



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
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REPLY TO
ATTENTION OF

MAR 18 2008

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**MEMORANDUM FOR Commanders, Major Subordinate Commands/Units
Reporting Directly to FORSCOM**

**SUBJECT: Forces Command (FORSCOM) Command Training Guidance –
Training under Army Force Generation (ARFORGEN)**

1. Purpose. This memorandum provides Command guidance to FORSCOM subordinate commands and may be used to inform Army National Guard (ARNG) and United States Army Reserve Command (USARC) units as appropriate. The information contained in this guidance supplants outdated sections of References 1g through I (see enclosure 1).

2. Vision. The current contemporary operating environment (COE), e.g., boots on the ground (BOG), dwell, personnel constraints, equipment issues, transformation challenges, and theater specific requirements will continue, in the near-term, to shape the ARFORGEN process and influence how we train. For example; reset is now standardized followed by intensified training and readiness, dwell and time-in-theater are defined by policy, and the synchronization of resources is now a continuous process. We will continue to adjust the ARFORGEN process to align with lessons learned from current operations. Our mission however, remains the same: Forces Command trains, mobilizes, deploys, sustains, transforms and reconstitutes conventional forces—providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad. Our training will support our mission and conform to the COE. We will train based on doctrine, focus on the fundamentals and work to develop trust among our Soldiers and leaders. Training is to be realistic and always to Army standards. We will take advantage of our operational experience and grow our leaders by leveraging lessons learned.

3. Intent.

a. My intent is to provide, sustain, reset, and reconstitute trained and ready forces to support Combatant Commanders' requirements. In accordance with current policy, all deployable Active Component (AC) units will be trained and ready for redeployment within 12 months of return from deployment. This policy will allow the Army to retain strategic flexibility for assigned and contingency missions world-wide. Given the current COE, AC commanders with less than a

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20-month dwell will initially focus training plans on attaining Directed Mission Essential Task (DMET) proficiency. Be prepared to adapt your training plans, if dwell time increases, to attain DMET capabilities first and then train on core mission essential tasks (CMET) and full spectrum capabilities. Active Component Corps and Division headquarters should execute a Warfighter/Mission Rehearsal Exercise (MRX) within 12 months of return from deployment and should expect to participate in a major joint exercise to retain/sustain our Joint capability. Similarly, Brigade Combat Teams (BCT) must conduct a Maneuver Combat Training Center (CTC)/Mission Rehearsal Exercise (MRE) event integrating transition team training within 12 months of return from deployment. For BCTs projecting extended dwell times (beyond 12 months), a second CTC rotation prior to deployment is optional at the discretion of the commander, supported by the Senior Mission Commander (SMC). Functional and multi-functional support brigades will continue to provide real world support and participate in Corps/Division Warfighter exercises to build and sustain staff proficiency within the 12 month cycle.

b. Corps headquarters will support training and leader development by continuing to build on operational experience and develop a collaborative, distributive, and continuous learning methodology by creating Warfighter's Forums (WFF). They will enhance BCT leaders, leader-teams, and units throughout the ARFORGEN cycle, and will include the incorporation of lessons learned by all BCTs in order for BCTs to perform at a higher level of mission proficiency in each subsequent deployment. Warfighter's Forums will bring together Soldiers, leaders, units, and organizations with a common sense of purpose and mission who learn by collaborating, sharing ideas, innovating, and finding solutions. I Corps establishes the Stryker WFF, III Corps the Heavy BCT WFF, and XVIII Corps the Infantry BCT WFF.

c. First Army is FORSCOM's executive agent for providing AC to Reserve Component (RC) support. First Army will assist the RC in a supporting relationship prior to RC unit mobilization to minimize post-mobilization readiness activities and training in order to maximize operational boots on the ground in accordance with RC deployment policies. As a secondary mission, First Army will continue to fulfill legislated associate unit responsibilities by supporting pre-mobilization training of the RC, providing branch and functional assistance within capability, and conducting inspections required in reference 1g, once reinstated.

d. 32d Army Air & Missile Defense Command, 20th Support Command, and Air Traffic Services Command will continue to train and deploy forces in support of Combatant Commander requirements. Subordinate units will be embedded into appropriate Joint, Corps, Division, or BCT training through the ARFORGEN

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sourcing and synchronization process and trained to a level of employed proficiency, capable of operating tactically with any supported command.

4. FORSCOM training programs.

a. General guidance:

(1) Expect the tempo for force generation to remain high, while our resources continue to be constrained. As the Army grows, the demand for forces may increase or duration of deployment may decrease. In either case the challenges we face in generating forces to support the warfight will remain. We must maximize home station training to meet the 12 month ready-to-deploy requirement. The Combat Training Center (CTC) Mission Rehearsal Exercises (MRE = dirt CTC, MRX = staff simulation) remain the driving centerpiece around which training plans are built. Units should train on as many tasks as possible at home station to get the maximum benefit of a CTC rotation. We cannot resource every home station to the level of a CTC. However, we can provide a reasonable level of civilians on the battlefield, integrate live fire and Counter Insurgency/ Counter Improvised Explosive Device (COIN/IED), and theater specific tasks into your training. Continue using innovative ways to include and train functional and multi-functional support brigade slices.

(2) The organizing principles of a modular rotational Army are return, reset, train, and deploy as shown in the BCT template below (Figure 1). Upon return, units undergo a standardized reset period that includes family time, individual training, professional military education, team building, equipment off loading and receipt. Some low level collective training may take place during normal duty hours in garrison but the primary emphasis is reset and reconstitution. An intensified collective training period follows and focuses on attaining DMET levels within 6 months. The DMET may be what the unit is organized for or it may be an in-lieu of (ILO) mission. This intensive training period uses both the HS and the CTC to attain required capability levels. Train to attain BCT Warfighter staff and battalion maneuver capabilities as quickly as possible. BCT's will coordinate for training low density military occupational specialty (MOS) skills. Key training events are COIN/IED training, Leader Training Program (LTP), MRE/MRX, and brigade staff participation embedded in a Warfighter/Joint exercise. The MRE drives the training, equipping, and manning plans. Train DMET first and then as time permits expand to CMET. If sufficient dwell time exists, train to increase full spectrum capability. These operating principles apply equally to the RC. Key differences are training relationships, dwell time, training time available, homeland defense/homeland security training requirements and when the follow-on mission is received.

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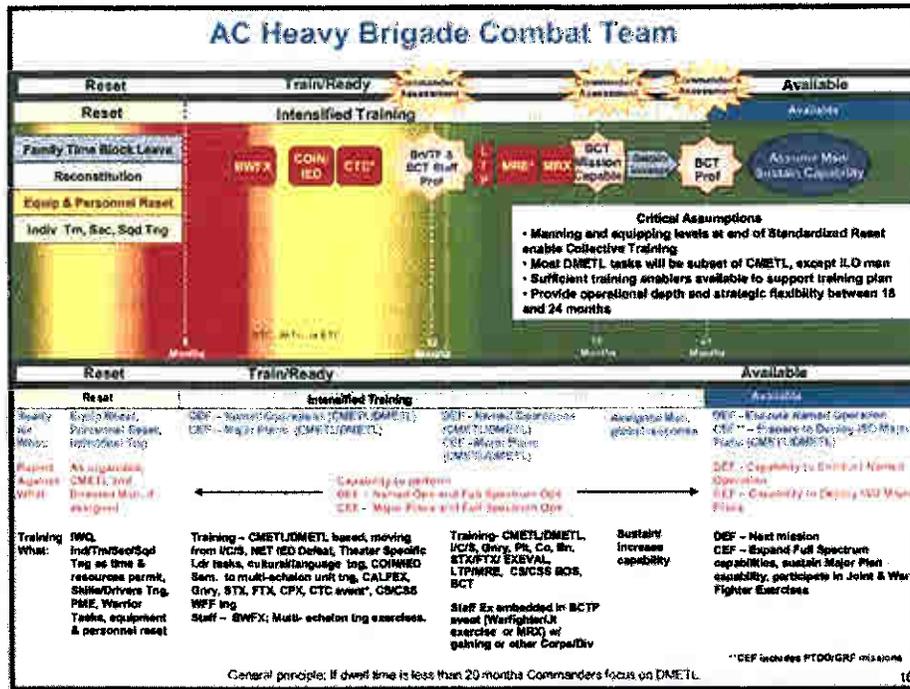


Figure 1 – AC BCT

(3) The Mission Training Brief (MTB) is the venue for communicating training plans, assessments, and issues. Keep the MTB mission focused, flexible, simple, and as-needed. It is not a formal structured brief; it is your brief and opportunity to socialize issues with myself or the FORSCOM Deputy Commander.

(4) Training plans will combine aspects of the various programs discussed below depending on the unit commander's assessment of the mission and time available.

(a) Transition Team (TT) training is now a part of a BCT's preparation for deployment. BCTs are responsible for training their own internal TTs and will plan on employing their TT during the MRE. External TTs will train at Fort Riley, KS or as directed. Additional information on TT training can be found at the Fort Riley webpage <http://www.riley.army.mil/Units/TrainingTeam.asp>.

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(b) Civilians on the Battlefield (COB)/Cultural Role Players (CRP). Plan on CTC rotation support in accordance with recommendations approved by the Department of the CRP Working Group. In general, base CRP/foreign language speakers on the operational and local environmental structures in the host country. Focus cultural training on specific training events during pre-deployment training and use military manpower to the maximum extent possible to act as CRPs at home and mobilization stations.

(c) Pre-deployment equipment will be centrally managed by commanders at all levels and maneuvered to units for training until equipped to full MTOE levels. FORSCOM priorities are to CTCs, transition team training, and a balance between First Army post mobilization training locations--power generation platforms (PGP)--and AC home station training.

(d) Asymmetric Warfare Group. The Asymmetric Warfare Group (AWG) provides tactical advisory assistance to specific BCTs designated in the ARFORGEN Operational Support Sourcing Conference to deploy to OIF and OEF. Their emphasis is on current operations in these theaters. The AWG will coordinate support with those designated BCTs as early in the pre-deployment training process as possible. The AWG will also produce training products (pocket guides, training DVDs) that are available at its NIPR <https://www.us.army.mil/suite/page/400335> <https://www.us.army.mil/suite/page/400335> and SIPR <http://www.us.army.mil/suite/page/9752> <http://www.us.army.mil/suite/page/9752> websites.

b. CTC Way-Ahead.

(1) Portions of FORSCOM Regulations 350-50-1 & 2 are outdated due to changes in how we train and prepare for war. Until those regulations are republished, the following serves as interim guidance to shape the conduct of CTC program events.

(2) Mission Rehearsal Exercises (MRE). Deploying Brigade Combat Teams (BCTs) should conduct their pre-deployment MRE at a maneuver CTC. FORSCOM anticipates that all JRTC and NTC rotations are MREs for deploying units.

(3) Exercise Design. FORSCOM and the CTC will provide a reasonable replication of the conditions the unit will likely operate under during its deployment. Unfortunately, resources do not afford the ability to replicate all of those conditions. Unit commanders should temper their desires for an immersive environment with an analysis of what is absolutely critical to achieve the desired training outcomes.

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(4) Major Combat Operations (MCO). The COE requires deploying units to focus their training objectives on stability and reconstruction operations. However, all units must maintain some proficiency in the warfighting tasks contained in their CMETL. Therefore, all MREs should devote some time to MCO training.

(5) Final approval authority for the MRE training objectives and exercise design rests with the Senior Mission Commander (SMC) that has training and readiness responsibilities. DEF commanders have coordinating authority with the appropriate SMC for BCTs, Functional and Multi-functional Support Brigades, and units missioned to their DEF package. Commanders will assess the training objectives and exercise design in light of available resources. Commanders will maximize training at home station and reserve for the MRE at the CTC the most critical objectives or those tasks which cannot be adequately trained at home station.

(6) Mission Rehearsal Exercises Troop Lists.

(a) Modular BCT Template. Rotational unit troop lists and funding will be based on the modular BCT Table of Organization and Equipment (TO&E) plus the following Support Brigade slice elements.

SUSTAINMENT	COMBAT SUPPORT (ME)	AVIATION
HQ Det (78 PAX) *	AMD Btry (94 PAX)	BDE HQ(-) (75 PAX)*
Area Sig Co(+)(61 PAX) *	Engr Plt (36 PAX)	Atk Bn(-)
Med Treatment Tm (14) PAX) *	Chem CO HQ(-) (51 PAX)	HHC(-) (65 PAX)
Ammo Plt (24 PAX)	Decon Plt (20 PAX)	Atk Co (70 PAX)
QM Co(-) (86 PAX) *	Smoke Plt (25 PAX)	Atk Co (70 PAX)
Trans CO(-) (103 PAX)	EOD CO (44 PAX)	ASC(-) (58 PAX)
DMMC (18 PAX) *		FSC(-) (61 PAX)
Sustainment Cell (50 PAX) *		Aslt Co (+) (85 PAX)
		GSAB(-) (53 PAX)
C2 and ADMIN		Cmd Avn Plt (16 PAX)
Weather Sec (5 PAX) *		Hvy Lift Plt (16 PAX)
Div TAC (-) (40 PAX) *		Med Plt (AAmb) (19 PAX)
DISE(-) (30 PAX) *		Avn Spt Bn(-) (136 PAX)
Environ Tm (29 PAX) *		ATS Sec (6 PAX)
Div Fwd Cell (25 PAX) *		
Dust Bowl Co (60 PAX) *		
CA/PSYOP DST (10 PAX)		
ATS Sec (6 PAX)*		
DTOC Cell (6 PAX)*		

* Indicates element will not be "In the box" and does not require dedicated, OC coverage.

(b) Prepositioned (PREPO) Equipment Fleet. Rotational units will maximize use of the available PREPO fleet ILO shipping like-kind TO&E

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equipment from home station to the CTC in order to minimize the number of rail cars required.

(c) **Aviation.** For MREs, aviation support should focus on that minimally required to train air-ground integration. Should larger aviation task forces desire to train in a CTC rotation, FORSCOM will attempt to accommodate provided the requesting command provides associated augmentation support. The CTCs are not normally capable of accommodating entire Combat Aviation Brigade (CAB) organizations, and commands should not plan for their integration in a CTC MRE.

(d) **Civil Affairs (CA)/Psychological Operations (PSYOPS).** FORSCOM will request CA/PSYOPS support for each MRE. Current OPTEMPO for these high-demand low-density organizations may preclude the ability to support. If unavailable, the CTC Operations Groups (Ops Groups) can replicate/simulate for training purposes.

(e) **Explosive Ordnance (EOD) Companies.** 20th Support Command (CBRNE) will attempt to provide one EOD company (44 personnel) for each MRE.

(f) **Medical.** The Level II medical requirement is designed to provide medical support to rotational EAB units/soldiers that remain in the Division Support Area (DSA) and provide a patient hold capability for BCT soldiers evacuated from the box. Medical support is defined as sick-call, patient evacuation, patient hold, and hospital liaison. The Level II medical coverage troop list identified in the current FORSCOM Regulations 350-50-1 & 2 requires updating to account for the enhanced medical capabilities organic in the new modular BCTs. In the interim, the commands of rotational BCTs will augment the DSA with a Medical Treatment Team, consisting of one Field Surgeon 62B, one Physician Assistant 65D, one Health Care Sergeant 68W30, two Health Care Sergeants 68W20, five Health Care Specialists 68W10, and four ambulance crew 91B10 to perform Level II Health Care in the DSA. Additionally, during Reception, Staging, Onward movement, and Integration (RSO&I) and Regeneration, the Brigade Support Medical Company (BSMC) will augment the DSA medical treatment team.

(g) **Troop List Exceptions.** While FORSCOM will attempt to resource reasonable troop list exceptions essential for pre-deployment training, rotational units should critically evaluate their exceptions recognizing that the Army cannot duplicate for training the number or types of high-demand/low-density personnel or units the rotational BCT is expected to deploy with. Rotational units should expect to incur costs associated with requested exceptions to include OC and OPFOR augmentation.

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(7) Augmentation.

(a) **Civilians on the Battlefield (COB).** The NTC will continue to use Soldiers from the 11th ACR to meet its COB requirements. Recognizing that 1-509 IN is a significantly smaller organization, FORSCOM will support 183 additional contract COBs for each standard rotation at JRTC (232 for MREs).

(b) **Foreign Language Speakers (FLS)/Interpreters.** The DA G-3 directed Contemporary Operating Environment (COE) workgroup validated the FLS support requirement for each CTC at 251 for MREs and 196 for standard rotations. This includes adequate numbers of interpreters for the rotational unit. FORSCOM will support FLS contractors at JRTC and NTC within funding capabilities. JRTC and NTC will continue to submit their FLS request tailored on the MRE scenario and SMC objectives. Final decision authority for the distribution of the FLS between the CTC Ops Groups and the rotational BCT (interpreters) resides with the commander exercising TRO over the BCT. Any rotational unit requests for additional FLS contractors above the approved funding by FORSCOM will be funded by the unit and must be approved by the FORSCOM Commander.

(c) **Observer/Controller (OC) and Opposing Forces (OPFOR) Augmentation.** The OC and OPFOR augmentation requirements contained in the current FORSCOM Regulations 350-50-1 and 350-50-2 are outdated. The current operational tempo of our force and changing Contemporary Operating Environment has caused us to re-look OPFOR and OC requirements. Unit commanders and the CTCs must prioritize the employment of available Ops Group OCs and limited OC augmentees available within the Corps, Division, or First Army as applicable to ensure critical elements are assessed and reasonable safety protocols are maintained. Further, the CTCs will exhaust the assets within the professional OPFOR prior to seeking augmentation. Both the CTCs and unit commanders need to maintain enough flexibility to execute the Mission Rehearsal Exercises while internally mitigating shortfalls in these areas. The SMC will come to an agreement with the CTCs on acceptable OPFOR and OC augmentation levels for each rotation. If the SMC cannot provide the OPFOR and OC augmentation requirements within his command and deems them required, he will request support from FORSCOM.

(8) **Leader Training Program (LTP).** Transformation to the modular BCT TO&E, fielding of digital command and control systems, and enhanced capabilities of the CTC Ops Groups both requires and affords additional authorizations to attend the LTP. The BCT commander is now authorized to bring up to 165 personnel to the LTP.

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(9) **Combat Training Center Scheduling Under Army Force Generation (ARFORGEN).** The scheduling of CTC events will remain very dynamic over the near term due to the fluid operational environment and evolving sourcing solutions to meet contingency requirements. As a result, FORSCOM will continue to revise CTC schedules in response to the evolving training demands. Brigade Combat Teams identified for a Deployment Expeditionary Force (DEF) have priority for rotations at JRTC and NTC. Order of precedent will be those deploying to fill theater requirements for Infantry BCTs (IBCTs)/Heavy BCTs (HBCTs)/Stryker BCTs (SBCTs), followed by those deploying as security forces (SECFOR) and combat patrols, and finally the Afghan National Army (ANA) training brigade. Latest arrival date (LAD) will establish the initial sequence of rotations. Those remaining as Contingency Expeditionary Forces (CEF) or Ready Expeditionary Forces (REF) will schedule CTC rotations, space available, based on the ARFORGEN training strategy.

(10) **Corps and Division Battle Command Training Program (BCTP) Warfighter Exercise (WFX) and Mission Rehearsal Exercise (MRX) Training Objective and Troop List Approval Process.**

(a) The Battle Command Training Program has begun work on rewriting TRADOC Regulation 350-50-3, which establishes policy for BCTP rotations for the Army, and is also developing a "Full Spectrum Troop List" that will be included in this regulation. It is our intention to also incorporate the following approval guidance in the revised regulation. In the interim, this training guidance clarifies the roles and responsibilities of the various headquarters within FORSCOM during the pre-exercise approval process of training objectives and troop lists for corps and division Warfighter Exercises (WFXs) and Mission Rehearsal Exercises (MRXs). Much has changed in our Army since the publication of the current Training and Doctrine Command (TRADOC) Regulation 350-50-3 dated 11 September 2002 when Exercise Directors or corps exercised habitual administrative control responsibility for division training objective and troop list approval. Recent and scheduled corps and division MRX/WFX rotations are focused strictly on stability operations with troop lists and training objectives based on projected Operation Enduring Freedom and Operation Iraqi Freedom missions. In the future, rotations will transition to full spectrum operations and troop lists.

(b) In my role as the Army force provider, this guidance establishes the training objective and troop list approval framework and roles and missions to facilitate the conduct of future BCTP and BCTP-assisted Joint Forces Command exercises to include BCTP WFX or MRX. Commander, FORSCOM, will approve all Corps and Division Title 10 training objectives. Corps and Division commanders will include training objectives in annual mission training briefs or in separate video teleconferences if required. Corps and Division recommended troop lists

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will be forwarded to FORSCOM for approval and sourcing if required. Both the training objectives and recommended troop lists will be provided in writing to FORSCOM. The FORSCOM commander will designate the Exercise Director for scheduled BCTP events through the Army Force Generation Synchronization Conference. The Exercise Director will approve scenarios for the exercises. The Exercise Director will leverage the Joint Forces Command exercise control structure for MRXs as available and augment as required with staff support. With the transition to non-joint headquarters full spectrum missions, the Exercise Director will provide higher command replication and staff support as required.

c. AC to RC Support.

(1) Priority for AC support is to mobilized RC units, alerted units, units notified for sourcing, non mobilized RC units, and other missions as assigned in that order. First Army will provide support to RC units and the chain of command prior to mobilization in a supporting relationship as capacity allows. First Army assists units notified for sourcing in developing a coordinated training plan that spans pre and post mobilization training. Capability goals for RC units upon arrival at mob station is completion of all individual training and readiness activities, staff proficiency (dependent upon size and type unit), and collective training completed to the highest levels achievable within available resources.

(2) First Army will support RC units and their chain of command in achieving the training capabilities described below:

(a) RC units are changing from training being conducted after mobilization to an increased emphasis on training prior to mobilization. The implementation of the 12-month Mobilization Policy requires this change in order to maximize theater BOG time. The critical point for manning and equipping will move, as fast as is possible, from 45-days prior to the MRE and during post-mobilization training to at least 1-year prior to mobilization. The MRE, done at a maneuver CTC, remains the critical event upon which a BCT commander assesses whether or not the BCT is mission capable (Figure 2). Army National Guard Divisions will be at Division staff capability and should complete a BCTP prior to mobilization. Reserve Component General Officer commands will be at staff level organized capability and should complete an embedded Warfighter or like CPX prior to mobilization.

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and staff to develop the DMETL. They are to construct training plans that efficiently uses available time and resources. The commander's training plan spans both pre and post-mobilization. It is coordinated with both the RC chain of command and First Army. The training plan is approved by the RC chain of command during pre mobilization and First Army during post mobilization. The training plan identifies which tasks are trained prior to and after mobilization. Training plans are flexible and can be expected to change as the situation changes. The training plan identifies In Progress Review (IPR) dates that enables both the RC chain of command and First Army to track unit progress. Based on unit progress the training plan can be amended and unit mobilization dates adjusted. Tasks not trained to standard in pre-mobilization are to be trained to standard during post-mobilization. Tasks trained to standard prior to mobilization are not re-trained, but may be included in training exercises. Close coordination between all commands is required and expected. Proper documentation of training is essential. First Army, along with the RC is to develop proper documentation standards and tracking mechanisms.

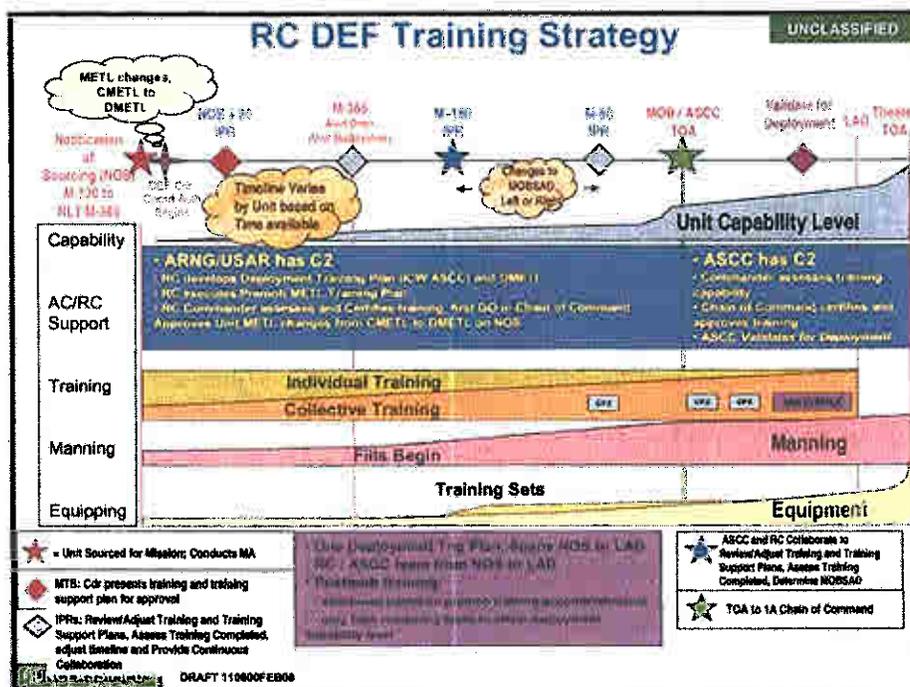


Figure 3 - RC DEF Training Strategy

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(3) Force Generation Platforms (FGPs)/Power Generation Platforms (PGPs).

(a) FORSCOM will synchronize the use of FGPs and primarily use PGPs to Mobilize/Train/Deploy (M/T/D) and demobilize RC forces.

(b) First Army is FORSCOM's Executing Agent for FGPs/PGPs. RC units will M/T/D primarily from designated FGPs, consistent with existing M/T/D policy. The CG USARC, DARNG, and CG IMCOM will coordinate with First Army and submit all RC unit FGP mobilization, training, deployment, and redeployment requirements. First Army will recommend mobilization locations to ensure optimal FGP usage consistent with ARFORGEN requirements.

(4) Relationships.

(a) Prior to mobilization the RC is the supported command and First Army is the supporting command. Upon NOS First Army will have Coordination Authority with the notified unit. Upon mobilization, the RC unit is attached to First Army, now the supported command, and the RC is the supporting command for the duration of post-mobilization

(b) Reserve component chains of command are responsible for training their units to the levels prescribed on the ARFORGEN templates at mobilization. The RC unit chain of command, with First Army supporting, develops and approves a readiness and training plan that spans both pre and post mobilization upon notification of sourcing. The readiness and training plan includes scheduled in-progress reviews (IPRs) between the chain of command for ARNG/USARC and First Army to review progress and determine mobilization date.

(c) The CG, USARC and Dir, ARNG have established procedures to approve, certify and document training and readiness activities completed prior to mobilization. The unit commander documents training with the Commander's Training Tool and brings documentation records (e.g. personnel, logistics, training, maintenance) to the mobilization station. Units will use the Commander's Training Tool until the Digital Training Management System is fully implemented. The commander with First Army finalizes readiness activities and the training plan. This includes incorporating available training time, readiness activities and deployment requirements (medical, dental, wills, individual and collective training events). This unit training plan encompasses all actions until deployment and resumes upon redeployment of the unit until demobilization. First Army validates the unit for deployment.

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5. The FORSCOM G-3/5/7 has established an unclassified web-site to further clarify the training guidance above. This will make training information more readily available to the field while we update training guidance, regulations and policy. The web site is:

https://freddie.forscom.army.mil/GuidForTrngUnder_ARFORGEN/GuidanceForTrainingUnder_ARFORGEN.htm

6. In summary, we know that we are in a dynamic environment. Flexibility is the key to success and ARFORGEN provides that flexibility. It is a process that provides continuous synchronization and the creation of a unique solution set based on each commander's requirements. As trainers, we must embrace that flexibility and adapt our processes to meet commander's requirements to prepare trained and ready forces.



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General, USA
Commanding

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ENCLOSURE 1 – References

1. References (see enclosure 1): The following guidance will supplant outdated guidance found in FORSCOM Regulations 220-2, 350-1, 350-2, 350-4, 350-50-1, 350-50-2, and Training Support XXI.

a. Secretary of Defense Memorandum, subject: “Utilization of the Total Force”, 19 Jan 07

b. Under Secretary of Defense Memorandum, subject: “Revised Mobilization/ Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks – Section 1,” 15 Mar 07

c. Army Training Strategy (ATS), Section I: HQDA Guidance, Annex B: Strategic Training Guidance, Jun 06

d. Army Campaign Plan, Change 4, Appendix 2, “ARFORGEN Training”, to Annex F, (Army Force Generation),” 27Jul 06

e. Army Campaign Plan Decision Point 96, “Force Generation Platforms”

f. Army Regulation 350-1, FINAL DRAFT, Army Training and Leader Development, 15 Jun 07

g. FORSCOM Regulation 220-2, Reserve Component Training Assessment, 01 Apr 03

h. FORSCOM Regulation, 350-1, Active Duty Training for FORSCOM Units, 25 Oct 02

i. FORSCOM/ARNG/USAR Regulation, 350-2, Reserve Component Training, 27 Oct 99

j. FORSCOM Regulation 350- 4, Active Component (AC)/Reserve Component (RC) Partnerships, 24 Mar 03

k. FORSCOM Regulation 350-50-1, Training at the National Training Center (NTC), 01 Jul 01

l. FORSCOM Regulation 350-50-2, FINAL COORDINATING DRAFT, v 26 Jan 01, Training at the Joint readiness Training Center (JRTC), 15 Jul 01

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m. Training Support XXI, Campaign Plan, 1 Oct 99

**n. Training Guidance for Follow-on Forces deploying ISO Operation Iraqi
Freedom (OIF), Change 9, 16 May 07**

**o. Training Guidance for Follow-on Forces deploying ISO Operation Enduring
Freedom (OEF), Change 4, 16 May 07**

**p. HQDA EXORD 150- 08 Reserve Component Deployment Expeditionary
Force Pre and Post-Mobilization Training Strategy, 29 Feb 08**