DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
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FORT MONROE, VIRGINIA 23651-1047

REPLY TO ATTENTION OF

ATTG-IS (350) 13 May 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year (FY) 06 TRADOC Commander's Training Guidance (CTG)

1. **Overview.** As we serve an Army at war, it is imperative that TRADOC continually adapt and refine current force training to the contemporary realities of the threat and the evolving operational environment. We must employ expedient, but thorough and balanced approaches to ensure that the force is trained to win the Global War on Terrorism (GWOT). Our primary mission remains to train and educate Soldiers and develop leaders to win the GWOT while we undergo transformation.

2. We must continue to develop relevant methods to train Soldiers, including leveraging the experiences of our Soldiers returning from OIF/OEF. Adjust programs of instruction and other training platforms where possible to incorporate those lessons learned and experiences into instructional and training bases and use this knowledge to supplement training occurring prior to deployment. We will ensure rigor in Basic Combat Training (BCT) and Advanced Individual Training (AIT), so that Soldiers and leaders are combat ready for their first unit of assignment. We will increase rigor in basic officer training, develop leaders who can think and adapt, and understand the complexities of combat--its dynamic range of threats and conditions. We will develop training and doctrine to support the Modular Force, and Joint and Expeditionary capabilities.
We will increase the use of field training exercises, training aids, devices, simulators and simulation, utilizing live, virtual, and constructive training environments. We will support evolving functional training requirements resulting from the modular force, and the GWOT. The above presents significant resource challenges that must be met with innovative and creative solutions.

3. **TRADOC's Mission.** TRADOC recruits, trains, and educates the Army's Soldiers; develops leaders; supports training in units; develops doctrine; establishes standards; and builds the future Army.

4. **Balancing Training Priorities and Risk.** To achieve our mission in FY06, we have established priorities and identified where we are prepared to accept risk. Assume little or no real growth in resources. Commanders will prioritize missions, execute them to standard, and inform me of existing missions not currently resourced, with the specific impact to the Army if they are not completed.

a. TRADOC Training Priorities for FY06 in order of precedence:

(1) Support the Army at war

(2) Initial Military Training (IMT)

(3) Leader Development and Education

(4) Relevant Collective Training Environment

(5) Training that Supports Transition to the Future Force

b. Commanders will accept little or no risk in:

(1) Support the Army at war

(2) IMT

(3) Leader Development and Education

(4) Integration of OEF/OIF Lessons Learned

(5) Training support to Modular Brigade Combat Teams (BCT)

(6) Relevant Collective Training Environment

(7) Duty Military Occupation Specialty Qualified (DMOSQ)

c. Commanders can accept risk in:

(1) Integrating a Joint and Expeditionary Capability

(2) Training support to Stryker Brigade Combat Teams (SBCT)

(3) Battle Command on-the-move training

(4) Experimentation and Battle Lab Operations (Unit of Action (UA)/Unit of Employment (UE))

(5) Functional training (non IMT)

(6) Future Force capabilities to future force training support (non IMT)

(7) Unit Training Support

(8) Experimentation and Battle Lab Operations (non UE/AE)

(9) Knowledge Management/Distributed Learning (DL)

5. **Commander's Guidance.**

a. IMT. IMT remains at the core of TRADOC's mission, and must be resourced and executed to standard. Furthermore, field training exercises are a critical part of IMT and should reflect the challenges encountered in the contemporary operating environment (COE). Add rigor and operational lessons learned to BCT/One-Station Unit Training and AIT by executing Warrior Tasks and Battle Drills. Execute the Basic Officer Leadership Course by FY06 4th Quarter. Develop innovative solutions that maximize available time, manpower, and dollars until the requisite resources are available. Provide a training environment that embodies Warrior Ethos and Army Values.

b. Leader Development and Education.

(1) Leader Development. We must continue to develop agile, innovative, and self-aware leaders to achieve Army requirements now and into the future. Develop in our leaders the right mix of training and education to meet the current and future leadership requirements of the Army and Joint Force. Leader development must promote understanding of operational complexities, joint interdependencies, and cultural awareness and enable leaders to think and adapt. Leverage results of the Critical Common Task Survey to enhance the relevance of our curriculums. Be innovative--create agile and expeditionary minded leaders. We must continue to update our curriculums in OES/NCOES/WOES/CES, and implement the Army DL Program to ensure they are relevant. Commandants will review the Basic Non-Commissioned Officer's Course and Advanced Non-Commissioned Officer's Course to ensure that training is relevant and succinct. We will implement Intermediate Level Education in FY06. The Captains Career Course will continue to be developed and refined for implementation FY07.

(2) Training Development. We must educate our Army for the long-term and train them for the current fight. Ensure relevant training, operational lessons learned and the concept of the COE is assessed and appropriately embedded into our training and education curriculums. We will maximize use of our training technology (i.e., Army DL Program, CD/Web-based training) to deliver timely, relevant, and quality assured training materials to the Army. Development in individual and leader training materials for country-specific Cultural Awareness, Army Values, Detainee Operations, and Threat Tactics, Techniques and Procedures will be ongoing.

c. Relevant Collective Training Environment. Provision of relevant Collective Training Environments is a key factor to mission success for our forces. Our Combat Training Centers (CTCs) will replicate the conditions for realistic collective training for our Soldiers and leaders. Mission Rehearsal

Exercises will incorporate the latest lessons learned to ensure our leaders and Soldiers can understand and capably react to the complexities of the COE prior to deployment. The CTCs will provide a certification event in support of the modular force BCT training.

d. Training that Supports Transition to Future Force. TRADOC trains the Army of the future. Forces must have quality training and equipment. Transforming the Army, and achieving irreversible momentum toward that end, is imperative. We will continue training support of BCT and support for fielding of SBCT. We will continue to support training for Battle Command on-the-move capabilities and experimentation and Battle Command Battle Lab operations. We must provide transitional flexibility in the retraining of our Soldiers, which will in turn ensure we retain the knowledge and experience of these valuable personnel.

6. **End State**. Our ultimate objective is to provide combat-ready Soldiers and leaders with the requisite qualities to act as a force multiplier in the contemporary operating environment. To achieve this we will rapidly adapt products, processes, and programs to meet the needs of the Soldier, the Joint Force, and the Army for the current and future fight. The Warrior Ethos serves as the foundation for our Soldiers and leaders, and we will instill the technical and tactical skills required for success across the full spectrum of military operations in today's dynamic operational environment. The Soldier remains the centerpiece of our Army and the focus of our organizational energy.

KEVIN P. BYRNES
General, U.S. Army
Commanding

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