



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

AERPO-T

1 July 2003

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 21st Theater Support Command (TSC) Training Guidance, Fiscal Years 04-05

1. Supersession: This memorandum supersedes memorandum, Headquarters, 21st TSC, dated 15 March 2002, subject: 21st TSC Fiscal Year (FY) 02-03 Training Guidance.

2. References:

- a. FM 7-0, Training the Force, 22 October 2002.
- b. USAREUR Command Training Guidance, FY 04-05, 9 May 2003.
- c. USAREUR Regulation 350-1, Training in USAREUR, 15 May 2003.
- d. AR 600-55, The Army Driver and Operator Standardization Program, 31 December 1993.
- e. AER 600-55, Driver and Operator Standardization Program, 25 February 2003.
- f. AR 350-1, Army Training and Education, 9 April 2003.
- g. FM 25-101, Battle Focused Training, 30 September 1990.
- h. USAREUR Regulation 525-2 (Draft), Emergency Deployment Readiness Exercise Program.
- i. FM 100-14, Risk Management, 23 April 1998.
- j. USAREUR Regulation 525-13, Antiterrorism/Force Protection (AT/FP): Security of Personnel, Information, and Critical Resources, 1 February 2000.
- k. USAREUR Command Policy Letter 8, Physical Fitness Programs, 4 May 2003.
- l. USAREUR Command Policy Letter 21, Counseling, Coaching and Mentoring, 4 May 2003.
- m. DA Pamphlet 350-38, Standards in Weapons Training, 1 October 2002.

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3. Purpose: Provide long-range training guidance for subordinate commanders so they can prepare their organization's FY 04-05 training plans according to FM 7-0. This guidance supplements USAREUR Command Training Guidance, Fiscal Years 04-05, and USAREUR Regulation 350-1.

4. The 21st Mission:

a. Maintains a forward-deployed Theater Support Command (TSC).

b. Remains trained and ready to execute assigned combat support (CS) and combat service support (CSS) missions.

c. Ensures its preparation for deployment and the conduct of reception, staging, and onward movement operations.

d. Provides theater sustainment and uninterrupted operational logistics and power projection support throughout the European Command's Area of Operations (AOR) for component-specific, joint, and combined operations.

e. Fulfills the following two roles:

(1) Role 1: Serves as USAREUR's fixed theater sustainment base.

(2) Role 2: Provides rapidly deployable echelons above corps logistics.

5. Mission Essential Task List (METL):

a. Provide forward-deployed theater sustainment and operational logistics.

b. Conduct reception, staging, and onward movement (RSO) operations.

c. Conduct theater power projection support.

d. Deploy as the theater's logistics command.

e. Protect the force.

6. Commanding General's Intent:

a. As USAREUR's sustainment enabler, we must continue to facilitate strategic maneuver, operational reach, and agility. In so doing, we maintain the warfighter's materiel and unit readiness, and maximize our role in sustaining battlefield survivability.

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b. The training of soldiers and units to deploy, survive, and execute operational missions continues to be my highest priority. I consider our successful support of warfighter readiness and sustainment as the culmination of our training process and strongly encourage continued efforts toward that end. Commanders must continue to analyze available resources and determine what tasks they must train to ensure mission accomplishment. I realize the difficulties associated with designing and executing training programs that support our increased operational tempo and multi-component organization. However, I am confident that you will continue to successfully integrate training with the variety of support missions we conduct daily.

c. Commanders will continue to plan and execute training that contributes to mission success and is tied to approved organizational METLs. Use your unit's METL to maintain focus on the individual and collective tasks associated with attaining and sustaining excellence in CS and CSS tasks and required for successful mission accomplishment. Persist in your search for opportunities to plan and leverage every mission and training event for maximum training benefit within our resource-constrained environment. An overarching consideration for all training is the requirement to perform risk assessment and force protection analysis prior to every mission and training event. Ensure this is accomplished, and follow up on the results.

d. An extremely useful tool for ensuring survival on the battlefield is concurrent training. Most of our deployments in support of the warfighter provide our soldiers and civilians with a myriad of technical and tactical skills training opportunities. Additionally, commanders must continue to ensure their soldiers are trained and ready in the most basic soldier skills, including physical fitness, marksmanship, and the performance of common tasks. I will use the Quarterly Training Briefing (QTB) program to gauge the effectiveness of our training.

7. Specific Guidance:

a. Company Prime Time Training. Company Commanders in the 21st TSC will "fence" five days semi-annually for Company Prime Time Training. You can use these days either consecutively or individually, but must dedicate at least three of these days during each semi-annual period to collective training. Company Commanders will conduct Company Prime Time Training in a tactical (i.e., field) environment, plan and annotate the training on your unit's training schedule, and report it during the QTB process. You will ensure this training is battle focused and oriented on collective tasks no lower than crew/squad level and no higher than platoon/modular support package level. Brigade and battalion commanders will ensure this training is properly resourced and make every effort to eliminate training distractions.

b. Leader Development. Unit leader development programs support the formation of effective leadership teams and the development of our Army's future soldier and civilian leadership. Responsibility for the planning and execution of these programs rests at battalion level and higher. Unit leader development programs must address the developmental needs of officers, warrant officers, noncommissioned officers, and civilian leaders, alike. While these

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programs should focus on improving leader skills within the fighting force, they must also focus on our civilian leadership's ability to manage, direct, and organize in support of that force. To achieve this end, leader development must be battle focused and tailored toward training those leader skills, which support unit METL accomplishment and the professional development needs of all our leaders.

(1) For Officer Professional Development (OPD) and senior civilian professional development programs to succeed, they require commanders and senior supervisors to become integrally involved in teaching, mentoring, and developing their subordinates in the performance of their duties. Commanders will ensure unit leader development programs are well planned and resourced, and contain no less than 75 percent METL-related topics. Commanders will create time in their unit's training schedules for focused professional development events (e.g., staff rides, forums, conferences). If an event cannot be properly planned and resourced, it should not be conducted. A well executed, unit leader development program is critical to the growth of tomorrow's leaders.

(2) Noncommissioned Officer Professional Development (NCOPD) will parallel OPD programs. Noncommissioned officers are the backbone of our Army and the key to performing missions to standard. They provide this command with stability and continuity. Their professional development is critical to the growth of a mature and capable force, and the successful execution of our command's missions.

c. Off Duty Education. The skills gained through the pursuit of off duty education are key components to improving the overall quality of our fighting force. Individual study programs improve the knowledge and, therefore, the value and abilities of our military and civilian workforce. Senior leaders must encourage their subordinates to pursue personal development goals and afford them the opportunity to participate in available programs.

d. Reserve Component Integration and Training. My goal is to resource and train the Reserve Component (RC) soldiers of this command to USAREUR standards. We must effectively manage the RC programs (e.g., Overseas Deployment for Training [ODT]) provide us the opportunity to capitalize on the strengths and abilities of our RC soldiers. Primary and special staff officers will plan and intensely manage their portion of the 21st TSC ODT program. You must ensure our RC soldiers are properly cared for and provided the opportunity to train with their active counterparts throughout the command. I especially challenge the Commanders of 21st TSC's Troop Support Battalion (TSB) and Headquarters and Headquarters Company (HHC) to successfully integrate our RC soldiers into your commands.

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e. Supervisor and Manager Training - Civilian and Military:

(1) Effectively supervising the members of our diverse workforce and managing the multitude of processes our organizations undertake require leadership skills born of knowledge and experience. Commanders will ensure that their supervisors and managers (both civilian and military) participate in the mandated and optional training events required for them to acquire the necessary competencies to succeed as leaders. Additionally, commanders will encourage their civilian employees to participate in courses and activities designed to enhance their job knowledge and skills. Units will maintain an annual training plan to track these civilian development initiatives. Career development courses for civilians include PME I and II, the Sustaining Base Leadership and Management Program, and a broad variety of other courses designed to enhance leadership, management, and technical skills. Details and application procedures for these courses are available on the Army Management Staff College's website www.amsc.belvoir.army.mil.

(2) All supervisors of civilians are required to complete two courses: The Supervisor Development Course (SDC) and The Leadership Education and Development (LEAD) Course. Both civilian and military personnel will complete these courses within the first six months after being appointed to a position where they are required to supervise civilians. Managers (i.e., those supervising other supervisors and/or those managing programs, resources, and/or policy) must complete the Manager Development Course (MDC) within the first six months after being appointed to a managerial position. In addition to these courses, I urge all new staff action officers, whether civilian or military, to complete the Action Officer Development Course (AODC) - a correspondence-based course. It along with all other correspondence courses can be accessed at www.atsc.army.mil.

f. Operational Engagement Training Time. Training missions that provide 21st TSC units' opportunities to execute NATO missions with our allies and partners can shape the international environment in the regions and countries where we perform our missions. I expect brigade commanders to continue seeking opportunities to expand our role in this arena by ensuring we continue our outstanding involvement in operational engagements that provide interoperability training and experience to 21st TSC and foreign units that participate.

g. Maintenance Training and Accountability of Equipment. Commanders are responsible to ensure their organizations and soldiers' equipment is maintained to 10/20 standards. Developing "pride in ownership" between a soldier and his/her equipment is central to meeting this goal. Ensuring our personnel understand and exercise their responsibilities for equipment maintenance and accountability is a critical step in developing "pride in ownership". Consequently, leaders must plan to incorporate maintenance training and supply accountability into their unit's weekly training rhythm. Commanders must stay focused in this area and not allow maintenance and accountability to lapse due to competing concerns. Since organizations do well at that which

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their leaders check, I expect maintenance and accountability training to be “Leader Programs”. Your presence at training, maintenance, and accountability events will pay untold dividends.

h. Ammunition and Weapons Qualification Training. IAW USAREUR Regulation 350-1 and USAREUR Training Guidance for FY 04-05, every USAREUR soldier must qualify twice annually (i.e., surge training) with his/her assigned weapon. While Standards in Training Commission (STRAC) allocations for FY 05 are adequate to support this training initiative, STRAC allocations for FY 04 are inadequate. Consequently, surge training is strongly encouraged during FY 04, but mandatory for FY 05. Commanders have the latitude to pursue surge training during FY 04, and I will support efforts to meet the Chief of Staff of the Army’s directive to conduct surge training in FY 04 through cross leveling of assets – internally and within USAREUR. That said, commanders must continue to plan, forecast, and manage training ammunition wisely. It is a limited and critical asset!

i. Safety. The state of training within our soldier and civilian workforce directly impacts both safety and mission accomplishment. Commanders will ensure proper risk assessments are conducted as outlined in FM 100-14, Risk Management, and take appropriate actions to mitigate risks prior to every training event. Commanders will focus their organization’s attention on the training necessary to support the development and execution of a comprehensive, organizational safety program. All company grade officers will complete the DA Commander’s Safety Course (CSC) before assuming command. CSC is a newly established program of instruction that is critical in ensuring commanders know how to apply the principles of risk management. Brigade Commanders will certify company grade officers have successfully completed CSC before they assume command. Every member of the organization must practice the specifics of that program daily. Mission first, safety always!

j. Physical Fitness. Physical fitness is a “bedrock” requirement for all soldiers. Commanders will ensure unit compliance with Department of the Army standards requiring 100% of all medically cleared personnel to take and pass the Army Physical Fitness Test (APFT) twice annually. Commanders must pay particular attention to “special population” soldiers (e.g., pregnant soldiers, soldiers working shifts). You must plan and execute physical fitness programs for special population soldiers that provide them every opportunity to not only gain and maintain, but also exceed, physical fitness standards. Additionally, commanders should consider the broad range of fitness training technologies and resources available when planning physical readiness training. Think outside the box! Keep physical fitness training fresh and challenging.

k. Equal Opportunity.

(1) Prevention of Sexual Harassment (POSH) Training. Leaders will continue to ensure that everyone within their area of responsibility is treated fairly and is provided an environment free of discrimination and sexual harassment. Commanders will ensure POSH training is presented twice annually to all soldiers and civilians. Military and civilian personnel in

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supervisory positions will receive “supervisor-oriented” POSH training during one of their two annual training events.

(2) Consideration of Others. The manner in which we treat others is a leadership issue and impacts directly upon unit readiness. In order to create a climate of trust and unit cohesion within our command, we must foster a positive command climate, eliminate all forms of harassment and discrimination, and develop a culture in which people treat each other with respect and dignity. Consideration of Others training will be presented to all civilian and military personnel in the command at least annually. Additionally, the Army Policy on Homosexual Conduct will be provided to everyone in the command at least annually.

(3) Diversity Training. Diversity training and cultural awareness are principal areas of focus in the Army's Consideration of Others training program. Commanders will make every effort to effectively disseminate information on scheduled cultural events to all soldiers and civilians. Commanders should encourage their personnel to attend these cultural awareness events to broaden their perspective.

1. Substance Abuse. The misuse and abuse of drugs, alcohol, tobacco products, and other substances is inconsistent with the high standards of performance, discipline, and readiness necessary to accomplish our Army's mission. Commanders are charged with establishing unit programs requiring their civilian and military personnel to attend a minimum of one drug, alcohol, and tobacco-use prevention class annually. I recommend you coordinate for local subject-matter-experts to present this instruction, and these classes are best scheduled just prior to the Memorial Day and Christmas Holiday seasons.

m. Sergeants' Time Training. Sergeants' Time Training (STT) remains our best opportunity to conduct small unit, battle-focused training and build combat ready junior leaders and teams. Commanders will ensure STT is planned for and conducted a minimum of five hours each week on Thursdays to coincide with Soldier and Family Time. Brigade commanders may approve changes to planned STT inside the “six week” window. When such changes are approved, brigade commanders will notify the 21st TSC, G-3 Training and Simulations Division by memorandum NLT three weeks in advance of the changed training. However, once inside three weeks of scheduled STT, changes to STT require the approval of the first general officer in the chain-of-command. Additionally, exceptions to the “Thursday Rule” may only be approved by general officers in the chain-of-command. I expect my officer and senior noncommissioned officer leaders to be present and to provide assistance, training evaluation and encouragement to their unit's STT.

n. Skill Levels 1 through 4 MOS/Duty Training and Certification Program. The operational success of this command requires our soldiers in Skill Levels 1 through 4 to be properly trained in their MOS. In accordance with USAREUR Regulation 350-1, all company and detachment

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commanders will maintain a MOS training certification program for all newly assigned Skill Level 1 through 4 soldiers. This includes recent graduates from the training base and soldiers received from other units. Our soldiers are the key to our Army's current and future success. We must safeguard them and shepherd their development.

o. Driver and Operator Standardization Training. Our drivers and equipment operators must be carefully selected, receive high quality initial training, and focused sustainment training. Responsibility for driver and operator training, testing, and licensing will not be delegated below battalion level. Commanders will ensure their driver and operator standardization programs are comprehensive and comply with AR 600-55 and AER 600-55. Due to recent increases in accident rates across USAREUR related to driving with night vision devices (NVDs), commanders will place special emphasis on this area of their training programs. Additionally, commanders will incorporate User-Level Maintenance (ULM) Certification training into their programs and stress the use of risk assessments to mitigate risks associated with driving and equipment operations.

p. Common Task Testing (CTT). All soldiers in Skill Levels 1 through 4 must successfully complete CTT each year. I highly encourage all officer and senior noncommissioned officer leaders to participate in their unit's common task training and CTT programs, as well. Plan to conduct CTT during the first half of the fiscal year with the goal of 100 percent completion. Units should then conduct follow-on CTT for new arrivals and "alibis" to keep the unit at 100 percent.

q. Nuclear, Biological, and Chemical (NBC) Training. The global war on terrorism has demonstrated the ability of our potential enemies to possess and employ weapons-of-mass-destruction. To meet these threats, commanders at all levels will establish training programs to ensure their soldiers are 100 percent validated on all NBC survival tasks. As part of all NBC training programs, commanders will integrate realistic NBC training into other operational and training events.

r. Deployment Readiness. We continue to refine our deployment base and the training support needed for deployment readiness. Concentrate on meeting the USEUCOM and USAREUR requirement to train all 21st TSC personnel to Code of Conduct (level B) standards by 30 September 2004. Additionally, the Provost Marshal will ensure the command maintains at least one trained and certified non-lethal team at all times. This team will represent the command's non-lethal weapons training capability and will consist of at least two (preferably three) qualified instructors who are graduates of the Inter-service Non-lethal Individual Weapons Instructor Course.

8. Special Areas of Emphasis:

a. Soldier and Family Care. With deployments increasing in frequency, our greatest force

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multiplier continues to be personnel who know their family's needs are important to the chain of command. Effective Family Readiness Group programs are a critical link in this process. Additionally, other programs vital to soldier and family readiness include public recognition ceremonies honoring our soldiers and their families, and unit-level events designed to foster team building amongst family members. I highly encourage commanders to distribute information flyers to family members, so they know how well the unit is doing and what is scheduled for the future. Additionally, banquets, formal events, and sports activities that involve family members are often quite successful. Supporting Army Family Team Building helps us take care of our own. Ensure it is happening in your unit!

b. **Suicide Risk Awareness Training.** When a soldier commits suicide, we not only have a tragic loss of life, we also have a situation that can erode morale and destroy unit cohesion. In this time of increased deployments, greater periods of family separation and longer workdays, no soldier is immune to stress. Leaders in the 21st TSC must understand and recognize the signs and potential for suicide. Commanders will implement suicide risk awareness, training programs in their units, recognizing that January and February are especially high-risk periods.

c. **Anti-Terrorism/Force Protection (AT/FP).** Commanders will ensure that AT/FP training and assessments are imbedded in everything we do. The safety and well being of our soldiers, civilian employees, and family members are essential to successful mission accomplishment. I expect nothing less than selfless stewardship from this organization's leaders.

d. **Joint/Combined Training.** Skills in joint and combined operations are critical to this command's war-fighting ability. Commanders must maximize every opportunity to train in joint and combined environments. I encourage brigade and battalion commanders to search out events for their staffs and subordinate commands to participate in, look for opportunities for involvement with Project Partnership, and share your successes.

e. **Emergency Deployment Readiness Exercise (EDRE) Program.** Commanders will continue to adhere to the standards and timelines in the Command's EDRE program (see paragraph 2.h. above). All 21st TSC subordinate units will plan and participate in one EDRE annually.

f. **External Evaluations (EXEVAL).** Commanders are encouraged to use EXEVAL as a tool to assess their unit's mission readiness. Brigade commanders may elect to conduct an annual Computer Assisted Exercise (CAX) EXEVAL of their HHC. At battalion level, commanders of early deploying units will plan and execute a minimum of one annual EXEVAL, while commanders of non-deployable units are highly encouraged to plan and execute an annual EXEVAL. Battalion level units may use a CAX in conducting their EXEVAL. Units at company level and below will plan and execute an annual EXEVAL in the field.

g. **Distance Learning.** Distance learning (DL) facilities provide soldiers and civilians with increased professional and personal growth opportunities. Commanders must gain an

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understanding of the potential in providing DL training opportunities during duty hours to their soldiers and civilians. When these possibilities are compared with the costs associated in sending our personnel on temporary duty to institutional facilities outside of the community, DL often becomes the training method of choice. I encourage all commanders in the 21st TSC to support the growth of DL by seeking out and requesting DL courses that support your soldiers' and civilians' training needs.

h. Training Schedule Lock-in. Commanders in the 21st TSC will "lock-in" training schedules six weeks out. The only exception to this is for unforeseen operational requirements. Brigade commanders and general officers in the chain-of-command are the only leaders authorized to change training (see paragraph 7.m. above for details concerning STT) inside the six-week lock-in.

9. Training Management:

a. The Standard Army Training System (SATS). This system is the Army's standard training management tool for company through corps level organizations. Units in the 21st TSC will use SATS for managing their training programs. This includes providing command training guidance, planning and coordinating training EXEVALS, publishing training schedules, providing training evaluation and feedback directly related to METL tasks, and generating QTBs linked to the SATS database. Training management using SATS is the USAREUR standard.

b. Task, Condition, and Standard. Commanders will ensure they employ a structured management system that emphasizes Task, Condition, and Standard. To ensure this, all training will be planned using USAREUR's eight-step training model. I expect company-training schedules to follow the eight-step format.

c. Training Meetings. Effective training meetings are the cornerstones of successful company training programs. The most important management tool for ensuring quality training is the weekly, company level, training meeting. Training meetings serve as a forum for the commander and his junior leaders to discuss the unit's strengths and weaknesses, plan future training, and resolve the details necessary to make scheduled training run smoothly and effectively. I expect company level commanders, as their organization's senior training managers, to chair their unit's weekly training meeting. Stay on task and marvel at the results!

d. Formal and Informal Counseling. The officers, noncommissioned officers, soldiers and civilians in the 21st TSC must understand the expectations of their supervisors. Supervisors must periodically inform their subordinates where they stand with regard to their job performance and professional development. To achieve this end, commanders will ensure subordinates are counseled IAW the USAREUR Commanding General's policy letter on coaching and mentoring.

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Conclusion: The 21st TSC continues to remain in the unique position of serving as the beacon of change for logistical support in USAREUR and for our Army. We will continue to support the USAREUR Commander's three main objectives: Support national defense requirements, maximize readiness, and build and maintain core competencies. Our command has a history of providing outstanding logistical support to forces deployed in support of National Command Authority directed operations. Through the imaginative and dedicated efforts of our soldier and civilian team, I expect this command to continue to provide unparalleled logistical support and implement required changes across the logistics spectrum.

11. FIRST IN SUPPORT!



BENNIE E. WILLIAMS
Major General, USA
Commanding

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A (21st TSC Cir 25-30)