. These Soldiers will be selected based on the number of promotion points (that is, the Soldier with the highest number of points will be selected first).

(b) **Second Priority: E4 Soldiers in Leadership Positions.** In order to fill all BLC training seats, nonpromotable E4 Soldiers with demonstrated leadership potential may attend the BLC, but only after all higher OML categories are exhausted. To accomplish this, USAREUR major subordinate commands (MSCs) must send OMLs to the G3/7 TREX to fill remaining unit allocations.

(c) **Third Priority: Legacy Backlog.** Soldiers in grade E5 and above will be given one opportunity to attend the BLC as their required NCO professional military education course. These Soldiers are not eligible for further promotion consideration unless they meet all training requirements for their current rank (HQDA EXORD 236-15 (FRAGO 1), section 3.B.9.A.).

b. **7th Army NCOA Commandant.** The 7th Army NCOA Commandant will—

(1) Determine eligibility of all Soldiers who have permanent profiles in accordance with the United States Army Sergeants Major Academy (USASMA) Course Management Plan.

(2) Notify the G3/7 TREX and the Soldier’s chain of command of a denied attendance because of a permanent-profile condition. Soldiers denied enrollment will remain ineligible and be moved to the bottom of the USAREUR BLC OML until they become eligible to attend (permanent-profile status changes).

c. **7th Army NCOA.** The 7th Army NCOA cadre will—

(1) Provide NCOES training to qualified Soldiers.

(2) Ensure that required resources and reference materials are available for students before a course begins.
(3) Issue DA Form 1059 to students before they leave the 7th Army NCOA.

d. Commanders of USAREUR MSCs; Commanders of Commands under USAREUR Operational Control; and Commanders of United States Army garrisons (USAGs). These commanders will—

(1) Understand and support the NCOES.

(2) Support the senior mission commander’s vision to reduce the number of non-NCOES-school-trained NCOs in USAREUR.

(3) Appoint a schools NCO as an additional duty. Schools NCOs will be proactive NCOs who are not pending any adverse personnel action. They will retain the position for at least 1 year in order to effectively manage the unit’s OML and sustain operations.

(4) When the BLC OML is published at D-60, immediately submit any permanent profiles of Soldiers selected for the BLC to the Commandant of the 7th Army NCOA in accordance with the USASMA Course Management Plan. Selected Soldiers must take an Army physical fitness test within 60 to 45 days before the start of the BLC to allow their physical standing to be determined.

(5) Strive to reduce the number of first- and second-priority Soldiers in their units.

(6) Strive to reduce the number of “no-shows” in their units. The brigade CSM will be held responsible for all no-shows in his or her units.

(7) Ensure that—

(a) Only fully qualified Soldiers are recommended for training.

(b) Qualified Soldiers attend NCOES courses based on Army and Army in Europe NCOES training priorities.

(c) Soldiers are scheduled for NCOES classes through the regiment or brigade schools NCO.

(d) Active Army Soldiers who are selected to attend the 7th Army NCOA are notified at least 6 weeks before the class.

(e) Soldiers selected for course attendance are academically and financially prepared to attend and have the equipment listed on the 7th Army NCOA website.

(f) Soldiers bring the Unit Pre-execution Checklist (available on the 7th Army NCOA website, under Soldier Resources, Student Packet), signed by their unit commander, to the 7th Army NCOA. Soldiers will be given 72 hours to provide the checklist if they arrive without it.

(g) The education-level code is entered in the enlisted record brief on receipt of the academic evaluation report (AER) showing proof of graduation from an NCOES course according to AR 623-3.

(h) Soldiers are not released from a course before graduation without a memorandum requesting release. The memorandum must be signed by the battalion or squadron commander or CSM.
(i) Soldiers are notified of and prepared for BLC selection and attendance. The First Sergeant and the battalion CSM will be held responsible for ensuring their Soldiers are notified of and prepared for BLCs.

(j) All Soldiers are aware of BLC prerequisites and the requirement for structured self-development (SSD) in accordance with ALARACT 216/2012.

1. Soldiers are responsible for meeting the prerequisites for attending the BLC.

2. Soldiers who do not meet the BLC prerequisites will be removed from the course selected list (and withdrawn from online course enrollment) 30 days before the course start date (D-30).

(k) Soldiers who have at least 60 days remaining in USAREUR between the BLC graduation date and their departure date (that is, permanent change of station or expiration term of service) are eligible to attend a BLC.

(l) Soldiers are considered a no-show if they have an assigned sequence number and class number and fail to report for enrollment in the assigned BLC on the day before the class starts (D-1), or if a request-for-removal memorandum is not received and approved by D-30.

1. The brigade CSM will be held accountable by the USAREUR CSM for all no-shows in his or her unit.

2. For all no-shows, command teams will submit a reason-for-incident (RI) memorandum (AE Form 350-1F) through the Sergeant Major (SGM), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, to the USAREUR CSM. A sample memorandum may be obtained from the G3/7 TREX. The RI memorandum must—

   a. Be submitted to the G3/7 TREX no later than 48 hours after the Soldier is determined to be a no-show.

   b. Include all supporting documents that describe the reason for the incident.

   c. Explain why the Soldier was a no-show, the actions taken by the command to prevent future no-shows, and the way ahead for the future development of the Soldier.

   d. Include the timeline of events surrounding the incident in detail in paragraph form. The timeline should, for example, provide information about when notifications were made, tests were administered, flags were issued, counseling statements were signed, and retesting occurred. To be able to identify the problem, the timeline must include all events from start to finish.

   e. Identify the “issue” (that is, the systemic reason for the incident). The issue will explain who or what system failed.

   f. Include the “fix” (that is, the procedures that are being put into place to correct deficiencies and prevent recurrence).

(m) Soldiers are requested for walk-on attendance, if appropriate. Soldiers will be considered candidates for walk-on attendance if they do not have an assigned sequence number or class number. Walk-on Soldiers must meet BLC prerequisites before they may attend a BLC.
(n) All Soldiers’ administrative actions are entered correctly into the appropriate Army database systems. If a Soldier has—

1. An administrative action (for example, flag, profile, DA Form 1059 for BLC completion), command teams will ensure the appropriate code is annotated in the proper Army database system (for example, Electronic Military Personnel Office, Medical Protection System) to ensure Soldiers’ records are correct.

2. Successfully completed the BLC and the Soldier’s enlisted record brief does not show warrior ldr/graduated, the Noncommissioned Officer Professional Development (NCOPD) Branch, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, may be contacted for a “1059 issue and fix.”

3. Successfully completed SSD1 and the ATRRS does not show completion, the NCOPD Branch may be contacted for an “SSD1 issue and fix.”

M-3. BLC OML PROCESS

a. BLC classes are established based on a 65-day process. The Virtual Personnel Readiness System (VIPER) is used to produce the OML and select Soldiers for BLC attendance 65 days before the start of each class (that is, at D-65). This gives Soldiers and commands the maximum amount of time to ensure selected Soldiers are available, eligible, and prepared for attendance. Command teams will notify all Soldiers of their selection and verify their availability and eligibility.

b. The G3/7 TREX will select Soldiers for BLC attendance using VIPER according to HQDA EXORD 236-15 and AR 350-1.

c. At D-60, Soldiers who are selected to attend the BLC will be assigned a class number and a sequence number from 1 to 220 on the OML. The OML will be submitted to MSCs for review. Units will provide G3/7 TREX category 2 priorities.

d. Soldiers who are not selected to attend will be listed as “All Other Candidates” in order of priority.

e. Commands will ensure that selected Soldiers remain eligible and available for BLC attendance. They will keep updating appropriate Army databases with Soldiers’ administrative actions and submit requests for removing selected Soldiers from the OML as necessary.

   (1) D-30 is the USAREUR suspense for units to submit request-for-removal memorandums.

   (2) In the request-for-removal memorandum, units may nominate a replacement for each Soldier who is not available or not eligible to attend the BLC.

   (3) Request-for-removal memorandums must be signed by the brigade CSM and endorsed by the next higher CSM.

   (4) Requests for removal that are submitted after D-30 must be submitted on DA Form 4187 and approved by an O7 or GS-15 or above in the Soldier’s chain of command (FRAGO 1 to HQDA EXORD 236-15).
(5) Ineligible Soldiers removed from the published OML will be listed at the bottom of the USAREUR OML until they become eligible to attend.

(6) After D-30, the G3/7 TREX will not process any request-for-removal memorandums, but will continue to process request-for-removal packets ((4) above).

(7) The G3/7 TREX will enter all eligible Soldiers into ATRRS by class number.

(a) At D-30, selected sequence-numbered Soldiers will be placed in a reserved status in ATRRS.

(b) Soldiers who do not meet BLC prerequisites at D-30 will be removed from the published OML and moved to the bottom of the USAREUR OML until they become eligible to attend.

(c) If a selected sequence-numbered Soldier is removed from the OML of an assigned class, the Soldier’s ATRRS status will be updated, his or her reserved status will be canceled, and a Soldier in a wait status will be changed to a reserved status (selected based on OML precedence).

(8) ATRRS notification by AKO e-mail is the official method for notifying Soldiers of their placement in a BLC. Commands will ensure that all Soldiers have a valid AKO account to receive ATRRS notifications on required attendance at any NCOES class.

(9) Soldiers removed from the ATRRS will remain ineligible and will be moved to the bottom of the USAREUR OML. Once a Soldier becomes eligible, the unit will validate the Soldier’s eligibility and notify G3/7 TREX to reinstate the Soldier on the OML and in the ATRRS.

f. At D-15, the G3/7 TREX will announce the walk-on policy, as required, to ensure maximum BLC class size is obtained.

(1) At D-15, commands must be prepared to submit a list of walk-on candidates to meet the senior mission commander’s vision.

(2) Walk-on candidates will not be drawn from a list of Soldiers already selected for an established class unless approved by the USAREUR CSM.

(3) Commands will submit walk-on candidates in the walk-on-shell format provided by the G3/7 TREX.

(4) At D-12, the G3/7 TREX will announce the approved walk-on list.

g. At D-12, the G3/7 TREX will finalize the class size.

h. At D-10, the G3/7 TREX OML is due to the NCOA Chief of Training.

i. At D-1, selected Soldiers must report for the BLC. Soldiers who do not attend enrollment at D-1 will be considered no-shows.

j. At D+2, commands must submit an RI memorandum (para M-2d(7)(l)(2) for Soldiers who did not attend enrollment. The memorandum must be submitted through the SGM, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, to the USAREUR CSM.
M-4. TRAINING CONCEPT

a. NCOES training is an essential part of the Enlisted Personnel Management System (EPMS). The EPMS supports the USAREUR mission to train Soldiers in critical military occupational specialties and leadership tasks to improve job performance and to enable them to meet promotion requirements.

b. Organizations must ensure their best qualified Soldiers receive training. Resident NCOES training links the Soldier to—

(1) Selection for promotion.

(2) Employment in progressive (leadership) positions.

M-5. LEVEL OF TRAINING

The first level of training is the BLC.

a. This first level of institutional NCO training prepares promotable specialists, corporals, and sergeants for leadership responsibility. The BLC is a prerequisite for promotion to staff sergeant and for attending the Advanced Leader Course.

b. The BLC is a non-MOS-specific, 22-day, in-residence Noncommissioned Officer Academy (NCOA) leadership course. The course length may not be altered without written permission from the USASMA and the United States Army Training and Doctrine Command (TRADOC), Fort Monroe, VA 23651-1047.

M-6. ADMINISTRATION

a. Student Recognition.

(1) Graduates of NCOES courses will receive a certificate of graduation or a distinctive diploma.

(2) NCOAs must complete a DA Form 1059 for each student according to AR 623-3.

b. Award Standards for BLC Graduates.

(1) Commandant’s List.

(a) The commandant’s list will include—

1. The top 20 percent of class enrollment.

2. Students who meet academic standards of the course management plan.

(b) Students will be listed on the commandant’s list based on academic performance and merit. Soldiers who have received adverse developmental counseling will not be placed on the list.
(2) **Distinguished Honor Graduate.** The distinguished honor graduate will be the top student of the Academy who demonstrated superior academic achievement through the *Whole Soldier* concept. The distinguished honor graduate is the Soldier who surpassed all others while fully demonstrating superior knowledge of military arts and those qualities that are essential to outstanding NCOs. The award will be based on the following criteria:

(a) Commandant’s list criteria.

(b) Highest academic average.

(3) **Leadership Award.** Only one graduate will receive the Leadership Award. Nominees will appear before a board. The board will bestow the Leadership Award to the nominee who receives the board’s highest evaluation. Leadership Award recipients will be nominated by peers and must have a *superior* rating in block 14c, Leadership Skills, of their AER. To receive a *superior* rating in block 14c, the student—

(a) May not have a record of adverse developmental counseling.

(b) Must have scored an average of 90 percent on the following evaluations:

1. Individual training session.

2. Physical readiness training.

3. Leadership—garrison.

4. Tactical leadership.

(4) **Commandant’s Inspection Award.** The student for each company who earns the Commandant’s Inspection Award is the Soldier who surpassed all others while fully demonstrating superior knowledge of AR 670-1 and basic Soldier skills. International students compete against other international students for this award as well.

(5) **Iron Soldier Award.** The student, including international students, who achieves the highest Army physical fitness test (APFT) score (minimum of 300) in the academy will receive a certificate of achievement from the commandant, the Iron Soldier Award trophy, and be recognized for his or her achievement at the graduation ceremony. The Iron Soldier Awardee is the Soldier who exceeded the results of his or her peers by demonstrating superior physical and mental ability during the APFT.

**NOTE:** Organizations may not present unit awards to students at graduation ceremonies.

c. **Physical Fitness and Weight Standards.**

(1) BLC students will take an APFT within 72 hours after enrollment. Students must be able to take part in the 2-mile run, the 2.5-mile walk, or the 6.2-mile stationary-bicycle event. If a student requires the 800-yard swim test, coordination must be made before the student arrives at the course.
(2) Students must pass the APFT and meet the height and weight requirements. Commandants will arrange for students to take the APFT and screen height and weight requirements while allowing for one retest. Students who fail to pass a final APFT or height or weight standards will be dismissed from the BLC.

(3) Students will take part in physical training at least five times a week (except when attending a situational training exercise (STX)). Training will incorporate train-the-trainer fitness instruction in accordance with Field Manual 7-22.

d. Profiles.

(1) Soldiers may enroll with a temporary profile (that is, with shaving and other non-performance-related issues). The profile must not prevent them from meeting all physical tasks and the physical graduation requirements, such as taking and passing the APFT and carrying load-bearing equipment during an STX.

(2) Soldiers with permanent profiles (categories 3 and 4) must provide a completed copy of DA Form 3349 signed by the profiling officer and the approving authority (a physician).

(3) Academy medics must screen Soldier profiles, and the commandant will determine if a Soldier may attend the BLC.

M-7. NONCOMMISSIONED OFFICER ACADEMY ACCREDITATION PROGRAM

a. The accreditation program for the NCOA supports the Army’s goal of NCO training standardization and excellence.

b. The Commandant, USASMA, is the accreditation authority for NCOES courses. An accreditation team evaluates each NCOA for accreditation at least every 3 years.

c. The Commandant, USASMA, will—

(1) Establish a quality assurance (QA) program to standardize course content and ensure high-quality instruction.

(2) Schedule cyclic inspections using senior small-group leaders (SGLs) throughout the academy and coordinate assistance with the USASMA QA office.

(3) Assess the 7th Army NCOA using TRADOC accreditation procedure checklists in TRADOC Regulation (TR) 350-18 and USASMA guidance.

d. Each inspection team must have a team chief and use the USASMA and TR 350-18 accreditation checklists.

e. The team chief will send a report of findings and required actions to the Commandant, USASMA.
M-8. NONCOMMISSIONED OFFICER ACADEMY ADMINISTRATION

a. BLC SGLs must have a skill qualification identifier of 8 (instructor) and be trained and certified by NCOAs. They must be graduates of the Army Basic Instructor Course, the Total Army Instructor Trainer Course or equivalent (80-hour TRADOC approved), and the Small Group Instructor Trainer Course.

b. The NCOA must maintain a 1:6-8 instructor-to-student ratio. Group sizes must not exceed a ratio of 2:16. A ratio of more than 1:6-8 requires an exception to policy from the Commandant, USASMA.

M-9. NONCOMMISSIONED OFFICER EDUCATION SYSTEM NOTIFICATION PROCEDURES
After Soldier data has been entered into the ATRRS, the system will automatically notify unit first sergeants and Soldiers selected to attend the NCOA 90 days before the class start date. Supervisors will verify with Soldiers at least 6 weeks before class begins that they are prepared to attend the academy. Thirty days before each class begins, the NCOA will send a welcome letter to each Soldier on the USAREUR OML for the upcoming cycle.

M-10. UNITED STATES ARMY NONCOMMISSIONED OFFICER EDUCATION SYSTEM IN EUROPE
The 7th Army NCOA is located at Camp Normandy, Grafenwöhr, Germany. The address is Seventh Army NCOA (AETT-NCO-CO), Unit 28125, APO AE 09114-8125 (mil 475-8451/8452, civilian 09641-83-8451/8452).
APPENDIX N
PREDEPLOYMENT TRAINING

N-1. PURPOSE
This appendix provides guidance on training in support of deployments to locations within the USEUCOM area of responsibility (AOR). Units should use both the United States Army Forces Command (FORSCOM) predeployment training guidance and USEUCOM-specific guidance when developing overall unit training plans.

N-2. TRAINING REQUIREMENTS FOR DEPLOYMENTS TO THE BALKANS
Units deploying to the Balkans will complete all theater-specific training requirements prescribed in USAREUR Annex T, appendix 1 to USAREUR Annex T, and USAREUR OPORD 4256-36-07. Units will conduct a culminating training event (mission-readiness exercise or mission-rehearsal exercise) at the United States Army Joint Multinational Readiness Center (JMRC), Hohenfels Training Area, Germany. USAREUR will use this training event to validate units for onward movement and integration into the Balkans in support of KFOR.

N-3. TRAINING REQUIREMENTS FOR DEPLOYMENTS TO LOCATIONS OTHER THAN THE BALKANS
Units deploying to locations within the USEUCOM AOR other than the Balkans will complete the following training requirements in addition to the requirements in the FORSCOM predeployment training guidance (para N-1):

a. Individual Training. Each deploying Soldier will complete the following:

(1) Country-Orientation Briefing. The country-orientation briefing, which the USAREUR G3/5/7 will conduct in CONUS, provides information about the area of operation (AO). The briefing includes a general overview of the political, military, cultural, religious, and economic conditions in the specific country to which the Soldier will deploy. The Central Intelligence Agency (CIA) World Factbook provides country-specific information.

(2) USAREUR Driver Training and Licensing. All operators of Government-owned or -controlled tactical and nontactical vehicles will complete USAREUR driver training and become licensed in accordance with AE Regulation 600-55. Commanders need to ensure requirements for seasonal (winter) driving conditions are considered during the training. Training on seasonal driving conditions is required for all members and leaders of explosive ordnance disposal (EODs) teams.

(3) Antiterrorism (AT) Training. AT training will be conducted in accordance with AE Regulation 525-13, appendix H, and USEUCOM force-protection guidance at https://www.eucom.smil.mil/ecsm/ecsm_home.html. Commanders will ensure all personnel complete AT level 1 training and receive AOR-specific threat briefings before deploying.

(4) Law of Armed Conflict (LOAC) Training. LOAC training will be conducted in accordance with Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5810.01D; Field Manual (FM) 27-10; and AR 350-1, appendix G, paragraph G-21.

(5) Rules of Engagement (ROE) Training. ROE training will be conducted in accordance with Training Circular (TC) 7-98-1, lesson 4, and CJCSI 3121.01b.
(6) **Media-Awareness Training.** Media-awareness training will be conducted in accordance with TC 7-98-1, lesson 8.

(7) **Survival, Evasion, Resistance, and Escape (SERE) Level B (Code of Conduct) Training.** SERE level B training will be conducted in accordance with DOD Instruction O-3002.05.

(8) **Training on Threat Awareness and Reporting.** Training on threat awareness and reporting will be conducted in accordance with AR 381-12.

(9) **DOD Cyber Awareness Challenge.** All personnel are required to complete the DOD Cyber Awareness Challenge annually. Additional information and a link to the training provider are available on the [Army in Europe Information Technology Training](https://www.europe.army.mil) website.

(10) **Isolated Personnel Report (ISOPREP) (DD Form 1833).** All personnel must complete an ISOPREP before deploying. Completed ISOPREPs will be maintained at the unit level.

b. **Leader Training.** Leaders will complete training on the following topics:

(1) Effectively using interpreters. FM 3-05.302, appendix J, and Center for Army Lessons Learned (CALL) Handbook 04-07 provide guidance on the effective use of interpreters.

(2) Supervising the application of ROE and determining the escalation of force using the graduated response matrix in accordance with TC 7-98-1, lesson 4, and CJCSI 3121.01b.

(3) Performing engagements in accordance with TC 7-98-1, chapter 2, lesson 13, and conducting negotiations and mediation.

(4) Understanding relationships and the structure of theater-specific agencies. Leaders should become familiar with the following organizations: the United Nations, governmental organizations, nongovernmental organizations, civilian relief agencies, civil defense and protection units and police forces, political parties, and the European Union Rule of Law Mission (EULEX). The [Leader Development & Education for Sustained Peace Program](https://www.leader.edu) and FM 7-15, chapter 7, article 7.3, provide more information.

c. **Unit and Specialty Training.**

(1) **Unit Movement Officer Course (UMO-151).** One officer and two noncommissioned officers per battalion headquarters and two Soldiers per company will attend.

(2) **Total Ammunition Management Information System (TAMIS) Training.** Each unit must have one TAMIS-qualified ammunition manager.

(3) **Aviation Petroleum Specialist Training (Aviation Units Only).** Each aviation unit must have a qualified aviation petroleum specialist who is certified to conduct fuel sampling using the aviation fuel contamination test kit and fully process the samples using the Millipore POL laboratory for clearance.
(4) **80-Hour Hazardous Material (HAZMAT) Certification-2 Course (HAZ 12 in USAREUR or Ammo-62 in CONUS).** Two Soldiers per company and one Soldier per battalion are required to attend this course. In addition, all EOD team members and team leaders must attend this training.

(5) **European HAZMAT Certification Course (HAZ 15-Road/Rail).** Two Soldiers per company and one Soldier per battalion are required to attend this course. In addition, all EOD team members and team leaders must attend this training. Attendees must have completed the 80-hour HAZMAT certification course ((4) above) as a prerequisite.

(6) **Finance Personnel Training.** Finance personnel must be trained to become familiar with and be able to use the following systems: Defense Joint Military Pay System (DJMS), Computerized Accounts Payable System (CAPS), Integrated Automated Travel System (IATS), and file transfer protocol (FTP). The 266th Financial Management Support Center, 21st Sustainment Command, will provide an exportable training package on USAREUR-specific finance-technical aspects.

(7) **Training on Handling Accountable and Classified Mail.** A minimum of three postal personnel per unit must be certified to handle accountable and classified mail. At least one of the certified Soldiers must be a staff sergeant or higher. The United States Army Human Resource Service Center will provide certification based on a two-phase approved training plan.

(8) **AT Officer Basic Course.** One Soldier (staff sergeant or higher) per battalion or separate deploying company will be trained to serve as the unit AT officer.

(9) **Environmental-Officer Training.** Each unit will appoint an environmental officer in writing. The environmental officer will attend environmental-officer training in accordance with AE Regulation 200-1 by self-enrolling at the U.S. Army Enterprise Lifelong Learning Center.

(10) **Training on Spill Prevention, Response, and Reporting.** Units will develop individual and unit spill prevention, control, and countermeasures plans in accordance with AE Regulation 200-1, paragraph 18-4.

(11) **Fire-Prevention Training.** Units will train building monitors in reporting fires, developing building evacuation plans, and conducting building safety briefings and fire extinguisher demonstrations in accordance with AR 420-1.

(12) **Construction Training.** Units must be prepared to execute exercise-related construction and training-area troop construction in accordance with AR 415-32. Construction-equipment operators must be licensed to operate construction equipment on public roads.

(13) **Training on Acceptance of Construction-Material Deliveries.** To be qualified to accept construction-material deliveries, unit contracting officer’s representatives (CORs) must complete the following online training classes at the Defense Acquisition University: continuous learning module (CLM) 003, Overview of Acquisition Ethics; continuous learning course (CLC) 106, COR With a Mission Focus; CLC 206, CORs in a Contingency Environment; and CLC 222, COR Course.

(14) **Contingency-Construction Training.** Units must be trained on contingency construction and become familiar with facility management and the Red Book standards in accordance with Unified Facilities Criteria 1-201-01.
(15) EOD Training. All task-force-organic EOD units should coordinate 5-day training with the G3/7 Training and Exercise Division (G3/7 TREX), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR, to successfully understand range rules and limitations, USAREUR-specific safety regulations and requirements, and host-nation and partner-nation POCs. Training will include information on ammunition holding area (AHA) draw and HAZMAT storage issues, current threats in the AOR including commonly found unexploded ordnance on ranges, and training items used.

d. NATO Response Force (NRF) Training.

(1) General. Commanders determine training requirements based on directed unit missions. NRF units are required to arrive in the USEUCOM theater certified for a decisive action training environment (DATE) after conducting a rotation at the National Training Center at Fort Irwin, California, or the Joint Readiness Training Center at Fort Polk, Louisiana. DATE rotation training should focus on the core tasks of the unit’s mission-essential task list. While deployed in the USEUCOM AOR, NRF units will have the opportunity to conduct a home-station training exercise in Grafenwöhr, Germany, and a joint or multinational rotation at the JMRC with one or more additional multinational NRF-focused battalions. Units will also have the opportunity to conduct one or more NRF-focused exercises in USEUCOM priority countries. Understanding NATO operational terminology and NATO planning models is the most important regional capability.

(2) Training Coordination. Before deploying to locations within the USEUCOM theater, NRF units are required to attend the semiannual USAREUR Combined Training Conference and conduct a 30-minute unit capability briefing for NATO partners. This 1-week conference, which is normally held during the months of June and November, helps NRF units plan for future in-theater multinational training opportunities. Units will coordinate participation with the Training Division, G3/7 TREX, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR.

(3) Predeployment Site Survey (PDSS). NRF units should conduct a PDSS of the USEUCOM AOR by visiting preceding NRF units while training in theater.

(4) JMRC Rotation Training. NRF units that are conducting a JMRC rotation will receive a 200-day mission letter from the JMRC to initiate coordination and establish responsibilities for the rotation. The unit will be required to submit a mission letter through the USAREUR DCG to JMRC specifying the commander’s training intent, training objectives, and other training parameters needed to design the training scenario.

(5) NATO Processes. Select personnel from NRF units can receive training and education on current and developing NATO operations, strategy, policy, doctrine, and procedures from the NATO School in Oberammergau, Germany. Units will contact the G3/7 TREX no later than 9 months before arriving in theater to request this training. The USAREUR G3/5/7 is the approval authority for NRF units requesting to attend the NATO School. Units must be familiar with NATO standards, policy, and procedures before attending. The NATO School provides courses that familiarize unit leaders with NATO operations, thus preparing units for participation in multinational training events. The NATO School provides academic courses in the areas of NATO cooperative security; intelligence; joint operations; joint plans; protection; standards, evaluations, and training; and the noncommissioned officer programs department.
(6) **NATO School Coordination.** Once approval to attend the NATO School is received from the USAREUR G3/5/7, units are required to contact the Combined Arms Training Center, 7th Army Training Command, by telephone at military 314-476-3429 or civilian 0049-9662-83-3429 to schedule personnel for classes. Course and scheduling information is available on the NATO School website.

(7) **Recommended Training in Support of NRF Units.** The NATO School in Oberammergau, Germany, is responsible for designing courses, developing courseware, and establishing programs of instruction for units. The recommended training is designed to introduce students to NATO operations to enable units to operate anywhere within the NATO AOR. Specific country information is not dictated. Units may, however, request the NATO School to provide detailed training information on specific countries on a case-by-case basis. Recommended courses and numbers and grades of individuals recommended to attend these courses are as follows:

(a) **NATO Operations Logistics Course (M4-29):** One or two officers in the grades of captain (O3) through lieutenant colonel (O5) per division, brigade, or battalion G4 or S4.

(b) **Movement and Logistics Operational Planning Course (M4-92):** One or two logistics planners in the grades of O3 through O5 per division or brigade.

(c) **Joint Medical Planners Course (M9-85):** One O3 medical planner per brigade.

(d) **NATO Exercise Planning Course (P7-55):** One or two exercise planners in the grades of major (O4) or O5 per division or brigade.

(e) **Comprehensive Operations Planning Course (S5-43):** One or two officers in the grades of O4 or O5 per division, brigade, or battalion S3.

(8) **Language Training for NRF Units.** NRF units deploy within an AOR that includes more than 50 countries. Because of the wide variety of languages, specific foreign-language training is not required. English and French are the operational languages of NATO. In accordance with CJCSI 3126.01a, it is recommended that one Soldier of each element that leaves a secure area (for example, forwarding operating base, contingency operating base) deploy at foreign-language level 0+ (memorization of key words and phrases). Pending availability of funds, unit foreign-language training will be conducted in the following sequence of priority: Turkish, Polish, and French.

(9) **NRF Regional-Expertise and Cultural-Awareness Training.** In accordance with CJCSI 3126.01a, units are required to deploy with all Soldiers demonstrating proficiency in core culture competencies (understanding culture, cultural perspective taking, cultural adaptability, applying organizational awareness) and regional and technical competencies (applying regional information, operating in a regional environment). Additionally, all leaders are required to demonstrate proficiency in leadership and influence-function competencies (building strategic networks, strategic agility, systems thinking, cross-cultural influence, organizational cultural competence, utilizing interpreters). Units are recommended to deploy with all Soldiers demonstrating a basic understanding of European behaviors, beliefs, history, and values.

(10) **NRF Regional Security Assistance Management Training.** NRF units that are tasked to conduct security-cooperation activities are required to have leaders complete the 2-hour online Security Cooperation Management Familiarization Course through the Defense Security Cooperation Agency, Defense Institute of Security Assistance Management. Unit leaders will determine the level of leadership at which this training must be completed.
(11) Training Required by Units Supporting the NRF. All units supporting the NRF, defined as contingency or forward operating units that are assigned to or operate consistently in a nonsecure area, must complete counter-improvised explosive device (C-IED) training. The training will be conducted to FORSCOM standards for nonsecure AOs. Units may request a waiver to conduct this training once in Germany by exception with approval from the USAREUR G3/5/7. Granted training exceptions for follow-on training will be coordinated through the USAREUR C-IED Training Integrator.
APPENDIX O
ARMY TRAINING MANAGEMENT SYSTEM

O-1. PURPOSE
This appendix provides guidance and standards for using the Army Training Management System (ATMS) in USAREUR.

O-2. GENERAL
ATMS is a web-based training-management tool of the Army’s Unit Training Management System that enables commanders to track the development of their mission-essential task list (METL) and collective training tasks that support the METL. The ATMS is also used to track individual and team training within a unit following current doctrine, tactics, techniques, and procedures outlined in Army Doctrine Publication 7-0 and the Army Training Network. The ATMS is designed to help provide resources for training, schedule training, and develop training calendars. Users can access ATMS from any computer that is connected to the Internet by logging on with their AKO username and common access card.

ATMS is continually being updated to provide units current capabilities to manage Soldier and unit training. The system embeds data from the Integrated Total Army Program and Medical Protection System databases. The ATMS also provides links to Center for Army Lessons Learned websites and data from the Army Training Resource and Reservation System (ATRRS).

O-3. RESPONSIBILITIES

a. Training Division, G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/7 TREX TNG). The G3/7 TREX TNG will provide a master trainer for ATMS who will—

(1) Be the primary ATMS manager in USAREUR and manage and operate the USAREUR Help Desk for all USAREUR commands.

(2) Manage ATMS user accounts and special permissions assigned to USAREUR personnel.

(3) Troubleshoot problems units have using ATMS.

(4) Provide Combined Arms Center–Training (CAC-T) classes and suggest improvements to ATMS to best meet the needs of USAREUR.

(5) Stay current on all updates and changes to ATMS and ensure updated information is provided to all users.

(6) Coordinate with and support ATMS managers at USAREUR major subordinate commands (MSCs) and separate brigades.

(7) Provide training for ATMS managers as necessary or requested and coordinate ATMS training with the 7th Army Training Command, Combined Arms Training Center (CATC).

(8) Update changes to unit identification codes (UICs) and unit task organization for USAREUR units.

(9) Execute inspections on training management for the organizational inspection program and provide subject-matter expertise on ATMS data to be inspected.
(10) Conduct monthly USAREUR ATMS in-progress review (IPR) meetings with representatives from USAREUR MSCs and separate brigades.

b. USAREUR MSCs and Separate Brigades. USAREUR MSCs and separate brigades will identify an officer, noncommissioned officer, or civilian (equivalent to the grade of sergeant first class) as the MSC or brigade ATMS manager. MSC and brigade ATMS managers will—

1. Liaise and coordinate ATMS issues with the G3/7 TREX TNG ATMS Manager (a above).
2. Troubleshoot problems users have using ATMS.
3. Provide the USAREUR ATMS Master Trainer (a above) suggestions for improvements to ATMS to best meet unit needs.
4. Stay current on all updates and changes to ATMS and ensure updated information is provided to all users in their organization.
5. Provide changes to unit task organization and UICs to the USAREUR ATMS Master Trainer.
6. Be the primary ATMS trainers for personnel in their organization.
7. Manage user accounts for their organization by maintaining a log of all personnel assigned as users and ensuring that incoming and outgoing personnel are entered or removed from ATMS by the unit ATMS manager.
8. Develop and publish standing operating procedures on using the ATMS within their organization in accordance with this appendix.
9. Ensure that subordinate units are designated in ATMS down to the platoon level using appropriate unit names (for example, 1st CAB, 2-501, A Co. 2d PLT). Nonstandard names are not authorized.
10. Represent their organization during monthly USAREUR ATMS IPR meetings with all MSCs and separate brigades.
11. Maintain a list and appointment orders of ATMS-certified users within their organization.
12. Request ATMS training no later than 6 months before a known loss of an ATMS operator. Ensure that appointed ATMS operators have attended or are scheduled to attend the CATC ATMS Operator’s Course within 60 days after they are appointed.
13. Ensure all unit ATMS program managers, master trainers, administrators, and operators complete the ATMS online training modules.
14. Submit all requested changes, including changes to the unit hierarchy, special user roles, personnel deletions, and ATMS issues to the USAREUR Help Desk.
15. Ensure unit ATMS users contact the next higher ATMS manager to resolve issues. MSCs and separate brigades will contact the USAREUR ATMS Manager to resolve issues.
c. CATC. The CATC will—

(1) Provide overall training oversight and quality assurance for the ATMS Operator’s Course taught by MSC and separate brigade ATMS master trainers.

(2) Coordinate with unit master trainers on training dates and locations and the personnel to be trained.

(3) Provide unit master trainers the program of instruction (POI) and all other course documentation for conducting the training.

(4) Build and maintain an up-to-date “checks on learning” quiz in the CATC Blackboard system for students and instructors to measure progress.

(5) Register all students submitted by MSC and separate brigade master trainers in ATRRS and enter ATRRS credit for students who successfully complete the ATMS Operator’s Course.

(6) Provide training certificates for all personnel who have successfully completed the final exam (a minimum of 80% correct answers required) in the CATC Blackboard system and filled out the end-of-course survey.

(7) Identify low-performing instructors (master trainers) and recertify them either by requiring them to attend the Army Basic Instructor Course (ABIC) or providing a CATC instructor to support the low-performing instructor during subsequent courses for certification validation.

(8) Provide all master trainers the opportunity to attend the ABIC.

(9) Offer an ATMS Master Trainer Course. Graduates will receive an approved POI and have access to the CATC Blackboard site to collaborate within USAREUR.

O-4. ATMS ACCESS

a. ATMS is a commanders program; the commander is responsible for the content of the system. Commanders select the personnel who are authorized to access ATMS and the unit’s organizational data. Authorized personnel will be assigned groups and roles that define their capabilities in ATMS.

b. MSC and separate brigade ATMS managers are responsible for designating groups and roles for their organization in ATMS as defined by the unit commander. Subordinate unit ATMS managers will authorize and create unit user accounts. Commanders will issue appointment orders for all users identifying groups and access roles. Exceptions are the unit commander, command sergeant major (CSM), and first sergeant (1SG), who will automatically be given access to the system.

c. Commanders are required to immediately deny access to ATMS for all personnel deemed a security risk. On a monthly basis, program managers and master trainers will complete a review all of their ATMS users. Program managers and master trainers will then request adjustment or termination of user accounts for Soldiers who—

(1) Are preparing for a permanent change of station.

(2) Are in an expiration-term-of-service status.
(3) Are scheduled to retire.

(4) Have assumed different duties.

(5) Have changed units or sections.

(6) Are pending action under the Uniform Code of Military Justice.

(7) Have committed an integrity violation of data added to ATMS.

d. User management provides the capability to add new users, edit users, and assign and manage roles and permissions for individuals and groups. ATMS managers will use the submenus for users, By Name and By Group, to manage user accounts and roles.

e. Each unit will have an assigned primary and alternate ATMS manager who is responsible for creating and managing user accounts in accordance with the guidance of the unit commander. Authorized ATMS managers and operators will have an active user account in ATMS. A user account cannot be deleted, but can be deactivated by removing the user’s access to ATMS.

f. Groups comprise individual roles. Assigning ATMS users to groups easily provides them the set of roles they require based on their ATMS function. Individual roles cannot be removed from groups, but additional individual roles can be assigned (for example, Add User, Edit User, Manage Groups, Move User Accounts). Groups for ATMS training managers at each level are as follows:

   (1) Brigade commanders and CSMs and above.

   (2) Battalion commanders and CSMs.

   (3) Company commanders and 1SGs.

   (4) Company operations.

   (5) S3s and G3s.

   (6) Platoon sergeants and leaders.

   (7) Squad leaders and section leaders.

   (8) School administrators (unit level).

g. For airborne units, the following roles must be added to manage airborne proficiency in ATMS: Edit/Add/Delete Jump Status (Rating), Jump Currency and Jump Master Currency.

h. Detailed information for each group in subparagraph f above can be found in appendix A of the ATMS User Manual.

O-5. MANAGEMENT OF PERSONNEL IN ATMS

   a. ATMS populates personnel training records based on the UIC to which an individual is assigned in the Integrated Total Army Personnel Database (ITAPDb).
b. When a unit G1 or S1 updates the local personnel transactional database (that is, eMILPO, SIDPERS, or RLAS), that database updates the ITAPDb. Gaining units update Soldier assignments in ATMS daily, and Soldiers’ individual training records (ITRs) are visible in ATMS.

c. The time required for the transactional records transfer depends on the completion of the personnel transaction within the personnel system. Each transaction has an associated processing time, which results in some names remaining on unit rolls after Soldiers have physically departed the unit.

O-6. ATMS INPUT
ATMS is the official system designated by the Army for managing all unit training and ITRs. According to ALARACT 208/2009, training that is not documented in ATMS does not count. All units will use ATMS as the primary tool for recording and reporting training. ATMS includes the following information for each unit:

a. The unit’s mission statement.

b. The approved unit METL. All units will post and use their approved METL in ATMS.

c. Training schedules and calendars. Units will use ATMS to develop training schedules and calendars and send training reports to their higher headquarters.

d. Individual Soldier and civilian records. Units will maintain and update ITRs in ATMS and use ATMS to report Soldier training such as training for deployment, medical readiness, physical training, and mandatory training in accordance with AR 350-1, paragraph 3-22d.

e. The next higher unit’s METL.

f. The unit commander’s and the next higher level commander’s training guidance.

g. Any currently used METL or assigned mission task list.

h. T-2 training highlights. MSCs and separate brigades will submit or nominate T-2 training highlights to USAREUR through ATMS.

i. T-4 training schedules. All USAREUR units will lock in T-4 training schedules as a minimum (approved by battalion commanders through ATMS).

j. All executed training, events, and after-action reviews will be entered into ATMS no later than 72 hours after completion.
APPENDIX P
USAREUR STAFF RIDE PROGRAM

P-1. PURPOSE

a. Battlefield staff rides in USAREUR are leader training exercises that use the setting of a historical campaign or battle as the basis for unified land operation (ULO) professional development. Staff rides address both the operational and self-development domains of Army Doctrine Publication (ADP) 7-0 and Army Doctrine Reference Publication (ADRP) 7-0 in that they require each participant to establish what happened and then, while standing on the ground where the action occurred, to critically analyze plans, orders, events, decisions, and actions of leaders performing under severe stress. Only through active participation of each staff rider as part of the group, grounded in preliminary study and looking for personal lessons applicable to today’s or tomorrow’s mission, is the enormous training value of a staff ride realized.

b. A staff ride consists of the systematic preliminary study of a selected campaign, an extensive visit to the actual sites associated with that campaign, and an opportunity to integrate the lesson derived from each. It envisions maximum student involvement before arrival at the site to guarantee thought, analysis, and discussion. A staff ride thus links a historical event, systematic preliminary study, and actual terrain to produce a battle analysis in three dimensions. This analysis is conducted on three distinct phases: preliminary study, field study, and integration. Without the systematic analysis of the preliminary-study phase, the field-study phase is simply a battlefield tour and not a training event.

c. Europe is rich in accessible sites of campaigns and battles and therefore offers excellent opportunities for commanders to conduct staff rides. USAREUR staff rides may be unit-led, but it is highly recommended that they be facilitated. Time is critical in USAREUR; if conducted properly, staff rides are time-intensive, especially during the preparation and preliminary study phases. Most Soldiers are not subject-matter experts (SMEs) on the historical battles or campaigns that may be reasonably accessible. A carefully chosen facilitator or facilitation team can substantially reduce preparation time for the commander directing the training. Facilitators can set the environment of the campaign being studied by using carefully crafted questions to focus the staff ride on the commander’s training objectives.

P-2. OBJECTIVE

Commanders should view staff rides as a part of their training program to develop subordinates. Staff rides should be exercised, critiqued, and improved on. Their focus may vary according to the level of command to be exercised, the lessons to be emphasized, or the type of operation to be studied. Whatever form it takes, a staff ride is a continuing professional-development exercise that will outlive any commander’s tour. Like the responsibility for any other recurring major training event, responsibility for staff rides should pass from project officer to project officer, with all of them becoming experts in conducting staff rides. There should be no doubt that staff rides are training, and commanders lead training. More information can be found in Center of Military History Publication 70-21, which is available from the Center of Military History.
P-3. POLICY

According to the Army Conference Policy (AR 1-50), conferences constitute meetings or events to which Army officials travel away from their permanent duty station to attend. However, not all meetings and events are considered conferences under the Army Conference Policy. Individual meetings and events must be analyzed to determine if they meet any of the criteria of a conference as defined by the policy. Staff rides in general do not have the indicia of a conference and would not fall under the conference policy. Staff rides are training meetings or events that are not held in a commercial or Government facility, but rather conducted at former battle sites in the USAREUR area of operation. USAREUR has issued detailed planning guidance and procedural safeguards in order for subordinate commands to execute staff rides. Staff rides may be ordered through the Combined Arms Training Center (CATC) with each staff ride defined as an Army Training Requirements and Resources System course. Units ordering staff rides through the CATC will find specific staff-ride contract information on the CATC SharePoint portal.

P-4. APPLICATION OF AR 1-50, ARMY CONFERENCE POLICY, TO BSRs

a. Staff rides executed in accordance with this regulation will not be subject to the approval and reporting requirements of AR 1-50. Each staff ride must, however, be reviewed by the unit’s servicing legal advisor to confirm this general rule for the specific ride being planned. Also, this general rule does not apply to the Commanding General’s own staff rides or any ride executed outside the limits on cost and scope defined in the USAREUR staff-ride training guidance (para P-3).

b. Staff rides normally will be subject to AR 1-50 conference approval and reporting requirements if any of the following apply:

(1) Portions of the staff-ride training are held (even in part) at a commercial facility such as a hotel, commercial conference center, or commercial restaurant.

(2) The staff ride involves spouse travel.

(3) The staff ride includes any social activity or entertainment.

c. If a staff ride is subject to AR 1-50 conference approval and reporting requirements, the requester must do the following:

(1) Prepare a request for approval that includes specific details about the staff ride (dates, location, purpose, number of attendees, estimated costs) using templates approved by the Department of the Army.

(2) Justify why participation in the staff ride is mission-critical and how disapproval or delay of participation will adversely affect the Army’s mission.

(3) Ensure that the requesting organization’s commander (in the grade of colonel (O6) or above) or director (in a grade equivalent to an O6 or above) concurs with the request.

(4) Coordinate the request for a staff ride the request through the servicing G8 and, potentially, through the servicing force protection office, depending on the location of conference.

(5) Obtain a legal review.
(6) Send the request to the USAREUR CG for approval or, through the USAREUR CG, to the Chief of Staff, Army; the Administrative Assistant to the Secretary of the Army; or the Secretary of the Army, depending on the approval authority for the conference.

d. USAREUR units commanded by lieutenant colonels (O5s) and above on the command selection list (CSL) are authorized any combination of staff rides (that is, single or multiple staff rides) per fiscal year (FY) as long as the requesting agency does not exceed the maximum authorized FY staff-ride cost indicated in the table below. O4s in O5 command billets, O5s and above not in command, and O5s not on the CSL who are serving as chief of staff, director, or officer in charge of staffs or in USAREUR ad-hoc organizations may request to conduct staff rides as long as the staff rides are authorized by the Chief of Staff, HQ USAREUR. All requests for staff rides must be authorized by the commander of the requesting unit or activity. All staff rides exceeding the following costs will require the approval of the USAREUR G3/5/7:

<table>
<thead>
<tr>
<th>Commander’s Grade</th>
<th>Maximum Staff-Ride Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>O5</td>
<td>$34,000</td>
</tr>
<tr>
<td>O6</td>
<td>$43,000</td>
</tr>
<tr>
<td>O7-O8</td>
<td>$53,000</td>
</tr>
</tbody>
</table>

e. Justified requests to exceed the funding limits or the authorized FY staff-ride frequency (d above) must be authorized by a commander superior in grade to the requester. Requests must be sent to the Training Division, G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/7 TREX TNG), for review.

f. Regionally aligned forces will send requests for staff rides to the G3/7 TREX TNG, who will assist with staff-ride coordination.

P-5. FACILITATION

a. USAREUR has one contract for staff-ride facilitators. The USAREUR Military History Office facilitates the Commanding General’s staff rides. The Combined Arms Training Center manages the contract for USAREUR subordinate commands.

b. The USAREUR CG routinely leads two senior-level staff rides each year and determines who should participate. Usually, participants include U.S. Army general officers and civilian equivalents within the USEUCOM area of responsibility, selected international flag officers, O6s listed on the CSL (at least once during their tenure in command), and SMEs (for example, diplomats, historians, members of the media).
**APPENDIX Q**
**USAREUR EXERCISE PROGRAM**

**Q-1. PURPOSE**
The USAREUR Exercise Program prepares forces and joint headquarters for successful operations across the full range of military operations in a joint, multinational, interagency, and integrated environment. The program—

- a. Trains in-theater forces and commanders.
- b. Trains and prepares joint forces headquarters (JFHQ).
- c. Sustains the readiness of rotational and expeditionary forces deployed into the theater.
- d. Increases coalition and alliance warfighting capabilities.
- e. Strengthens NATO interoperability.
- f. Enhances the ability of U.S. forces to operate with forces from countries within the USEUCOM area of responsibility (AOR).

**Q-2. RESPONSIBILITIES**

- **a. CG, USAREUR.** The CG, USAREUR, is responsible for the USAREUR Exercise Program. All HQ USAREUR staff principals and chiefs of special staff offices will help the CG, USAREUR, execute this responsibility, which includes the tasks in (1) through (28) below. With the support of the offices of primary responsibility (OPRs) listed in parentheses with each task, the CG, USAREUR, will—

  (1) Issue training guidance. (G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/7 TREX))

  (2) Develop, update, and annually publish the USAREUR Joint Training Plan (JTP) and joint training schedules. (G3/7 TREX)

  (3) Publish directives for training events directed by the CG, USAREUR. (G3/7 TREX)

  (4) Coordinate and approve forces for training to support the requirements of other combatant commanders (CCDRs). (G3/7 TREX)

  (5) For USAREUR forces participating in events in other theaters, establish command relationships with the other CCDRs. (G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/3 OPS) and G3/7 TREX)

  (6) Coordinate and approve those aspects of administration, support, and discipline (including the control of resources and equipment, internal organization, and training) that are necessary to conduct assigned missions. (G3/3 OPS and G3/7 TREX)

  (7) Designate an OPR for joint training. (G3/7 TREX)
(8) Provide a general or flag officer to attend the Joint Training Review Board (JTRB) and a secretariat to administer the Board. (G3/7 TREX)

(9) Develop a JTP for assigned staffs and forces, including assigned National Guard and Reserve Component forces. (G3/7 TREX)

(10) Train and help certify the readiness of assigned HQ staffs to perform at the joint task force (JTF) level. (G3/7 TREX)

(11) Exercise training and readiness oversight of assigned Reserve Component forces. (G3/7 TREX and Mobilization & Reserve Affairs Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR)

(12) Conduct periodic training that emphasizes inter-theater coordination. (G3/7 TREX)

(13) Assess the USAREUR Joint Exercise Program (JEP) annually for effectiveness in training command mission-essential tasks (METs) and the adequacy of the joint mission-essential task list (JMETL) in describing assigned missions. (European Plans and Operations Center, USEUCOM)

(14) Provide joint-training trends to USEUCOM. (G3/7 TREX)

(15) Assess and report to USEUCOM the progress made on the Chairman of the Joint Chiefs of Staff (CJCS) commended training issues. (G3/7 TREX)

(16) Develop the CG, USAREUR, JMETL with associated conditions and standards and publish it in the Defense Readiness Reporting System (DRRS). (G3/7 TREX; G3/5 Plans Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR (G3/5 PLANS); and Force Management Division, Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR)

(17) Coordinate for integrated operations training activities with other U.S. departments and agencies, foreign governments and security forces, international organizations, U.S. and foreign nongovernmental organizations (NGOs), and members of the private sector, and educate theater commanders and staffs to do so as well. (G3/7 TREX in coordination with the USEUCOM Joint Training, Readiness, and Exercise Division)

(18) Obtain political clearance to proceed with proposed training events in host nations (HNs) within the USEUCOM AOR. (G3/7 TREX and Security Cooperation Division (SCD), Office of the Deputy Chief of Staff, G3/5/7, HQ USAREUR)

(19) Coordinate all health-related demands, activities, and engagements required to support the USEUCOM JEP. (G3/7 TREX in coordination with the USAREUR G4)

(20) Validate exercise transportation requirements addressed to the United States Transportation Command using the Adaptive Planning Suite or appropriate planning tools including the Collaborative Force Analysis, Sustainment, and Transportation (CFAST) System and the Joint Operation Planning and Execution System (JOPES)). (G3/7 TREX and G3/3 OPS Movement Operations Center in coordination with the USEUCOM JTRE Division)
(21) Coordinate joint and combined training and exercise planning among other Service components, reserve forces, NATO, military representatives at U.S. embassies, and other CCDRs. (G3/7 TREX Training Division (G3/7 TREX TNG))

(22) Manage exercise-related funding and budgets in support of the USAREUR Exercise Program. (G3/7 TREX Requirements Definition Division)

(23) Plan and provide programming data and budget submissions and administer allocated—

(a) Exercise strategic airlift (STRATLIFT) and sealift transportation funds and authorize the expenditure of funds allocated by the Joint Staff for the Joint Exercise Transportation Program. (G3/7 TREX)

(b) Developing Countries Combined Exercise Program funds. (G3/7 TREX TNG)

(c) Partnership for Peace Warsaw Initiative funds. (G3/7 TREX TNG)

(d) Exercise-related construction funds. (G3/7 TREX and Office of the Deputy Chief of Staff, Engineer, HQ USAREUR (USAREUR ODCSENGR)

(24) Integrate the USAREUR JEP and the USAREUR Lessons Learned Program. (G3/7 TREX and USAREUR G3/5 PLANS Assessments Division)

(25) Maintain current information in the Joint Training Information Management System (JTIMS). (G3/7 TREX)

b. Unit Commanders. Commanders at all levels will—

(1) Conduct individual, staff, and collective training to accomplish assigned missions.

(2) Assign staff responsibilities for joint training.

(3) Approve and forward a JMETL to higher headquarters. Subordinate JMETLs should support the higher headquarters JMETL and be coordinated and approved by HQ USEUCOM.

(4) Identify training audiences, establish training objectives (TOs), and publish command training plans (including a JTP TO library within JTIMS).

(5) Review the design of training events to ensure they meet unit TOs and ensure appropriate means, methods, and a joint context are established for joint-task training.

(6) Ensure that appropriate theater security-cooperation initiatives are fully coordinated and integrated into training initiatives.

(7) Execute training events.

(8) Ensure the protection of trusted-agent information.

(9) Ensure adherence to approved public affairs guidance and refer media inquiries to the appropriate public affairs office.
(10) Evaluate training events, account for completed training, and determine the effectiveness of training events.

(11) Submit training-performance observations (TPOs), training-proficiency evaluations (TPEs), training-proficiency assessments (TPAs) (as necessary), commander’s event-evaluation reports (CEERs), and observations of potential lessons learned and issues to G3/7 TREX.

(12) Assess joint training within their command, the overall effectiveness of the JTP with regard to JMETL requirements, and the adequacy of the JMETL mission description.

(13) Identify and report resource shortfalls and how the shortfalls will affect the accomplishment of joint training.

c. Commanders of Major Subordinate Commands (MSCs). MSC commanders will—

(1) Keep the CG, USAREUR, informed of joint-training progress and issues related to joint training.

(2) Raise issues that adversely affect the accomplishment of joint training.

(3) Present periodic training-management reviews to the DCG, USAREUR.

(4) Keep the CG, USAREUR, informed of MSC-managed training events that are part of the USEUCOM JEP.

(5) Develop operations and maintenance budget requests to support joint training.

(6) Ensure training is provided that helps certify the readiness of a JTF-capable HQ in the DRRS in support of the CG, USAREUR.

(7) Educate and train a core element of select officers who will serve as the command’s key staff around which a JTF-capable HQ can form.

(8) Train assigned and attached forces to Service doctrine, tactical methods, and techniques.

d. Office Conducting an Exercise (OCE) (Lead Component). The OCE will—

(1) Coordinate to ensure events are planned, funded, organized, conducted, evaluated, and reported.

(2) Resolve issues among participants by close of the mid-planning conference. If the lead component is unable to resolve issues, it will refer them to HQ USEUCOM for adjudication.

(3) Provide oversight to the exercise or event commander.

(4) Appoint the exercise or event director, the deputy director, and the evaluation team leader when authority is delegated by the office scheduling the exercise (OSE).

(5) Nominate a deputy exercise or event director when required.
(6) Establish liaison with NATO- or HN-supported and -supporting HQs, participating component HQs and subordinate commands, and U.S. military teams at U.S. embassies.

(7) Confirm with the Office of the Judge Advocate, HQ USAREUR, the existence of an agreement providing legal protection for U.S. forces participating in training in an HN. The OCE will initiate coordination of an agreement no later than the initial planning conference. If adequate status protections are not in place 6 months before the critical cancellation date, a request for waiver to conduct the event in the absence of adequate status protections must be submitted to the Secretary of Defense or the Commander, USEUCOM. If appropriate legal protection is not in place and a waiver has not been approved by 20 days before the critical cancellation date, the OCE will contact the OSE to recommend withdrawing U.S. forces from training in the respective nation.

(8) Coordinate distinguished-visitor activities and itineraries with NATO and HN counterparts, including scheduling, transportation, meals, and lodging.

(9) Submit required significant military event briefing (SMEB) messages to HQ USEUCOM.

(10) Exercise tactical control of all U.S. forces participating in an event for force protection (FP) unless other arrangements have been made for dispersed forces.

(11) Coordinate with NATO and HN staffs and commanders responsible for planning and conducting an exercise, including coordination for U.S. antiterrorism and consolidated logistic requirements.

(12) Coordinate events with the exercise or event director.

(13) Develop event objectives.

(14) Develop proposed public affairs guidance for events and submit such guidance to the Office of the Chief, Public Affairs, HQ USAREUR, by 40 days before the start of an event.

e. Exercise or Event Commander, Exercise or Event Director, and Senior Commander of U.S. Training Audiences. The exercise or event commander, the exercise or event director, and the senior commander of the U.S. training audiences participating in a training event will—

(1) Represent the OSE at the training event.

(2) Facilitate the successful accomplishment of the training event.

(3) Help develop TOs.

(4) Ensure the development and publication of exercise support plans for U.S. participants, as required, in coordination with HN and other participants. The plans will include a reference to the applicable agreement providing adequate legal protection for U.S. forces participating in training in the HN.

(5) Ensure the development, validation, and publication of antiterrorism plans for all U.S. participants in coordination with HN and other participants.

(6) Provide oversight of the conduct of U.S. training audiences.
(7) Coordinate with the OCE or lead component.

(8) Provide CEERs and after-action reports to the OCE.

(9) Support analyses, evaluations, and reports about the training, especially observations to improve future exercise design.

(10) Coordinate for and provide FP while troops are deployed.

Q-3. USAREUR TRAINING TENETS
Training in USAREUR is based on five training tenets (fig Q-1).

<table>
<thead>
<tr>
<th>USAREUR Training Tenets</th>
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<tbody>
<tr>
<td>• Commanders train</td>
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<tr>
<td>• Focus on the mission</td>
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<tr>
<td>• Train the way we intend to fight</td>
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<tr>
<td>• Use joint and alliance doctrine</td>
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<tr>
<td>• Train efficiently</td>
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</tbody>
</table>

Figure Q-1. USAREUR Training Tenets

a. Commanders Train. Commanders at all echelons ensure that their commands are prepared to accomplish assigned missions. Commanders establish JTPs within the JTIMS (including TO libraries), observe the execution of TOs (that is, conduct TPOs), evaluate TOs (that is, conduct TPEs), and assess joint mission-essential tasks (JMETs) associated with their JTPs (that is, conduct TPAs) to determine program effectiveness. Commanders assess, report, and (where required) certify their unit’s readiness to perform as a JTF-capable HQ in the DRRS. USAREUR will certify its readiness to provide a JTF-capable HQ by reporting that capability monthly in DRRS.

b. Focus on the Mission. USAREUR trains to mission-based TOs derived from JMETs and training tasks in JTIMS. Commanders define TOs based on high-level, specific, and implied tasks associated with command missions and the readiness assessments of forces and HQs to perform the tasks essential to accomplishing assigned missions. Each event on the USAREUR joint training schedule is designed to meet specific TOs derived from the participating training audiences’ joint or service METLs and training tasks.

(1) An event will be designed and scheduled to perform tasks in support of theater security-cooperation objectives whenever consistent with the readiness TOs to be accomplished through that event.
(2) Training-event design will provide opportunities to improve interagency, international organization, NGO, coalition, and alliance interoperability and mission capabilities. Training events are not, however, included in the USAREUR Joint Training Schedule solely for the training of other nations’ forces or HQs or international HQs.

c. Train the Way We Intend to Fight. USAREUR joint training will be as realistic as appropriate to meet TOs. Training conditions (training situations) and standards (levels of performance), derived from METs, will reflect the physical, military, and civil environments and constraints under which USAREUR training audiences must be prepared to operate.

(1) Training will be accomplished in appropriate combinations of interagency, alliance, and coalition theater strategic and operational environments, involving international organizations and NGOs in the AOR and accommodating unique conditions for mission execution at locations within the AOR.

(2) Training in USAREUR will be conducted in an appropriate joint context and, as prudently as possible, with a realistic and credible opposing force, using common ground truth and high-quality feedback.

(3) Training resources and training time are limited. The need to train as much of the training audience as possible in a limited number of events generates pressure to grow training events beyond real-world employment plans, resulting in scenarios, forces, or HQ staffs that do not realistically represent CG, USAREUR, plans and operational requirements. The OCE must maintain an appropriate balance so that training artificialities do not obstruct TOs or create negative learning environments.

d. Use Joint and Alliance Doctrine. USAREUR trains to joint doctrine and operational concepts. Joint doctrine provides common terms, TTPs and perspectives. U.S. joint doctrine will incorporate Alliance doctrine through the NATO standardization process.

e. Train Efficiently. Training resources (that is, funding, transportation, training staff, and available training time (operations tempo and personnel tempo)) are constrained. Accordingly, each training event will be planned and designed to address required training and obtain the highest quality results.

(1) Training in real-world venues across the theater includes significant factors that planners cannot fully control with inherent risks to successful execution of the training mission. Joint-training planners will apply a risk-management approach to identify and track the sources and status of operational risk. Risk assumption is a command function; accordingly, only officials authorized to speak for the responsible commander may assume risk in the planning and execution of a training event.

(2) Joint training builds on service competency training. Each training program must complement and integrate smoothly into the USAREUR JTP (including supporting METS that tie subordinate JTPs to higher HQ JTPs) to reduce duplication of effort and maximize readiness value.

Q-4. USAREUR EXERCISES
USAREUR exercises fall into three major categories: Joint, NATO, and USAREUR (Army) Title 10 exercises. Figure Q-2 illustrates the USAREUR Exercise Joint Event Life Cycle.
a. Joint Exercises. Joint exercises are scheduled by the CICS and directed by the Commander, USEUCOM. The purpose of a joint exercise is either to train a joint forces HQ staff (JTF, Joint Forces Land Component Command, Joint Force Maritime Component Command, Joint Force Air Component Command, or joint special operations task force staff) to conduct selected operations such as major combat operations and foreign disaster relief operations, or to increase interoperability between two or more Services. Joint exercises are funded with Joint Chiefs of Staff (JCS) Service incremental funds; joint-exercise transportation costs (whether by sea or air) are supported with JCS STRATLIFT funds. Current DOD guidance increases the importance of JCS exercises, requiring more emphasis on joint training and training focused on contingency plans. The following are current JFHQ exercises supported by USAREUR: Austere Challenge, Flexible Leader, Jackal Stone, Juniper Cobra, and Juniper Falcon. In addition, USAREUR supports the following joint exercises: Atlas Vision, Cold Response, Cooperative Resolve, Immediate Response, Rapid Trident, Saber Guardian, Saber Junction, and Saber Strike.

b. NATO Exercises. NATO exercises are directed by NATO to support all NATO HQs in sustaining readiness to conduct operations in support of NATO militaries.
c. USAREUR (Army) Title 10 Exercises. These exercises focus on unit METs. The purpose of a Title 10 exercise is to maintain unit readiness to conduct assigned missions. Title 10 requirements are normally found in AR 350-1 and local directives. USAREUR Title 10 exercises are funded using Operations and Maintenance, Army, funds.

Q-5. ADDING AND CANCELING EXERCISES AND TRAINING EVENTS

a. Adding an Exercise or Training Event to the USAREUR Exercise Program. The appropriate venue for adding an exercise to the USAREUR JEP is during the USAREUR Combined Training Conference or during S3 or G3 sessions. Rarely will an exercise be approved for addition during the execution year.

   (1) MSCs may request the addition of exercises to the USAREUR JEP by sending requests to the G3/7 TREX by e-mail providing event-specific information. In addition to the event-specific information, the requester will provide a statement that describes how the additional exercise will improve the JEP and what it will bring to the program that the program currently lacks. The request must also include a recommendation for mitigating the cost of the additional exercise.

   (2) G3/7 TREX will review the request, coordinate it as required, and provide a recommendation to the USAREUR G3/5/7.

   (3) The USAREUR G3/5/7, in coordination with the CG, USAREUR, will approve or disapprove the additional exercise.

b. Canceling an Exercise or Event on the USAREUR Exercise Program. The appropriate venue for canceling an exercise on the USAREUR JEP is during the USAREUR CTC or periodic S3 or G3 sessions. Circumstances may, however, arise during the exercise execution year that affect the ability to conduct an exercise (for example, resource issues, political decisions).
APPENDIX R
COMBINED ARMS TRAINING CENTER COURSES OF INSTRUCTION

R-1. PURPOSE
This appendix—

a. Establishes procedures and responsibilities for providing Combined Arms Training Center (CATC) courses of instruction (COIs).

b. Provides a schedule for annual course review (ACR) and annual training requirement (ATR) processes (table R-1).

c. Lists CATC COIs by proponent (table R-2).

<table>
<thead>
<tr>
<th>Table R-1</th>
<th>Schedule for Annual Course Review and Annual Training Requirement Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Action</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Annual Course Review (ACR)</strong></td>
<td></td>
</tr>
<tr>
<td>By 1 October</td>
<td>Provide an ACR schedule to the Chief, CATC.</td>
</tr>
<tr>
<td>By 31 March</td>
<td>Conduct ACRs of CATC COIs to validate course content.</td>
</tr>
<tr>
<td>By 30 workdays after completion of ACR</td>
<td>Ensure ACR has been received by the Chief, CATC.</td>
</tr>
</tbody>
</table>

| **Annual Training Requirement (ATR)** |                                                              |
| By 1 August | Request training requirements and retention times from USAREUR major subordinate commands (MSCs) and commands under USAREUR operational control (OPCON). | Chief, CATC |
| By 1 October | Request information from proponents to set priority of courses.            | Chief, CATC |
| By 30 November | Provide the Chief, CATC, a list of priorities set for CATC courses.     | Proponent |
| By 1 January  | Provide results of the needs assessment and training-requirements review for the next FY to the Chief, CATC. | Proponent |
| By 1 February | Coordinate preliminary ATR computations with USAREUR MSCs, commands under USAREUR OPCON, proponents, and the 7th ATC. | Chief, CATC |
| By 30 April   | Send a draft copy of courses, quota allocations, and ATR formulas and computations to the 7th ATC G3 for approval. | Chief, CATC |

R-2. RESPONSIBILITIES

a. Course Proponents. Course proponents (table R-2) will—

(1) Send information for updating COIs to the Chief, CATC, Unit 28038, APO AE 09112-5420.

(2) Identify actual and potential training shortfalls and institutional training problems.
<table>
<thead>
<tr>
<th>Proponent</th>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>USAREUR G1 (Equal Opportunity) (mil 476-2685)</td>
<td>EOL 471</td>
<td>Equal Opportunity Leader Course</td>
</tr>
<tr>
<td>USAREUR Safety (mil 537-0399)</td>
<td>HAZ 11</td>
<td>Hazardous Materials Driver Training Course</td>
</tr>
<tr>
<td></td>
<td>SOC 40</td>
<td>Safety Officer/NCO Course</td>
</tr>
<tr>
<td>USAREUR G2 (mil 537-2234/2224)</td>
<td>IAS1</td>
<td>Brigade All Source Training</td>
</tr>
<tr>
<td></td>
<td>IAS2</td>
<td>Advanced Brigade All Source Training</td>
</tr>
<tr>
<td></td>
<td>INT 34</td>
<td>COMSEC Account Manager Course</td>
</tr>
<tr>
<td></td>
<td>INT 35</td>
<td>Local COMSEC Management Software Course</td>
</tr>
<tr>
<td>USAREUR G3/5/7 Antiterrorism Division (mil 537-3126/3690/3130)</td>
<td>ATO II (Basic)</td>
<td>Antiterrorism Officer Basic Level II–Basic</td>
</tr>
<tr>
<td>USAREUR G3/5 Plans (mil 537-2196/3300)</td>
<td>JOPES</td>
<td>Joint Operation Planning Execution System</td>
</tr>
<tr>
<td></td>
<td>STO</td>
<td>Special Technical Operations Planner</td>
</tr>
<tr>
<td>USAREUR G4 (mil 537-4208)</td>
<td>HAZ 12</td>
<td>Hazardous Material Certification</td>
</tr>
<tr>
<td></td>
<td>HAZ 15</td>
<td>European Hazardous Material by Road and Rail</td>
</tr>
<tr>
<td></td>
<td>LOG 72</td>
<td>Property Book Unit Supply Enhanced</td>
</tr>
<tr>
<td></td>
<td>LOG 73</td>
<td>Unit Level Supply Course</td>
</tr>
<tr>
<td></td>
<td>LOG 79</td>
<td>Standard Army MAINT/SYS/I</td>
</tr>
<tr>
<td></td>
<td>LOG 80</td>
<td>Standard Army MAINT/SYS/I</td>
</tr>
<tr>
<td></td>
<td>LOG 81</td>
<td>Standard Army MAINT/SYS/II</td>
</tr>
<tr>
<td></td>
<td>LOG 82A</td>
<td>Standard Army Retail Supply System I</td>
</tr>
<tr>
<td></td>
<td>LOG 83A</td>
<td>Supply Support Activity (Level I, II, II Managers)</td>
</tr>
<tr>
<td></td>
<td>LOG 215</td>
<td>Maintenance Leaders Course</td>
</tr>
<tr>
<td></td>
<td>LOG 216</td>
<td>XO Maintenance Course</td>
</tr>
<tr>
<td></td>
<td>SAM 31</td>
<td>Small Arms Maintenance for Unit Armor Course</td>
</tr>
<tr>
<td></td>
<td>TAMC</td>
<td>Training Ammunition Management Course</td>
</tr>
<tr>
<td></td>
<td>UMO 151</td>
<td>Unit Movement Officer Course</td>
</tr>
<tr>
<td></td>
<td>UMO 152</td>
<td>Airlift Planners Course</td>
</tr>
<tr>
<td>Office of the Command Surgeon, HQ USAREUR (mil 537-0067)</td>
<td>FSTC</td>
<td>Field Sanitation Team Certification</td>
</tr>
<tr>
<td></td>
<td>ICLSC</td>
<td>Multinational Combat Lifesaver Certification</td>
</tr>
<tr>
<td></td>
<td>MED 101</td>
<td>Basic Life Support - CPR</td>
</tr>
<tr>
<td></td>
<td>MED 102</td>
<td>Combat Life Saver Recertification</td>
</tr>
<tr>
<td></td>
<td>MED 104</td>
<td>Emergency Medical Technician Refresher Course</td>
</tr>
<tr>
<td></td>
<td>MED 105</td>
<td>Medic Tables/Validation</td>
</tr>
<tr>
<td></td>
<td>MED 106</td>
<td>Combat Life Savers Course</td>
</tr>
<tr>
<td>7th ATC G3 (mil 475-8306)</td>
<td>CA 65</td>
<td>Army Europe Pre-Command Course</td>
</tr>
<tr>
<td></td>
<td>CAS 65</td>
<td>Army Europe Pre-Command Spouses Course</td>
</tr>
<tr>
<td></td>
<td>CCFS 25</td>
<td>Company Commander and First Sergeant Course</td>
</tr>
<tr>
<td></td>
<td>CCFSS 25</td>
<td>Company Commander and First Sergeant Spouses Orientation Course</td>
</tr>
<tr>
<td></td>
<td>RDLC</td>
<td>Rear Detachment Leaders Course</td>
</tr>
<tr>
<td>Joint Multinational Simulation Center (mil 475-8306, fax 475-7392)</td>
<td>AFATDS NST</td>
<td>AFATDS Operators Course</td>
</tr>
<tr>
<td></td>
<td>BCS3 NST</td>
<td>BCS3 Operators Course</td>
</tr>
<tr>
<td></td>
<td>CPOF NST</td>
<td>CPOF Operators Course</td>
</tr>
<tr>
<td></td>
<td>JADOCSS NST</td>
<td>JADOCSS Operators Course</td>
</tr>
<tr>
<td></td>
<td>JCR NST</td>
<td>Joint Capabilities Release Course</td>
</tr>
</tbody>
</table>
### Table R-2
Combined Arms Training Center Courses of Instruction by Proponent—Continued

<table>
<thead>
<tr>
<th>Proponent</th>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Arms Training Center (mil 476-2735)</td>
<td>5K-S15K/012-SQI8</td>
<td>Army Basic Instructor Course</td>
</tr>
<tr>
<td></td>
<td>ABIC-REF</td>
<td>Army Basic Instructor Refresher Course</td>
</tr>
<tr>
<td></td>
<td>AIBS (DL)</td>
<td>Battle Staff Assistant Instructor Course</td>
</tr>
<tr>
<td></td>
<td>ATMS</td>
<td>Army Training Management System</td>
</tr>
<tr>
<td></td>
<td>ATN</td>
<td>Attack the Network Course</td>
</tr>
<tr>
<td></td>
<td>ATO II (Basic)</td>
<td>Antiterrorism Officer Level II–Basic</td>
</tr>
<tr>
<td></td>
<td>ATRRS</td>
<td>Army Training Requirements and Resources System</td>
</tr>
<tr>
<td></td>
<td>BOSC</td>
<td>Biometrics Operations Specialist Course</td>
</tr>
<tr>
<td></td>
<td>BSR</td>
<td>Battle Staff Ride</td>
</tr>
<tr>
<td></td>
<td>CBRND</td>
<td>Chemical, Biological, Radiological, and Nuclear Defense Course</td>
</tr>
<tr>
<td></td>
<td>CIED-T3</td>
<td>Counter IED Course</td>
</tr>
<tr>
<td></td>
<td>COIST</td>
<td>Company Intelligence Support Team</td>
</tr>
<tr>
<td></td>
<td>DRCO</td>
<td>Dismounted Route Clearing Operations</td>
</tr>
<tr>
<td></td>
<td>DTMS</td>
<td>Digital Training Management System</td>
</tr>
<tr>
<td></td>
<td>ECO-100</td>
<td>Environmental Compliance Officer Course</td>
</tr>
<tr>
<td></td>
<td>EURPSO</td>
<td>USAREUR Physical Security Officer Course</td>
</tr>
<tr>
<td></td>
<td>HNEBS</td>
<td>Human Network Engagement Battle Staff Course</td>
</tr>
<tr>
<td></td>
<td>M115A1 UAH</td>
<td>Up Armored HMMWV</td>
</tr>
<tr>
<td></td>
<td>MRAP 101</td>
<td>MAXX PRO Operator Train-the-Trainer</td>
</tr>
<tr>
<td></td>
<td>S360-300</td>
<td>Soldier Comprehensive Fitness Course – Soldier 360</td>
</tr>
<tr>
<td></td>
<td>SATC</td>
<td>Small Arms Trainer Course</td>
</tr>
<tr>
<td></td>
<td>SE</td>
<td>Site Exploitation</td>
</tr>
<tr>
<td></td>
<td>SGITC-131-F13</td>
<td>Small Group Instruction Training</td>
</tr>
<tr>
<td></td>
<td>TMWS</td>
<td>Annual Institutional Training Workshop</td>
</tr>
<tr>
<td></td>
<td>TSIRT PH III</td>
<td>Theater Specific Individual Readiness Training</td>
</tr>
<tr>
<td></td>
<td>UBC</td>
<td>Urban Breach Course</td>
</tr>
<tr>
<td></td>
<td>UMBT-200</td>
<td>Unit Master Driver Training</td>
</tr>
<tr>
<td></td>
<td>UTMLDCC</td>
<td>Unit Training Management Leader Development Certification Course</td>
</tr>
<tr>
<td></td>
<td>VMR2 HDT</td>
<td>VMR2 Handheld Detector Training (Minehound)</td>
</tr>
<tr>
<td>International Special Training Centre (mil 537-3974, civ 07552-97-902/903)</td>
<td>ASC</td>
<td>Aircrew Survival With Resistance to Interrogation Course</td>
</tr>
<tr>
<td></td>
<td>CAR</td>
<td>Combat Arms Recognition Course</td>
</tr>
<tr>
<td></td>
<td>CMT</td>
<td>Combat Medical Training Course</td>
</tr>
<tr>
<td></td>
<td>COB</td>
<td>Close Quarter Battle Urban Course</td>
</tr>
<tr>
<td></td>
<td>CSC</td>
<td>Combat Survival With Resistance to Interrogation Course</td>
</tr>
<tr>
<td></td>
<td>OPC</td>
<td>Operations Planning Course</td>
</tr>
<tr>
<td></td>
<td>PC</td>
<td>Patrol Course</td>
</tr>
<tr>
<td></td>
<td>PCP</td>
<td>Patrol Commanders Planning Course</td>
</tr>
<tr>
<td></td>
<td>PMC</td>
<td>Patrol Medical Course</td>
</tr>
<tr>
<td></td>
<td>SC</td>
<td>Sharpshooters Course</td>
</tr>
<tr>
<td></td>
<td>SRC</td>
<td>Specialized Equipment Recognition Course</td>
</tr>
</tbody>
</table>

(3) Identify and validate training needs and initiate requests for COIs to meet new training requirements.

(4) Oversee COIs by providing analyses of course contents, liaison with user organizations, and periodic staff visits.

(5) Coordinate and send a proposed schedule of ACRs for the next fiscal year (FY) to the address in (1) above by 1 October of each year.
6. Conduct ACRs of courses for which they are responsible by 31 March of each year.

7. Send ACR results to the address in (1) above within 30 days after completing the ACR.

8. Specify the priority of proponent courses to be taught at CATC for the next FY and send a list of the priorities to the address in (1) above by 30 November of each year.

9. Provide results of the needs assessment and training-requirements review for existing courses to the address in (1) above by 1 January of each year.

10. Recommend new or revised courses.

11. Send information about instructor qualifications for each residence course to the address in (1) above.

12. Send information about future trends for developing and implementing new courses to the address in (1) above.

13. Send a list indicating a POC for each course to the address in (1) above by 30 October of each year. The list will include the name, grade, telephone number, e-mail address, and mailing address of each POC.

14. Be the coordinating and facilitating agency supporting the CATC during program of instruction (POI) development. This action may include coordination with United States Army Training and Doctrine Command (TRADOC) proponents, USAREUR MSCs, 5th Sig Cmd, 66th MI Bde (basic reg, fig 1-1), and other specialized training entities in the Army in Europe.

15. Help acquire instructional equipment to support new or revised courses.

16. Provide instructors for courses that only CATC conducts.

17. Provide initial funding for new courses for the first 2 years.

18. Request contracted training through CATC.

b. USAREUR MSCs, 5th Sig Cmd, and 66th MI Bde. These commands will—

1. Help proponents identify—
   
   a. Course prerequisites.

   b. Course requirements.

   c. Course target-population data.

   d. POI requirements.

   e. Training requirements.

   f. Training shortfalls.
(g) Recommended solutions to training shortfalls.

(2) Provide subject-matter experts (SMEs) when requested by the proponent to help develop and validate new POIs and course material.

(3) Enforce established course prerequisites.

(4) Ensure Soldiers have completed the CATC Commander’s Checklist at https://army.deps.mil/Army/CMDS/JMTC_G3/CATC/SitePages/Home.aspx.

(5) Manage personnel and project CATC training requirements.

c. Office of the Assistant Chief of Staff, G3, 7th Army Training Command (7th ATC G3). The 7th ATC G3 staff officer responsible for training will—

(1) Review CATC course recommendations and provide support and resources for approved courses.

(2) Request table of distribution and allowances (TDA) authorizations for personnel and equipment required to conduct COIs.

(3) Approve the budget for CATC training.

(4) Request contracted training through the CATC.

(5) Identify USAREUR institutional training problems.

(6) Review recommendations for and determine the feasibility of new and revised COIs.

d. Chief, CATC. The Chief, CATC, will—

(1) Be the 7th ATC G3 action officer for institutional training.

(2) Schedule and conduct COIs.

(3) Approve or deny waiver requests for students attending CATC courses according to DA and Army in Europe regulations as well as POIs.

(4) Update COIs.

(5) Review and recommend updates of—

(a) TRADOC POIs used at the CATC.

(b) CATC POIs.

(c) Lesson plans.

(d) Other course material.
(6) Manage course allocations and student quotas based on ATRs and CATC capabilities.

(7) Provide initial and remedial training for instructors.

(8) Request information about training requirements and retention times from USAREUR MSCs, 5th Sig Cmd, and 66th MI Bde by 1 August of each year.

(9) Request information from USAREUR proponents by 1 October of each year to determine the priority of courses.

(10) Analyze proposals for new COIs and provide implementation recommendations to the 7th ATC G3.

(11) Develop, review, and ensure POIs, lesson plans, and instruction material meet USAREUR standards.

(12) Send recommendations for POI revisions to proponents for concurrence.

(13) Provide SMEs when available to help develop POIs.

(14) Coordinate draft POIs with proponents to ensure identified training shortfall are resolved.

(15) Approve POIs after proponents have concurred and the CATC instructional department has validated them.

(16) Coordinate preliminary ATR computations with proponents, USAREUR MSCs, 5th Sig Cmd, 66th MI Bde, and 7th ATC by 1 February of each year.

(17) By 1 April of each year, send a draft copy of the following to the 7th ATC for approval:

   (a) ATR formulas and computations.

   (b) Courses and quota allocations.

(18) Prepare the CATC budget for 7th ATC G3 approval.

(19) Approve contracted training for USAREUR.

(20) Review formal recommendations for course changes to determine required resources and proponent assistance.

(21) Recommend approval or disapproval of recommendations for course changes to the 7th ATC G3.

R-3. CONDUCTING ANNUAL COURSE REVIEWS
Proponents will—

   a. Review the COIs for which they are responsible by 31 March each year to determine if the content is valid and current (table R-1).
b. Perform ACRs by conducting site visits.

c. Monitor COIs to determine course validity (for example, content, doctrine, equipment).

d. Verify USAREUR training needs by documenting—

(1) Regulatory guidance.

(2) Current or near-future job or duty requirements.

(3) Initial training (for example, new equipment transition training, attendance at a TRADOC school).

(4) Sustainment training (for example, training for nonroutine, perishable skills).

(5) Military occupational specialty (MOS) improvement for new missions, organizations, or equipment.

e. Concur with current training methods or recommend other methods of meeting training needs (for example, supervised on-the-job training, individual training using mobile training teams (MTTs), unit training using MTTs, formal school training in CONUS).

f. Review ATRs. The following are elements of an ATR:

(1) The target training audience, including the following information:

   (a) The number of positions authorized by the table of organization and equipment, the modification table of organization and equipment, and the TDA in each type or size of unit requiring a graduate of a CATC course.

   (b) The tour length of personnel assigned to positions that require a course graduate.

   (c) The percentage of the total identified population requiring training during the FY based on the length of the tour, the number of personnel trained the previous year, and the availability of resources.

(2) An estimate of the next FY ATRs, with a worksheet showing computations, data, and formulas used to calculate the ATRs.

g. Send findings to the 7th ATC G3 within 30 workdays after completing the ACR. Findings will recommend course continuation, deletion, or revision and will include documented information to justify the recommendation.

R-4. COURSE DEVELOPMENT AND REVISION

Proponents will establish a new course or revise a current course by—

a. Identifying Army in Europe training needs. Training needs can be identified through TRADOC, USAREUR MSCs, 5th Sig Cmd, 66th MI Bde, CATC, or proponent analysis.

b. Verifying Army in Europe training needs. Verification may be based on the following:
(1) Regulatory guidance.

(2) Current or near-future job or duty requirements.

(3) Initial training (for example, new equipment transition training, attendance at a TRADOC school).

(4) Sustainment training (for example, for nonroutine, perishable skills).

(5) MOS improvement for new missions, organizations, or equipment.

c. Recommending the best method to meet the training need. Methods include the following:

(1) Training at the individual or unit level (for example, through MTTs).

(2) Requiring Soldiers to attend a formal TRADOC course.

(3) Revising an existing CATC course.

(4) Establishing a new CATC course.

d. Ensuring recommendations for new or revised COIs include the following:

(1) Identification and verification of the training need (a and b above).

(2) A recommendation to revise or establish a formal course (c(3) and (4) above).

(3) A proposed course overview and purpose statement.

(4) Proposed terminal and enabling learning objectives.

(5) Identification of the equipment and facilities that must be secured for training.

(6) A target-population description, including position titles, job series, MOSs of positions affected by training, an estimated ATR, and course prerequisites.

R-5. TASKS AND MISSIONS

a. The CG, 7th ATC, will—

(1) Direct the 7th ATC G3 to analyze course recommendations.

(2) Approve the results of the analysis in R-4a above when appropriate (b(1) below).

b. The 7th ATC G3 will—

(1) Recommend to the CG, 7th ATC, to approve or disapprove recommendations for new or revised courses.
(2) Approve or disapprove recommendations for methods of instruction (MOIs) made by the Chief, CATC.

(3) Direct the CATC to finaliza new or revised course POIs and to prepare lesson material in coordination with proponents.

(4) Approve the budget and provide resources for courses.

c. The Chief, CATC, will conduct a training analysis of course recommendations. This analysis will include—

(1) A review of each recommendation to complete the analysis and POI development. If the information is incomplete, the CATC will contact the appropriate USAREUR proponent to obtain the necessary data.

(2) A verification of the training need or shortfall.

(3) A determination of requirements for resources.

(4) A determination of the type of assistance required from the appropriate proponent and from the USAREUR MSCs, 5th Sig Cmd, and 66th MI Bde for course design and development.

(5) A recommendation of the most appropriate MOIs, in order of priority. MOIs include the following:

(a) Resident instruction with CATC staff instructors.

(b) Resident instruction with contracted instructors.

(c) CATC sending MTTs to requesting units.

(d) CATC providing contracted field courses to requesting units.

(e) Resident instruction with the proponent providing SMEs as instructors.
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1SG</td>
<td>first sergeant</td>
</tr>
<tr>
<td>5th QM</td>
<td>5th Quartermaster Detachment</td>
</tr>
<tr>
<td>7th Army NCOA</td>
<td>Seventh Army Noncommissioned Officer Academy</td>
</tr>
<tr>
<td>7th ATC</td>
<td>7th Army Training Command</td>
</tr>
<tr>
<td>7th ATC G3</td>
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<td>16th SB</td>
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<tr>
<td>21st SC</td>
<td>21st Sustainment Command</td>
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<tr>
<td>21st SC SPO</td>
<td>21st Sustainment Command, Support Operations</td>
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<tr>
<td>21st SC STB</td>
<td>21st Sustainment Command, Special Troops Battalion</td>
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<tr>
<td>37th AS</td>
<td>37th Airlift Squadron</td>
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<td>66th MI Bde</td>
<td>66th Military Intelligence Brigade</td>
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<td>86th OSS/OSO</td>
<td>86th Operations Support Squadron, Current Operations Flight</td>
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<td>173d Abn BCT</td>
<td>173d Airborne Brigade Combat Team</td>
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<td>ABIC</td>
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<td>AC</td>
<td>advanced course</td>
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<td>ACO</td>
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<td>Army Knowledge Online</td>
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<td>Advanced Leader Course</td>
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<td>Army Learning Management System</td>
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<td>AMRBB</td>
<td>Army Mission-Essential Task List Review Board</td>
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<td>ANA</td>
<td>Afghan National Army</td>
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<td>AO</td>
<td>area of operation</td>
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<td>AOAP</td>
<td>Army Oil Analysis Program</td>
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<td>AOC</td>
<td>area of concentration</td>
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<td>AODC</td>
<td>Action Officer Development Course</td>
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<td>AOR</td>
<td>area of responsibility</td>
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<td>APFT</td>
<td>Army physical fitness test</td>
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<td>Abbreviation</td>
<td>Description</td>
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<td>APO</td>
<td>Army post office</td>
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<td>Army regulation</td>
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<td>aviation resource management survey</td>
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<td>ARNG</td>
<td>United States Army National Guard</td>
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<td>ASA (M&amp;RA)</td>
<td>Assistant Secretary of the Army (Manpower &amp; Reserve Affairs)</td>
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<td>Army service component command</td>
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<td>ASE</td>
<td>aircraft survivability equipment</td>
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<td>ASI</td>
<td>additional skill identifier</td>
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<tr>
<td>ASOP</td>
<td>airborne standing operating procedure</td>
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<tr>
<td>AT</td>
<td>antiterrorism</td>
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<td>AT&amp;LDS</td>
<td>Army Training and Leader Development Strategy</td>
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<td>AT/FP</td>
<td>antiterrorism/force protection</td>
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<td>ATM</td>
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<td>Army Training Management System</td>
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<td>AtN</td>
<td>Attack the Network</td>
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<td>ATN</td>
<td>Army Training Network</td>
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<td>ATO</td>
<td>air tasking order</td>
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<td>ATP</td>
<td>aircrew training program</td>
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<td>ATR</td>
<td>annual training requirement</td>
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<td>Aviation Combined Arms Tactical Trainer</td>
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<td>basic airborne refresher [training]</td>
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<td>BAS</td>
<td>basic allowance for subsistence</td>
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<td>BBP</td>
<td>best business practice</td>
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<tr>
<td>BC</td>
<td>basic course</td>
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<tr>
<td>BCBST</td>
<td>Brigade Command and Battle Staff Training Program</td>
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<td>BCE</td>
<td>Bradley crew evaluator</td>
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<tr>
<td>BCS</td>
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<td>BCS3</td>
<td>Battle Command Sustainment and Support System</td>
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<td>BCT</td>
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<td>BCT3</td>
<td>Brigade Combat Team Trauma Training</td>
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<td>BCTP</td>
<td>Battle Command Training Program</td>
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<td>BCTS</td>
<td>Battle Command Training System</td>
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<tr>
<td>bde</td>
<td>brigade</td>
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<tr>
<td>BENELUX</td>
<td>Belgium, the Netherlands, Luxembourg</td>
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<tr>
<td>BEST</td>
<td>bilateral embedded support team</td>
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<tr>
<td>BFA</td>
<td>battlefield functional area</td>
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<td>BIP</td>
<td>blow in place</td>
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<td>bn</td>
<td>battalion</td>
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<tr>
<td>BSR</td>
<td>battle staff ride</td>
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<td>C2CRE</td>
<td>Command and Control Chemical, Biological, Radiological, Nuclear Response Element</td>
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<tr>
<td>C4ISR</td>
<td>command, control, communications, computers, intelligence, surveillance, and reconnaissance</td>
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<tr>
<td>CAC</td>
<td>common access card</td>
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<tr>
<td>CAC-T</td>
<td>Combined Arms Center–Training</td>
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</tbody>
</table>
Calfex, combined arms live-fire exercise

Call, Center for Army Lessons Learned

Casevac, casualty evacuation

Catc, Combined Arms Training Center

Cats, Combined Arms Training Strategy

Cbrn, chemical, biological, radiological, and nuclear

Cbrnd, chemical, biological, radiological, and nuclear defense

Cbrne, chemical, biological, radiological, nuclear, and high-yield explosives

Cbt, computer-based training

Ccc, Captains Career Course

Ccdr, combatant commander

Ccfpp, Critical Care Flight Paramedic Program

Ccsf, Company Commander/First Sergeant [Course]

Ccmd, combatant command

Ccpp, contingency command post

Cctt, Close Combat Tactical Trainer

Cd, compact disk

Cdga, Command Dangerous Goods Advisor

Cds, container delivery system

Ce, continuing education

Ceer, commander’s event-evaluation report

Certex, certification exercise

Ces, civilian education system

Cesl, continuing education for senior leaders

Ceu, continuing education unit

Cexc, Combined Explosive Exploitation Cell

Cfft-II, Call for Fire Trainer II

Cfr, Code of Federal Regulations

Cg, Commanding General

Cg, usareur, Commanding General, United States Army Europe

Chap, chapter

Chra-ne, Civilian Human Resource Agency Northeast Region

Cl, counterintelligence

Cl2c, Counter-Improvised Explosive Device Cell

C-ied, counter-improvised explosive device

Cip, command inspection program

Civ, civilian

Cjcs, Chairman of the Joint Chiefs of Staff

Cjcsi, Chairman of the Joint Chiefs of Staff instruction

Clc, continuous learning course

Clpm, command language program manager

Cls, combat lifesaver

Cmf, career management field

Cmi, classified military information

Cmr, consolidated mailroom

Cnd, computer network defense

Cne-cna-c6f, Commander, U.S. Naval Forces Europe/Commander, U.S. Naval Forces Africa/Commander, U.S. Sixth Fleet

Co, commanding officer

Coc, Code of Conduct
COFT-E  conduct of fire trainer–enhanced
COI  course of instruction
COIN  counterinsurgency
CoIST  company intelligence support team
COMMEX  communication exercise
COMSEC  communications security
CONOPS  contingency operations
CONPLAN  contingency plan
CONUS  continental United States
COR  contracting officer’s representative
CP  command post
CPD  civilian professional development
CPM  career program manager
CPR  cardiopulmonary resuscitation
CPX  command post exercise
CREW  counter-radio electronic warfare
CRM  comprehensive resilience module
crypto  cryptographic
CS  combat support
CSF2  Comprehensive Soldier and Family Fitness
CSL  command selection list
CSM  command sergeant major
CSM, USAREUR  Command Sergeant Major, United States Army Europe
CSS  combat service support
CTC  combat training center
CTIP  Combat Trafficking in Persons
CTSA  Central Training Student Account
CU1  controlled unclassified information
CUSR  commander’s unit status report
CW2  chief warrant officer 2
CW3  chief warrant officer 3
CW4  chief warrant officer 4
CW5  chief warrant officer 5
DA  Department of the Army
DACO  departure airfield control officer
DA G-1  Deputy Chief of Staff, G-1, Department of the Army
DA G-2  Deputy Chief of Staff, G-2, Department of the Army
DA G-3/5/7  Deputy Chief of Staff, G-3/5/7, Department of the Army
DATE  decisive action training environment
DCG, USAREUR  Deputy Commanding General, United States Army Europe
DCGS-A  Distributed Common Ground System-Army
DCO  Defense Connect Online
DCRF  Defense Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives Response Force
DCSENGR  Deputy Chief of Staff, Engineer, United States Army Europe
DEXR  deploy-enhanced situational training exercise external evaluation redeploy [schedule]
DGA  dangerous goods advisor
DHA  detainee holding area
DIB  Distributed Common Ground System-Army Integrated Backbone
DIS-E Deployable Instrumentation Systems-Europe
DL distributed learning
DLIFLC Defense Language Institute, Foreign Language Center
DLPT Defense Language Proficiency Test
DNI Director of National Intelligence
DOD Department of Defense
DODD Department of Defense directive
DODI Department of Defense instruction
DODIIS Department of Defense Intelligence Information System
DPC Deployment Processing Center
DRRS Defense Readiness Reporting System
DRU direct reporting unit
DSLDP Defense Senior Leader Development Program
DTF digital-training facility
DTMS Digital Training Management System
DTR Defense Transportation Regulations
DTS Defense Travel System
DVD digital versatile disk
DZ drop zone
DZSO drop zone safety officer
DZSTL drop zone support teamleader
E7 sergeant first class
E8 master sergeant
ECQ executive core qualification
EDRE emergency deployment readiness exercise
EFMB Expert Field Medical Badge
EFP European Foundry Platform
EFT expeditionary forensic team
EITP Expeditionary Intelligence Training Program
EOD explosive ordnance disposal
EPMS Enlisted Personnel Management System
EPW enemy prisoner of war
ERFS extended range fuel system
ERO engine running on load
EST Engagement Skills Trainer
EW electronic warfare
EXEVAL external evaluation
EXORD execution order
FBCB2 Force XXI Battle Command Brigade and Below
FC foundation course
FCM foreign consequence management
FHA foreign humanitarian assistance
FM field manual
FMD Force Management Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
FOB forward operating base
FORSCOM United States Army Forces Command
FOS forward operating site
FOUO For Official Use Only
FP force protection
FST  field sanitation team
FY  fiscal year
G2  deputy chief of staff, G2
G3  deputy chief of staff, G3
G8  deputy chief of staff, G8
G3/3 OPS  G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
G3/3 OPS AT/FP  Antiterrorism/Force Protection Branch, G3/3 Operations Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
G3/7 TREX  G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
G3/7 TREX TNG  Training Division, G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
GCA  ground-controlled approach
GCC  geographic combatant command
GCM  ground crewmember
GCMCA  general court-martial convening authority
GEF  Guidance for Employment of the Force
GGP  Graduate Placement Program
GIAC  Global Information Assurance Certification
GI&S  geospatial information and services
GLO  ground liaison officer
GO  general officer
GS  General Schedule
GST  gunnery skills testing
GTA  Grafenwöhr Training Area
HAZMAT  hazardous material
HDIP  hazardous duty incentive pay
HEAT  High Mobility Multipurpose Wheeled Vehicle Egress Assistance Trainer
HHD  handheld detector
HN  host nation
HPO  hearing program officer
HQ USAREUR  Headquarters, United States Army Europe
HQDA  Headquarters, Department of the Army
HQDA G-37/TRV  Civilian Training and Leader Development Division, Office of the Deputy Chief of Staff, G-3/5/7, Headquarters, Department of the Army
HS/D CoC  Home Station/Deploy Council of Colonels
HST  home-station training
HTA  Hohenfels Training Area
HUMINT  human intelligence
HWVDS  Heavy Wheeled Vehicle Driver’s Simulator
IA  information assurance
IATF  individual aircrew training folder
IBCT  infantry brigade combat team
IC  intermediate course
ICAF  Industrial College of the Armed Forces
IDB  Institute for Defense and Business
IDP  individual development plan
IED  improvised explosive device
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>IEWTPT</td>
<td>Intelligence and Electronic Warfare Tactical Proficiency Trainer</td>
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<tr>
<td>IFF</td>
<td>identification friend or foe</td>
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<tr>
<td>IFMH</td>
<td>United States Army Intelligence and Security Command Foundry Manager’s Handbook</td>
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<tr>
<td>ILE</td>
<td>Intermediate Level Education [program]</td>
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<td>IM</td>
<td>information management</td>
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<td>IMCOM-Europe</td>
<td>United States Army Installation Management Command Europe</td>
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<td>information system</td>
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<td>INIWIC</td>
<td>Interservice Nonlethal Individual Weapons Instructor Course</td>
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<td>INSCOM</td>
<td>United States Army Intelligence and Security Command</td>
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<td>IO</td>
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<td>IOTR</td>
<td>individual operator training record</td>
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<td>IP</td>
<td>instructor pilot</td>
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<td>IRCOP</td>
<td>intelligence readiness common operating picture</td>
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<td>IROC</td>
<td>intelligence readiness and operations capability</td>
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<td>IRT</td>
<td>individual replacement training</td>
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<td>IS</td>
<td>information system</td>
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<td>ISOPREP</td>
<td>isolated personnel report</td>
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<td>ISSM</td>
<td>information system security manager</td>
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<td>ITA</td>
<td>Italian Army</td>
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<td>ITAM</td>
<td>integrated training-area management</td>
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<td>ITE</td>
<td>Integrated Training Environment [system]</td>
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<td>ITSP</td>
<td>Institutional Training Support Plan</td>
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<td>IWFhF</td>
<td>intelligence warfighting function</td>
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<td>Joint Airborne/Air Transportability Training [Program]</td>
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<td>joint exercise program</td>
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<td>JET</td>
<td>joint environmental toolkit</td>
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<td>joint forces headquarters</td>
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<td>JIDO</td>
<td>Joint Improvised-Threat Defeat Organization</td>
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<td>JMET</td>
<td>joint mission-essential task</td>
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<td>JMETL</td>
<td>joint mission-essential task list</td>
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<td>JMITC</td>
<td>Joint Military Intelligence Training Center</td>
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<td>JMRC</td>
<td>United States Army Joint Multinational Readiness Center</td>
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<td>JMSC</td>
<td>Joint Multinational Simulation Center</td>
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<td>JSLIST</td>
<td>joint service lightweight integrated suit technology</td>
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<td>joint task force</td>
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<td>JTIMS</td>
<td>Joint Training Information Management System</td>
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<td>joint training plan</td>
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<td>Joint Travel Regulation</td>
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<td>JTRE</td>
<td>Joint Training, Readiness, and Exercise [Division], United States European Command</td>
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<td>KFOR</td>
<td>Kosovo Force</td>
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<tr>
<td>kHz</td>
<td>kilohertz</td>
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<td>KLE</td>
<td>key-leader engagement</td>
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<tr>
<td>KLT</td>
<td>key-leader training</td>
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<td>LAD</td>
<td>latest arrival date</td>
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<td>LAO</td>
<td>local area orientation</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<td>LAR</td>
<td>logistics assistance representative</td>
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<td>LBV</td>
<td>load-bearing vest</td>
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<td>LDESP</td>
<td>Leader Development and Education for Sustained Peace</td>
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<td>LDP</td>
<td>leader-development program</td>
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<tr>
<td>LE</td>
<td>law enforcement</td>
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<td>LET</td>
<td>live-environment training</td>
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<td>LFX</td>
<td>live-fire exercise</td>
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<td>LMSTS</td>
<td>Laser Marksmanship Training System</td>
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<td>LO</td>
<td>liaison officer</td>
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<td>LOAC</td>
<td>Law of Armed Conflict</td>
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<td>LOE</td>
<td>line of effort</td>
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<td>LTA</td>
<td>local training area</td>
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<td>LTC</td>
<td>lieutenant colonel</td>
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<tr>
<td>LVC</td>
<td>live, virtual, constructive</td>
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<td>LZ</td>
<td>landing zone</td>
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<td>M&amp;RA</td>
<td>Mobilization and Reserve Affairs, Office of the Deputy Chief of Staff, G-3/5/7, Headquarters, United States Army Europe</td>
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<td>MAC</td>
<td>United States Army Europe Master Activities Calendar</td>
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<td>MACC</td>
<td>maneuver area coordination center</td>
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<td>MAIT</td>
<td>[21st Sustainment Command] Maintenance Assistance and Instruction Team</td>
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<td>mass-tactical</td>
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<td>military advisor team</td>
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<td>MB-SFA</td>
<td>Modular Brigade–Security Force Assistance</td>
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<td>mission command</td>
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<td>maneuver coordination area</td>
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<td>mission-command system</td>
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<td>mission-command training center</td>
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<td>MCTP</td>
<td>Mission Command Training Program</td>
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<td>Manager Development Course</td>
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<td>Medical Education and Demonstration of Individual Competence</td>
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<td>major events list</td>
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<tr>
<td>MOS</td>
<td>military occupational specialty</td>
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<td>Military Personnel Exchange Program</td>
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<td>MSE-V</td>
<td>Mission Support Element-Vicenza</td>
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<td>North Atlantic Treaty Organization</td>
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<tr>
<td>NBC</td>
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<td>NLW</td>
<td>nonlethal weapon</td>
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<td>NOE</td>
<td>nap of the earth</td>
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<td>NOTAM</td>
<td>notice to airmen</td>
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<td>National Registry Emergency Medical Technician</td>
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<td>North Atlantic Treaty Organization Response Force</td>
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<td>NVD</td>
<td>night-vision device</td>
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<td>captain</td>
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<tr>
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<td>O5</td>
<td>lieutenant colonel</td>
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<td>O6</td>
<td>colonel</td>
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<tr>
<td>OCONUS</td>
<td>outside the continental United States</td>
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<tr>
<td>OC-T</td>
<td>observer/controller-trainer</td>
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<td>ODT</td>
<td>overseas deployment training</td>
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<tr>
<td>OE</td>
<td>operating environment</td>
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<td>OES</td>
<td>Officer Education System</td>
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<td>Abbreviation</td>
<td>Description</td>
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<td>OF</td>
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<td>OGE</td>
<td>Office of Government Ethics</td>
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<td>OLCTS</td>
<td>Operational Language and Cultural Training System</td>
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<td>OML</td>
<td>order-of-merit list</td>
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<td>OMLT</td>
<td>operational mentoring and liaison team</td>
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<td>OMS</td>
<td>overseas mission support</td>
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<td>OPD</td>
<td>officer professional development</td>
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<tr>
<td>OPDP</td>
<td>Officer Professional Development Program</td>
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<tr>
<td>OPFOR</td>
<td>opposing force</td>
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<td>OPLAN</td>
<td>operation plan</td>
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<td>OPORD</td>
<td>operation order</td>
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<td>OPR</td>
<td>office of primary responsibility</td>
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<td>OPSEC</td>
<td>operations security</td>
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<td>OSD</td>
<td>Office of the Secretary of Defense</td>
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<td>OSE</td>
<td>office scheduling an exercise</td>
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<td>P</td>
<td>promotable</td>
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<td>pam</td>
<td>pamphlet</td>
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<td>PAT</td>
<td>police advisor team</td>
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<td>PATS</td>
<td>Protection Assessment Test System</td>
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<td>PAX</td>
<td>personnel</td>
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<tr>
<td>PCS</td>
<td>permanent change of station</td>
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<td>PDSS</td>
<td>predeployment site survey</td>
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<td>PEPI</td>
<td>personnel point of impact</td>
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<tr>
<td>PfP</td>
<td>Partnership for Peace</td>
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<tr>
<td>PFU</td>
<td>physical fitness uniform</td>
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<td>PJM</td>
<td>primary jumpmaster</td>
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<tr>
<td>PM</td>
<td>Provost Marshal, United States Army Europe</td>
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<tr>
<td>PMCS</td>
<td>preventive maintenance checks and services</td>
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<tr>
<td>PME</td>
<td>professional military education</td>
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<tr>
<td>PMI</td>
<td>preliminary marksmanship instruction</td>
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<tr>
<td>PMLT</td>
<td>police mentoring and liaison team</td>
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<tr>
<td>POC</td>
<td>point of contact</td>
</tr>
<tr>
<td>POI</td>
<td>program of instruction</td>
</tr>
<tr>
<td>PPBE</td>
<td>planning, programming, budgeting, and execution</td>
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<tr>
<td>PPG</td>
<td>[Army] Personnel Policy Guidance</td>
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<tr>
<td>PPPT</td>
<td>pregnancy and postpartum training</td>
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<tr>
<td>PRT</td>
<td>physical readiness training</td>
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<td>PT</td>
<td>physical training</td>
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<td>QA</td>
<td>quality assurance</td>
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<tr>
<td>R2C2</td>
<td>Route Reconnaissance and Clearance Operations Course</td>
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<td>R2C2-L</td>
<td>Route Reconnaissance and Clearance Operations Course for Leaders</td>
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<tr>
<td>R2C2-O</td>
<td>Route Reconnaissance and Clearance Operations Course for Operators</td>
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<tr>
<td>RC</td>
<td>Reserve component</td>
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<td>RDC</td>
<td>rear detachment commander</td>
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<tr>
<td>RDLC</td>
<td>Rear Detachment Leaders Course</td>
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<tr>
<td>RFMSS</td>
<td>Range Facility Management Support System</td>
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<tr>
<td>RI</td>
<td>reason for incident</td>
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<td>RJMITC</td>
<td>Regional Joint Military Intelligence Training Center</td>
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</table>
RL  readiness level
ROC-IED  Recognition of Combatants-Improvised Explosive Devices
ROE  rules of engagement
RTLP  Range and Training Land Program
RTSD  regional training support division
S2  intelligence officer
S3  operations and training officer
SAF  safety personnel
SAMM  Small-Arms Master Marksman [Program]
SAMS-E  Standard Army Maintenance System-Enhanced
SART  [USAREUR G4] Sustainment Assistance Review Team
SATCOM  single-channel satellite communications
SAV  staff-assistance visit
SCD  Security Cooperation Division, Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
SCE  Stryker crew evaluator
SCI  sensitive compartmented information
SCIF  sensitive compartmented information facility
SDC  Supervisor Development Course
SDM  squad-designated marksman
SECDEF  Secretary of Defense
SERE  survival, evasion, resistance, and escape
SETM  Senior Enterprise Talent Management [Board]
SF  standard form
SFA-AT  Security Force Assistance Advisory Teams
SGL  small-group leader
SGM  sergeant major
SGT  sergeant
SIGINT  signals intelligence
SIO  senior intelligence officer
SJA  staff judge advocate
SME  subject-matter expert
SO  standardization operator
SOCAF  United States Special Operations Command Africa
SOCEUR  United States Special Operations Command Europe
SOF  safety of flight
SOFA  status of forces agreement
SOP  standing operating procedure
SOSO  stability operations and support operations
SP  standardization pilot
SPC  specialist
SPIN  special instruction
SPP  Strategy, Policy, and Programs [Division], Office of the Deputy Chief of Staff, G3/5/7, Headquarters, United States Army Europe
SQI  special qualification identifier
SRM  Sustainable Readiness Model
SSC  Senior Service College
SSD  structured self-development
SSG  staff sergeant
SSO  special security officer
SSR special security representative
ST special text
STP Soldier training publication
STRATLIFT strategic airlift
STS Sniper Training System
STX situational training exercise
SUAS small unmanned aircraft system
SWO staff weather office
T&E training and evaluation
T-SCIF temporary sensitive compartmented information facility
TACOM United States Army Tank-Automotive and Armaments Command
TADLP The Army Distributed Learning Program
TADS training aids, devices, and simulators
TAMIS Total Ammunition Management Information System
TARP Threat Awareness and Reporting Program
TAWS target-area weather software
TB technical bulletin
TC training circular
TCC United States Army Training and Doctrine Command Culture Center
TCE tank crew evaluator
TDA table of distribution and allowances
TDY temporary duty
TEC theater-enabling command
TEWT tactical exercise without troops
TG task group
TGOSC Training General Officer Steering Committee
TM technical manual
TMDE test, measurement, and diagnostic equipment
TMP transportation motor pool
TMR training-management review
TO training objective
TOW tube-launched, optically tracked, wire-guided
TPA training-proficiency assessment
TPE training-proficiency evaluation
TPO training-performance observation
TR United States Army Training and Doctrine Command regulation
TRA training readiness authority
TRADOC United States Army Training and Doctrine Command
TSAE Training Support Activity Europe
TSC training support center
TSCMIS Theater Security-Cooperation Management Information System
TSWA temporary secure workarea
TTP tactics, techniques, and procedures
U.S. United States
UAS unmanned aircraft system
UASSD United States Army Europe Aviation Safety and Standardization Detachment
UASTB unmanned aircraft systems training battalion
UGV unmanned ground vehicle
UIC unit identification code
ULM user-level maintenance
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ULO</td>
<td>unified land operations</td>
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<tr>
<td>UMR</td>
<td>unit mailroom</td>
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<td>UPCC</td>
<td>United States Army Europe Precommand Course</td>
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<td>USAACE</td>
<td>United States Army Aviation Center of Excellence</td>
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<td>USACRC</td>
<td>United States Army Combat Readiness Center</td>
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<tr>
<td>USACRC/SC</td>
<td>United States Army Combat Readiness Center/Safety Center</td>
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<td>USAF</td>
<td>United States Air Force</td>
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<td>USAFE/AFAFRICA</td>
<td>United States Air Forces in Europe/United States Air Forces Africa</td>
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<td>USAFRICOM</td>
<td>United States Africa Command</td>
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<td>USAG</td>
<td>United States Army garrison</td>
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<td>United States Army Intelligence Center of Excellence</td>
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<td>United States Army Africa</td>
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<td>Warrant Officer Staff Course</td>
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<td>Warrant Officer Senior Staff Course</td>
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<td>XO</td>
<td>executive officer</td>
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