



DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON BADENWUERTTENBERG
UNIT 29237
APO AE 09102-0237

IMEU-BW-PL

11 October 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army Garrison Baden-Wuerttemberg (USAG B-W) Commander's Training Guidance, First Quarter, FY 12

1. References.

- a. FM 7-0, Training Units And Developing Leaders For Full Spectrum Operations, 23 Feb 11.
- b. AE Regulation 350-1, Training In The Army In Europe, 13 Oct 10.
- c. AE Regulation 525-13, Antiterrorism, 30 Mar 09.
- d. AE Regulation 525-50, Arms Control Compliance, 2 May 11.
- e. Memorandum, IMEU-BW-PL, Subject: United States Army Garrison Baden-Wuerttemberg (USAG B-W), FY 12 Command Training Guidance.

2. Commander's Intent.

a. Broader Purpose: My intent is that we continue to fully train our workforce despite change. Our workforce must be effectively trained in a manner that balances good stewardship of resources with quality customer service and support. As USAG B-W undergoes transformation, we will continue to experience service and support demands from tenant units and the community at a higher rate than our ability to resource those demands. In such an environment, it becomes doubly important to have a well-trained workforce to meet these high demands with fewer employees. My expectation at all levels is well-planned and organized, tough, realistic training conducted to standard. Given our resource limitations with over 20 non-enduring sites, all of our training must trace back to our METL, improve our deployment readiness, and make us more capable of providing world class community support.

b. End State: All garrison Soldiers and employees are deployment ready as required, fully trained to perform their garrison missions, and afforded development opportunities for their future within budget constraints.

3. Areas of Emphasis.

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a. Antiterrorism: Daily proactive antiterrorism remains one of the USAG's top priorities for the Quarter. We will build upon lessons learned from our 4th Qtr, FY11 FSX in the development and execution of the FY12 AT/FP plan with emphasis on the following areas:

(1) Antiterrorism procedures at Access Control Points (ACPs) needs to be reviewed and added to your training schedules early on during the 1st Quarter. We must ensure that our Soldiers are properly trained and ready to assume these duties. Ensure the effective coordination and implementation of Random Anti-terrorism Measures (RAM) to stress ACP personnel whether they are Ponds, RF or TD. Coordinate for the implementation of "Blue Light Specials" to test the emergency access procedures for U.S. and Host Nation First Responder vehicles (fire, police and ambulance). In coordination with the Ponds Contracting Officer Representative (COR), conduct unannounced inspections of ACPs. Results of the inspections will be incorporated into the Pond's guard training. Ensure that the training standards and requirements are well understood and complied with by the tenant units providing the RF or TD.

(2) I challenge each of you to take full advantage of the opportunity to fully stress and exercise your AT systems and Command and Control (C2). Prepare for the annual FY 12 AT exercise by using the first part of the quarter for the train up. Include lessons learned into your community response plans.

(a) Maximize the use of training time and resources to train your RF/TD guards and teams. Ensure that Soldiers are trained on the required subjects, are qualified with their assigned weapons, and certified by the first field grade officer (Major/04) in their chain of command.

(b) Conduct quarterly team training for RF to include the following tasks: react to civil disturbance, establish and operate a checkpoint, demonstrate show of force and conduct a patrol. Train and evaluate your RF by conducting no-notice exercises IAW ref. 1c. Tenant units should support RF training IAW ref. 1c, appendix G7, paragraphs a & b. Continue to conduct periodic small-scale exercises (table tops, walk-through, etc) of individual sections of the overall community AT plan.

(c) Conduct Emergency Operations Center (EOC) discussion based exercise training each quarter. All staff sections represented in the EOC during crisis actions must ensure that their primary (day shift) and alternate (night shift) EOC personnel are present at all EOC training events.

(d) All USAG Baden-Wuerttemberg directorates will ensure that all personnel are current in required antiterrorism training, primarily Antiterrorism Level I (AT Level I) training. Directorates will ensure that all assigned personnel are trained annually and will maintain training certificates for all employees. Directorates will report percentages of personnel trained to the DPTMS Protection Section as directed.

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(3) All staff members and Soldiers tasked to man the Emergency Operations Center (EOC) or in a first responder / receiver role must complete mandatory FEMA as prescribed in the Quarterly Protection Operations Order.

b. Deployments / Redeployments. Provide efficient and timely support to our deploying Soldiers and civilians. Implement and use the three-phase Reintegration program process – maintain up to date time phased force development lists (TPFDL) to maintain the most accurate information on returning units and individual personnel.

c. Reintegration and Welcome Home Ceremonies/Celebrations. Everyone deserves a “Welcome Home Ceremony.” Information about Reintegration and Welcoming Home is available at web page: <http://www.per.hqusareur.army.mil/reintegration/>.

d. Individual Development Plan (IDP). Commanders and Heidelberg Staff Directors will ensure that supervisors develop IDP for all civilians entrusted to their leadership. Plans should be realistic and take advantage of all training opportunities within the communities. Plans should be tailored to develop your civilians’ skills and prepare them for advancement and leadership positions. All training will be documented and individual records updated appropriately.

e. Conventional Forces Europe (CFE). The Arms Treaty Compliance annual inspection window opened on 15 March 2011 and there remains the possibility of inspections before the 14 March 2012 closure window. We must continue to be prepared to support inspection requirements. USAG Commanders will be the site commanders for all declared sites within their Area of Operations, unless the respective installation/tenant units can support this function. USAG Commanders must ensure that they review the Commander’s CFE Brief and that all units on declared sites are familiar with CFE requirements. Briefings, logistical support, and notification procedures must be trained and rehearsed to ensure success. The USAG Baden-Wuerttemberg CFE representative will support garrisons by conducting training at declared sites. Training should rehearse all conditions and administrative requirements for a full CFE inspection.

(1) Commanders will ensure the MPs and ACP personnel have been briefed and procedures are in place to expedite access on to our communities and declared sites. We will make every effort to ensure that the CFE inspectors are provided an opportunity to view the transparency of our Army and the sincerity of our commitment to the treaty obligations.

(2) The CFE inspection teams, while performing these inspections indirectly through our USAG communities, are provided an opportunity to view the American way of life. This in itself is an occasion to build confidence, trust, and partnerships. The USAG Baden-Wuerttemberg Arms Control Officer is Mr. Don Bowles and he is available to facilitate this training (contact him at DSN 378-3455 or commercial telephone 0621-752-549).

f. Marksmanship. Marksmanship training must focus on improving basic competency and maintaining proficiency in this critical Soldier skill. Marksmanship training is individual training and falls within the realm of the Noncommissioned Officer (NCO) Corps to conduct. The ability of NCOs to instruct Soldiers in mastering the skills of marksmanship is a critical component to the Army's Training and Readiness Program. NCOs should be well trained in the use of all available training devices such as the Weaponeer and the Engagement Skills Trainer 2000 (EST 2000) systems. The traditional training devices and techniques, such as the Target Box and Dime Washer exercises, are also very useful tools to use during Round Robin training and while waiting to use the Weaponeer and Engagement Skills Trainer 2000 (EST 2000) training systems.

(1) NCOs must play an active role in the planning, training, and execution of all marksmanship programs. Commanders should place the responsibility of their marksmanship programs and ranges in the hands of their NCOs. A key and essential component to achieving a high level of marksmanship skill is a solid, NCO-conducted Preliminary Marksmanship Instruction (PMI) Program. A unit's PMI program should closely follow the published training strategy and marksmanship principles for each weapon system. The goal of the program should be for all Soldiers to qualify, achieving the highest possible score, with the Soldier striving to qualify expert with their individually assigned weapon.

(2) Due to unit and personnel turbulence like schools, leaves, new arrivals and Soldiers missing scheduled unit ranges, commanders should coordinate with other units to maximize ammunition allocations, training resources and ranges to provide their Soldiers every training opportunity to qualify with their weapon.

g. Mandatory Training Subjects. First quarter's mandatory training subjects are shown below.

- (1) Winter driving.
- (2) Winter safety.
- (3) Winter safety examination.
- (4) Avoiding cold-weather casualties.
- (5) Soldiers guide to suicide prevention.
- (6) Threat Awareness and Reporting (TARP) program.

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h. Sexual Harassment and Assault Response (SHARP) Training. During the 1st Quarter, Commanders and supervisors will ensure that all Soldiers and employees who did not complete training in 4th QTR, FY11 successfully complete annual, team bound, and leader SHARP training as required by position. Goal is 100% completion for all required employees NLT 21 OCT.

i. Computer User Training and Certification. The Computer-User Test Program requires all personnel to take a computer-user test if assigned to an organization that is connected to the Army LandWarNet (Unclassified) or Army LandWarNet (Classified). This policy applies to all categories of employees, including military, DA civilian, contractor, and local national (LN) personnel. All computer users in the Army in Europe must comply with this policy before being authorized to log on via Common Access Card (CAC).

(1) The computer-user test is available in English and German on the Army Europe Information Technology Training (AE-ITT) training web page at <https://itt.eur.army.mil/>.

(2) Once at this page, click on the link that says Army Europe Information Systems User Test (formerly CUT).

(3) Next on the second page that appears, click on the same link.

(4) When the third page appears, scroll down below the center of the page and click the link that says DoD Information Assurance Awareness Training Course.

(5) Next repeat procedures in steps 1(1) – (3) above. When the third page appears, scroll down below the center of the page and click the link that says “Take Test.” Once the test is completed, print out the certificate and provide it to your information technology personnel.

(6) By the end of the 1st Quarter, I expect every supervisor to have discussed Operational and Information Security with every Soldier, DA civilian and contractor. I want everyone to remember that we are a nation at war! The enemy is very resourceful and an expert at collecting information on and about us and exploiting this information for their purposes. Every one of us must be on guard; the lives of our Soldiers, civilians and families depend on it! Each one of us has an individual and collective responsibility to safeguard information and our information systems from intrusion. The USAG Baden-Wuerttemberg Security Officer (DPTMS) and the Information Assurance Manager (IAM) will provide future guidance and information to meet requirements.

j. Threat Awareness and Reporting Program (TARP) training. TARP training will be provided at the Patrick Henry Village theater on 16 Nov 11. The English version will be conducted 1000-1100 and the German version will be conducted 1300-1400. TARP training is an annual requirement and will be provided each quarter throughout the fiscal year.

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k. Winter Safety. The first quarter includes fall/winter months when safety risks are high due to inclement weather and most of us taking advantage of the extended holiday leaves and time off. USAG Baden-Wuerttemberg will publish its Winter Safety Campaign with this in mind. Commanders, supervisors, and leaders at all levels must continue to emphasize hazard identification and mitigation in all planned activities. Place particular emphasis on risk assessment and reduction, and leadership interaction with Soldiers and civilians when planning weekend/holiday activities. Prepare your garrison campaign plan well in advance to ensure safe Soldier and civilian training and to mitigate any possible risk factors and/or hazardous conditions.

(1) Personnel performing physical training at any time on roadways will wear a reflective belt, to be worn across the chest, or reflective vests. Commanders should consider using our outstanding Fitness Centers and facilities during inclement weather conditions, as well as scheduling physical fitness later in the day, taking advantage of light conditions.

(2) Soldiers and civilians will complete all winter safety campaign training requirements. Civilian employees will complete the annual alcohol/drug awareness training using the on-line services before the end of the first quarter, FY 12.

(3) The Army Pregnancy Postpartum Physical Training (PPPT) program is designed to maintain health and fitness levels of pregnant soldiers and successfully integrate them back into unit fitness training programs. Emphasis will be placed on achieving the Army Physical Fitness Training (APFT) standards in accordance with the APFT program, and meeting height/weight standards. Maintaining fitness during pregnancy contributes to a more rapid return to Army physical fitness and weight standards after pregnancy. Commanders will ensure that any of their eligible Soldiers are enrolled in this program and applicable information is entered into the Defense Training Management System (DTMS). A template for enrolling a Soldier in the program is found at Enclosure 1. Garrison commanders will also ensure adequate and appropriate facilities and equipment are provided for Army PPPT program execution.

4. USAREUR Training and Federal Holidays for First Quarter, FY 12.

- a. 7-10 October 2011, Friday- USAREUR Training Holiday and Monday- Columbus Day.
- b. 10-13 November 2011, Thursday- USAREUR Training Holiday and Friday-Veterans Day.
- c. 24-27 November 2011, Thursday-Thanksgiving Day and Friday USAREUR Training Holiday.
- d. 23-26 December 2011, Friday- USAREUR Training Holiday and Monday- Christmas Day observed.

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e. The USAG Baden-Wuerttemberg will observe the Christmas-New Year holiday period from 19 Dec 11 through 2 Jan 12. During this period, each individual is encouraged to take full advantage of leave time.

Each place of duty will be manned with at least one knowledgeable person who can contact off duty personnel and leadership if required. Unit leadership should devise a system, dependent on mission requirements, for manning during the holiday period.

f. German Holidays. Traditionally, there are six German holidays during 1st Quarter, FY 12.

(1) 3 October, Monday - German Reunification Day.

(2) 31 October, Friday-Reformation Day (observed only in Brandenburg, Mecklenburg, Vorpommern, Saxony, Sachsen-Anhalt and Thuringia).

(3) 1 November, Saturday – All Saints’ Day (observed only in Bavaria, Baden-Wuerttemberg, Nordrhein-Westfalen, Rheinland-Pfalz, and Saarland).

(4) 13 November, Tuesday - Memorial Day.

(5) 21 November, Friday – Repentance Day (observed only in Saxony).

(6) 25-26 December, Thursday/Friday – Christmas Days/ Boxing Day.

g. Religious Observances. There are a number of holy days and religious observances that will occur during the first quarter. Commanders should consider including these holy days and religious observances in their planning process.

6. Summary. All other training guidance remains in effect. The POC for this memorandum is Mr. Johnson, USAG B-W DPTMS, DSN 373-5360.



BRYAN D. DECOSTER
Colonel, MI
Commanding

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