



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, 21ST THEATER SUPPORT COMMAND
UNIT 23203
APO AE 09263

AERPO-T

4 March 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 21st Theater Support Command Policy Letter 24, Staff Rides and Off-Sites

1. References:

- a. AR 350-1, Army Training and Education, 9 April 2003.
- b. USAREUR Regulation 350-1, Training in USAREUR, 15 May 2003.
- c. USAREUR Command Training Guidance, FY 04-05, 7 November 2003.
- d. 21st TSC Command Training Guidance, FY 04-05, 1 July 2003.

2. General:

a. Staff rides are a traditional form of military leader training and present outstanding opportunities for commanders and staff leaders to provide focused professional development for their officer, noncommissioned officer and senior civilian leaders. Off-site events provide commanders and staff leaders the opportunity to focus the efforts of their organization's leadership in addressing issues in environments conducive to open discussion, collaboration, teambuilding and effective problem solving.

b. While staff rides and off-sites represent unique and valuable tools, commanders and staff leaders must ensure that these events are well planned and make justifiable use of the command's fiscal resources. Staff rides and off-sites must offer bona fide professional benefits to the personnel participating and the organizations they represent. While these benefits need not be directly related to the mission essential tasks of the organization, they must clearly support leader development and the commander's vision, and demonstrate proper fiscal responsibility.

3. Procedures and Responsibilities:

a. General:

- (1) I am the approving authority for all staff ride and off-site requests.
- (2) Battalion level staff rides or off-site events are normally not appropriate/justifiable and will be approved by exception only. However, I will allow battalions to do a staff ride once every two years, shortly after the new commander assumes command, so that the staff ride can be used as both professional development and a teambuilding exercise for new commanders.
- (3) When and where feasible, Armed Forces Recreation Center or military community facilities will be used to support staff rides and off-site events.

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(4) Pay particular attention to force protection issues when planning and executing staff rides and off-site events. Conduct ongoing risk assessments and mitigate identified risks to the maximum extent possible.

b. Brigade Commanders, 21st TSC Staff Directorates and 21st TSC Command Sergeant Major.

(1) Seek my tentative approval of staff rides and off-site events well in advance. Your initial requests are best incorporated into the Quarterly Training Brief process, but may be presented in other formal (e.g., Command and Staff Meetings) or informal (e.g., office calls) venues.

(2) Coordinate for formal approval no later than 30 days prior to the event's scheduled start date.

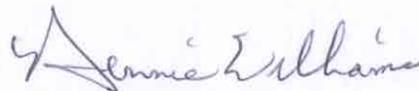
(3) Submit written requests to the G3. 21st TSC Staff Leaders will route written requests through the Chief of Staff prior to submitting them to the G3.

(4) Coordinate written requests with the Office of the Staff Judge Advocate, the Comptroller, the G2 and G3 Force Protection prior to submission. Enclose event itineraries, list of proposed participants, supporting training schedules/calendars, venue information and funding documents with all staff ride and off-site requests.

c. Battalion Commanders - submit memorandum of exception through Brigade Commanders with justification, event itinerary, list of proposed participants, estimated costs and risk assessment.

4. The point of contact for this policy letter is G3, Training and Simulations Division at 484-8875.

5. FIRST IN SUPPORT!



BENNIE E. WILLIAMS
Major General, USA
Commanding

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A (21st TSC Cir 25-30)