DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
7 FENWICK ROAD
FORT MONROE, VIRGINIA 23651-1049

REPLY TO
ATTENTION OF

ATTG-I (350)

22 Jul 04

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year (FY) 05 TRADOC Commander's Training Guidance (CTG)

1. **Overview.** Our Army serves a nation currently at war. It is also engaged in dramatic change while fighting the Global War on Terrorism (GWOT). It is resetting units returning from OPERATION ENDURING FREEDOM (OEF)/OPERATION IRAQI FREEDOM (OIF) into modular Brigade Combat Teams, transforming Army Aviation, divesting Cold War structure, and stabilizing the force. We must approach our mission during this complex time with a seriousness and sense of urgency commensurate with that of an Army fighting at war - this is *not* business as usual. Soldiers and leaders deserve nothing less from us. Beyond supporting our forces fighting the GWOT, our most critical and primary mission remains to train and educate Soldiers and develop leaders for the dangerous realities of the current operating environment.

2. We must continue to seek out and incorporate lessons learned from the GWOT into our curricula; develop and execute new training programs to cultivate Soldiers who can live the Soldier's Creed; develop new training and doctrine to support modular Brigade Combat Teams, and continue our work to foster a Joint and Expeditionary Capability in our training and education systems. We need to continue to support current combat operations by accelerating and adapting programs and products to deliver relevant and rigorous training that our Soldiers need in preparation for combat. We need to continue to transform while capitalizing on the most innovative, creative practices to maximize use of resources available--time, manpower, and dollars. The Army is reorganizing and transforming now. We must continually evolve to keep our training and education relevant to the dynamic and dangerous environments being faced.

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 FY05, we established priorities and identified where

we are prepared to accept little or no risk, low to moderate risk, and moderate to high 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, and the specific impact to the Army if they are not completed.

a. TRADOC Training Priorities for FY05 in order of precedence:

(1) Support the Army at war

(2) Initial Military Training (IMT) (Enlisted, Warrant, Officer)

(3) Accessions

(4) Training and Leader Development

(5) Transitioning to Future Force

b. Commanders will accept little or no risk in:

(1) Supporting the Army at war

(2) IMT

(3) Accessions

(4) Integration of OEF/OIF Lessons Learned

(5) Training support of new modular Brigade Combat Teams

(6) Duty Military Occupation Specialty Qualified Training

c. Commanders can accept low to moderate risk in:

(1) Leader Development (Noncommissioned Officer Education System (NCOES), Warrant Officer Education System (WOES), Officer Education System (OES), Civilian Education System (CES))

(2) Integrating a Joint and Expeditionary Capability into our training environment

(3) Combat Training Centers (CTC) and Battle Command Training Program (BCTP)

(4) Training support for fielding of Stryker Brigade Combat Teams (SBCT)

(5) Training for Battle Command on-the-move capabilities

(6) Aviation Training

d. Commanders can accept moderate to high risk in:

(1) Functional training not directly tied to IMT (including Sniper, Airborne, Ranger, and Pathfinder)

(2) Future Force capabilities to current force Training support (not related to IMT)

(3) Unit Training Support (including Home Station training)

(4) Experimentation and Battle Lab Operations not related to Unit of Action (UA)/Unit of Employment (UE) efforts

(5) Knowledge management/Distance Learning (DL) initiative

(6) Current systems training development

5. **Commander's Guidance.**

a. IMT. At the core of TRADOC's mission is IMT. It must be fully resourced and executed to standard--no compromise authorized. Expand the training base to support the larger Army. Execute the new Basic Combat Training (BCT) Program, add rigor and lessons learned to Advanced Initial Training (AIT) and Officer Basic Courses (OBC), and conduct the training development work necessary to implement the Basic Officer Leadership Course (BOLC) in FY06. Make greater use of field training exercises and be innovative to "put Soldiers in the

environment before they deploy to that environment." While I expect to see higher resource requirements from Initial Entry Training (IET) sites and BOLC locations to enable the more intensive training, I also expect innovative solutions that maximize available time, manpower, and dollars until the requisite resources are made available.

b. Leader Development. The Army trains for certainty and educates for uncertainty. Develop in our future leaders the right mix of training and education to meet the current and future leadership requirements of the Army and Joint Force. Implement Intermediate Level Education (ILE) and changes to NCOES/WOES/CES in FY05. Continue to develop the Captains' Career Course (CCC) for FY07.

c. Training Development. Lessons learned, properly applied, provide a basis for development of new tactics, techniques, and procedures. Capitalize on our best innovations and creative practices and maximize use of available resources (i.e., Army Distance Learning Program). Incorporate these lessons as soon as possible.

6. **End State**. Ultimately, TRADOC's success will be measured by the quality and quantity of the Soldiers and leaders on the battlefield. We must rapidly adapt products and programs to the needs of the Soldier, the Joint Force, and an Army at war. Fully equip our Soldiers and leaders with the attitude and skills required to succeed in today's combat environment--nothing less is acceptable!

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

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