

DEPARTMENT OF THE ARMY
HEADQUARTERS, 1st BATTALION, 16th INFANTRY
1 BCT, 1st ID (MECHANIZED)
FORT RILEY, KANSAS 66442-6028

AFZN-BA-MCO

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 1-16 IN Fiscal Year 2005 Annual Training Guidance

1. References:

- a. FM 7-0, Training the Force, Oct 02
- b. FM 7-1 Leadership, 30 Oct 03
- c. III Corps & FH Reg 350-1, III Corps and Fort Hood Training Catalog, 15 Aug 2002
- d. FR Reg 350- 1, Fort Riley Training Directive, 01 Oct 02
- e. DA PAM 350-38, Standards in Weapons Training, 01 Oct 2002
- f. 1 BCT Fiscal Year 2005 Annual Command Training Guidance, TBP

2. Purpose. To establish Fiscal Year 2005 (FY 05) Command Training Guidance for Soldiers assigned to 1-16 IN, 1st Brigade Combat Team (1 BCT), 1st Infantry Division (Mechanized). This document will establish the focus on training items that I see as necessary to maintain a trained and ready force. Additionally, this guidance will provide understanding of training requirements to allow balance and predictability in the lives of our Soldiers and their families.

3. Mission. 1-16 IN prepares and readies the Battalion to provide the 1st BCT and the Division a ready force that is capable of deploying worldwide within 30 days IOT win the Global War on Terrorism (GWOT).

4. Commander's Intent. The purpose for this year is to refit and rearm our unit following our deployment in support of Operation Iraqi Freedom and prepare for future combat operations in support of the GWOT. As we begin training for future missions, my focuses are maintaining our equipment after a year at war, marksmanship/gunnery, physical fitness, leaders training and schools, and building morale and esprit d'corps. This past year these skill sets and relations were responsible for making us a winning team. We will retool these skills by beginning our training on individual skills and then transition our training focus to the collective tasks that are currently being conducted on the battlefield. The question is not if we will deploy again, but rather, *what can we do to prepare before we return to the fight?*

a. My first priority is our complete *reconstitution* as we return from the war and prepare for follow on missions in support of the GWOT. During this period, we must initially focus on building our systems, to include: maintenance, supply, personnel, and training. This also includes reviewing our SOPs and ensuring they meet the Iron Ranger standards.

b. My second priority is our *training*. My big four training focuses items are (1) **marksmanship (day/night)**, (2) **individual skills and platoon collective tasks**, (3) **medical treatment skills**, and (4) **physical fitness**. After our reconstitution period, we will begin working on small arms marksmanship and individual tasks. We will methodically progress our focus to collective tasks culminating in squad and platoon exercises. Throughout this time, we will also focus crews on gunnery preparation. Critical to our training is integrating the lessons learned from our previous deployment into upcoming training.

c. My third priority is *schools*. As we redeploy, unit and individual schools are critical to the proper function of the Battalion. Prepare our Soldiers for success and encourage Soldiers to pursue educational opportunities directly contributing to war fighting readiness. I expect leaders to ensure their Soldiers receive the training required for the duty positions they hold. Do not deny school opportunities because of short-term training events. This is particularly important in PLL, supply, maintenance, medical and deployment related additional duties. The priority of schools when we return to Fort Riley are Range Certification, SATS, Unit Claims Officer, Armorer, ULLS-G, Combat Lifesaver, UMO, IO, BCE, HAZMAT Handler, Rail Load, Bus Driver, and Ammo Supply/ Procedure Courses. We will enhance our war fighting capabilities by acquiring knowledge through certification in these schools.

As we progress through our reconstitution phase of redeployment we need to shift our focus to professional developmental schools. I **highly encourage** Soldiers and leaders to attend and graduate from **Ranger School**. As a unit, we need to maximize attendance at this leader development school. We need Ranger qualified Soldiers in squads and platoons. The Soldiers need leaders who are Ranger qualified to prepare adequately for future combat. Commanders are responsible for aggressively preparing Soldiers for Ranger School.

d. Endstate: 1-16 IN completes reconstitution, rebuilds the team, and is fully rearmed, fit, and ready to return to the fight.

5. Fiscal Year 2005 Major Training Events:

TBD

6. Mission Essential Task List. The Battalion METL will remain the same:

- Command and Control the Task Force
- Deploy / Conduct RSOI
- Attack
- Defend
- Movement to Contact
- Sustain the Force
- Protect the Force

7. Standard Battle Rhythm. The following is the standard for reoccurring events:

- a. Weekly
 - 1. Table

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
0630-0730 PT				
0900 Work Call				0900 STT
1130-1300 LUNCH				1300-1500 STT
1300 Bn Tng MTG	1300 BDE Tng MTG		1300 Co Tng MTG	1500-1600 Ldr Time
CMD MAINT				1600 Bn Formation

**** Friday's events can be on Thursday, if last duty day of week.

- 2. PMI for all Soldiers.
- 3. One combat focused PT session.
- 4. Combatives on Friday during PT hours.
- b. Every 2 Weeks:
 - 1. Command & Staff for BN on every other Wednesdays at 1300.
 - 2. Soldiers conduct minimum 4 ½ mile foot march with 45-75lbs (see PT section).
- c. Once a month:
 - 1. Payday Activities on Thursdays and will follow this general timeline:
 - 0630 BN Run
 - 0900-1130 Counseling, Appointments, Life Skills Classes, etc...
 - 1130-1600 Payday Activities (financial responsibilities)
 - 1600-UTC Promotion and Awards Ceremony (families invited to participate)
 - 2. Hail and Farewells for Officers and H&Fs for NCOs (TBD).
 - 3. OPDs at 0900-1130 on Fridays (TBD).
 - 4. NCOPDs at 1500 on Wednesdays (TBD).
 - 5. Post Retirement Ceremonies (TBD).
 - 6. At least one 3 or 4 day weekend.
 - 7. Companies conduct a basic marksmanship range or LFX.
 - 8. Companies conduct at least one Life Skills class.
 - 9. Crews conduct 4 hours of UCOFT training.
- d. Quarterly:
 - 1. Sergeant Audie Murphy Club (TBD).
 - 2. Companies plan and conduct one week of training (see company training section).
 - 3. LTs eat breakfast with Battalion Commander.
 - 4. CPTs attend BDE OPD.

e. At 1500-1600 on Friday or the last duty day of the week, we will conduct Leader's Time. This time is set aside to close out the week and ensure synchronized efforts for the upcoming week. This provides time for team leaders and squad leaders to counsel Soldiers on their job performance or conduct final preparations for pending training events.

f. After Operations Maintenance (AOM) scheduled and included on company/battalion training calendars.

g. Sergeant's Time Training (STT) provides the opportunity for fire team leaders to sustain individual and crew/ team war fighting skills. It is a chance for sergeants to conduct METL-related individual and small unit training with their Soldiers. Commanders and sergeants jointly agree on the tasks to train by analyzing lessons learned and AAR notes from previous training, examining personnel turnover, and identifying combat tasks associated with the company METL. Integrate the planning, rehearsal, and preparation for STT into your company training meetings and include them on company training schedules. STT will conclude with an AAR to promote and advance the professional development of first line leaders. **Good preparation equates to good training.**

h. Standards for the BCT STT.

(1) Every Friday morning, from 0900 – 1130 and 1300 - 1500, companies will conduct STT. The only exceptions for Soldiers not being present for duty are those on leave, TDY, AWOL, hospitalized, or recovering from 24 hr duty.

(2) 1-16 IN Soldiers are not authorized to leave the BCT area during STT without direct 1SG, CDR or CSM permission. The MWR and PX/commissary facilities are "off-limits" to 1-16 IN personnel during STT unless given permission by the chain of command.

8. Predictability. The purpose of training meetings is to ensure that future training is planned and resourced, and that leaders are prepared to execute IAW stated tasks, conditions, and standards. Effective training meetings lead to efficient training. I will not tolerate substandard training due to improper planning or preparation. Continue to use the 8 step training method as a guide for planning and conduct company training meetings IAW TC 25-30. Company training meetings will be documented on the training schedule and will be held at 1300 on Thursdays. Battalion training meetings are conducted at 1300 on Mondays. See enclosure 1.

We owe it to our Soldiers and families to make our training environment as predictable and efficient as possible. We will train to standard, not to time. Leaders must properly analyze time to accomplish tasks as to not overload or diminish the training effectiveness of the scheduled training. Notify instructors in advance to ensure proper preparation, to include leader certification, prior to them instructing Soldiers. My standard is that commanders give a concept brief of their proposed training eight weeks out. At seven weeks out, they will brief their detailed training plan for my approval. At six weeks out they will sign their training plan and ensure they are published in order to allow Soldiers to know what is expected of them. When planning, commanders will attempt not to schedule any weekend training during the first half of the year. Soldiers need to spend time with their families and enjoy their well deserved off time. Although the training management cycle will be misaligned when we return to Fort Riley, FR 350-1 states that land and ammo are locked in at 4 months and nonstandard ranges at 5 months.

9. Training.

a. Physical Training. Iron Rangers must possess the physical and mental toughness to conduct sustained operations while deployed in support of the GWOT. Based on our last deployment, this consists of extended dismounted patrols, sleepless nights, and long days in austere environments. Companies will conduct an APFT within the first 90 days of our redeployment. They will assess the strengths and weaknesses of their unit, then develop PT plans which sustain strengths and improve weaknesses. The following guidelines apply when planning/ conducting PT:

(1) Every Soldier will conduct PT five days a week beginning at 0630 and ending, at the earliest, 0730.

(2) The PT program should be varied to increase Soldier's muscular strength, muscular endurance, cardiovascular endurance, and flexibility. I expect commanders to ensure that PT is innovative, combat related, challenging and builds the warrior ethos our Soldiers require for war. Organized sports can only be conducted for PT twice a week - Tuesdays and Thursdays. I also expect commanders to ensure that Soldiers are conducting combat focused PT at least once a week. This includes foot marches, combatives, obstacle courses, IBA runs, and simple IMT drills.

(3) Combatives will be taught by a certified instructor during Friday PT hours. The only fighting techniques taught will be the approved Army combative system. The uniform will be DCUs or BDUs with other appropriate equipment (to include mouth guards).

(4) Foot marches develop the Infantry ethos in Soldiers and are considered combat focused PT. They help prepare Soldiers to conduct dismounted patrols under austere conditions. Ideally integrated into other training events, each Soldier is required to foot march at least 4 ½ miles every other week carrying between 45-70 lbs. Soldiers will wear boots and should carry their weapon when conducting this PT in order to prepare them for battle. Leaders should consider foot marching to and from Sergeant's Time Training Area.

(5) Although Soldiers may not use the gym from 0630-0730, it is highly recommended that they use weight training in their off time and/or after PT hours (0730-0800).

(6) Soldiers on profile will conduct PT under the Battalion's supervision. Profile PT will be supervised by a NCO appointed by the CSM. While on profile, no individual soldier conducts PT alone.

(7) PT is not just a garrison duty, but is also conducted in the Field. Leaders will be creative in using the equipment on hand (i.e. water cans, tow bars) to develop beneficial Field PT. This is a requirement when deployed to the field and will, at a minimum, consist of 20 minutes each day while in the field.

(8) I encourage companies to earn the 1 ID (M) CG's APFT Gold Streamer - 270 APFT average. Companies will take the Old Trooper Challenge during one of the two mandatory PT tests each year. Companies will plan and coordinate for this event through their battalion S3 and ensure the event is on the calendar and briefed during the 1st Quarter QTB.

b. Individual Weapons Proficiency. (FR Reg 350-1 Chapter 8/Appendix B) This is one of my big three training focus areas. I want companies to focus and improve our day/night marksmanship skills. DO NOT just go to the range to meet a qualification requirement, but train to improve our abilities in preparation for battle. Soldiers must become **experts** on their weapons. They do this through research and quality training. For the typical marksmanship qualification, I expect companies to use the following type of ranges as a guideline: zero/KD, qualification, CQM tables, and Stress Shoot/ Buddy Team Range. Although time constraints might not allow for this progression all the time, I expect commanders to prioritize their needs and plan accordingly.

(1) One area that we can improve on is our PMI. Soldiers must consistently conduct dry fire exercises (i.e. 15 minutes/ every 2 or 3 days) to be masters of their weapons. Dry fire exercises include target acquisition, magazine changes, discrimination exercises, different firing positions, and CQM techniques. These drills are proven to enhance individual skills critical to battle success.

(2) I expect Companies to maintain 100% qualification rates on their weapons and a >50% expert qualification rate with individual and crew served weapons. Crew served weapon qualification includes every member of the crew.

(3) No Soldier fires without first being certified by his chain of command in PMI.

(4) Maintain squad and team integrity during range training. A Soldier should not be out on the range (even battalion consolidated) without his team or squad leader.

(5) Shoot and shoot often. Every company should run a basic/ primary marksmanship range once a month and a LFX once a quarter. I will provide the companies adequate time to conduct their own training. While conducting this training both day and night, units will use organic systems to include the M68, AN/PAQ-4, AN/PEQ-2, and Night Vision Devices to increase our marksmanship abilities. Soldiers must be able to discriminate targets they can see, and hit targets they can discriminate. Commanders will be prepared to discuss AAR comments (focused on techniques) on marksmanship training during the Battalion training meetings.

c. LFXs. This is the best preparation training we can give our Soldiers. Although there are constraints to training based on ammunition, safety and range control regulations, I expect these inhibitors to not force us to train differently than how we fight. There is no good reason our training events should differ significantly from combat. Training limitations can be modified to fit battlefield constraints. For example, a real world concept of operations for combat must reflect adequate control measures to prevent fratricide. Any limitations in training should be modified to fit real world limitations. With proper planning and preparation, ranges can achieve training goals and expectations to prepare us adequately for war.

d. Life Skills Training. (FR Reg 350-1, Chapter 17)

(1) The goal of our EO program is to eliminate discrimination of any type within 1-16 IN. I expect Soldiers and leaders to foster a team atmosphere within their units and to report any possible signs of discrimination. Commanders will ensure at a minimum the following EO/Life Skills modules are taught in FY05, but are not limited to only these:

Suicide Prevention, Values, Ethics, Extremist Activities/Organizations, Fraternization and Improper Relationships, Prejudice and Prejudicial Behavior, Prevention of Sexual Harassment, Homosexual Policy Training, Overview and Objectives of the Army EO Program, and EO Complaint Procedures

(2) Life Skills Training is vital. These classes contain the terms of employment for Soldiers. This Fort Riley human relations training initiative focuses on the vital linkage between the soldier and his/her role as a member of the Army team. This extremely important program develops our Soldiers and helps them embrace the values of our profession. Use this training in conjunction with our Soldier Risk Reduction Program to care for our Soldiers.

e. Company Level Training. I will devote a minimum of one week of prime training time per quarter for use by company commanders for unit training. Ensure this training focuses on one of my three priorities: marksmanship, squad/ platoon STX, or battle drills (dismount and mounted). Commanders are encouraged to incorporate live fire exercises and platoon training into this plan and will be required to brief their plan during their QTB.

d. Leader Development Programs. (FR Reg 350- 1, Chapter 6) Although leader training will be incorporated into all training events, the Battalion will also conduct monthly OPDs focused on platoon leaders. These will mainly focus on wartime tasks, but will occasionally focus on professional development. The OPDs will be instructed by the subject matter experts in the battalion and will be hands on type training. The training calendar will reflect these OPDs, giving leaders predictability and instructors time to prepare. Once a quarter, I will also schedule a LT breakfast when the LTs will eat with me in the DFAC from 0800-0900. LTs need to come with questions and concerns.

(1) Captains will attend Battalion and quarterly BDE OPDs.

(2) Newly arrived Staff Sergeants and above will attend the Senior Noncommissioned Officers Refresher Course (SNCORC) immediately upon arrival at Fort Riley. Once oriented to Fort Riley, NCOs participate in the Installation CSM's NCO Development Program. The Installation CSM conducts a quarterly NCODP targeted for Sergeant First Class and above. The installation level classes focus on professional development subjects only. The Brigade CSM will conduct quarterly sessions targeted for Staff Sergeant and above. These classes contain a mixture of both METL and professional development subjects. The Battalion CSM will conduct monthly classes with a 75/25 percent mixture of METL and professional development subjects. In addition to NCODPs, the Installation CSM conducts quarterly NCO runs, Sergeant Audie Murphy and NCO/Soldier of the Quarter Boards.

e. Driver Training. Our master driver will ensure the drivers training program prepares our Soldiers for combat and that records are updated. Drivers training is critical to safety and to saving resources. During drivers training, emphasize knowledge of equipment, PMCS, forms and records, normal driving operations, and operations under adverse conditions (NVG driving). Keeping accurate records and conducting realistic training will serve as a building block in our refit for battle.

f. Services.

(1) Every assigned Soldier will participate in a unit's services schedule. Services are company training events. Soldiers exempt from duty status are those on leave, TDY, AWOL, hospitalized, or recovering from 24 hr duty. Integrate STT and cross training into your service schedules; use these maintenance periods as prime training opportunities to develop both mechanics and operators.

(2) We will conduct semi-annual services soon after we finish our reconstitution phase. Identify broken equipment before redeployment, then conduct another T/I and minimum 30 mile service road march before beginning services at home station. At Fort Riley, companies will be paired together to conduct a minimum of one week of vehicle services, one week for ancillary equipment services (TA-50, NBC, wpns, etc.) and one week of personnel services. Companies will brief their services plan a minimum of two weeks before beginning. This will be reflected on the Battalion training calendar.

10. Personnel Management. Personnel turnover, combined with schools, will place a high demand on leadership to ensure Soldiers are current in priority tasks and certified on proper equipment/position. Putting the right personnel in the right position requires long term planning by leaders and their subordinates. This planning must be conducted before we leave theater and then continue throughout the year.

11. C/4-3 ADA inactivation. The specifics of the inactivation are still progressing; however, for planning purposes C/4-3 ADA will conduct all training with the battalion until the end of March. In April they begin their inactivation plan and will not be required to conduct training with the battalion.

12. Red-Amber-Green Cycles. Due to the fluid nature of the Global War on Terrorism, the normal home station RAG cycle for Fort Riley is misaligned. Therefore, Fort Riley units will be available for tasking unless involved in a major training event. 1 BCT will either fall under the category as Amber One or Amber Two while at Fort Riley. Regardless of our BN's status, I will internally manage the duty cycles of companies to provide training opportunities whenever possible. This will be reflected on the long and short range training calendar. I expect companies to accomplish taskings with the same vigor and tempo we do for all missions.

13. David E. Grange Jr. Best Ranger Competition. 1-16 will have one or two teams compete in the 2005 Best Ranger Competition with the goal of placing in the top ten. Companies will submit the names of interested Soldiers to the S3 shop NLT 01 JAN 05. If more than four personnel are interested, the S3 shop will publish an MOI and establish tryouts in February to determine the top four (two teams) representatives. Tryouts will consist of an APFT, a 20 mile RM, a 300m swim, a 6 mile run, and numerous ranger skill tasks. Although the individuals will still be required to conduct duties related to redeployment, they will be afforded a minimum of 4 working hours a day for training. Additionally, the teams will travel to Fort Benning a minimum of two weeks before the competition in order to acclimate and prepare.

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14. Operations Security (OPSEC). Company commanders should focus on this issue throughout the year, but I want them to give it special attention during our redeployment phase. It is vital that our Soldiers understand the importance of preventing an inadvertent compromise of U.S. Government activities, capabilities, and intentions as they reintegrate into the Fort Riley community and travel during block leave. Application of the OPSEC process promotes operational effectiveness by preventing the inadvertent compromise of sensitive or classified U.S. Government activities, capabilities, or intentions.

15. Safety. Commanders protect combat power through aggressive force protection efforts that enhance the ability to train and conduct combat operations with minimal losses. Once again, this is vital during the reintegration phase of our redeployment. Soldiers will receive a safety brief before every weekend and training event. During training, Company Commanders will use a safety risk assessment to manage risk. By identifying and mitigating risk, we enhance our war fighting capabilities and protect our Soldiers from preventable harm.

16. Conclusion. Our primary responsibility remains preparing for war while taking care of our Soldiers, equipment, and families. We have done an outstanding job while deployed in support of Operation Iraqi Freedom. Continue to review previous lessons learned and AAR comments to integrate into future training events. We will continue to improve our combat skills by focusing on PT, marksmanship and battle drills while we prepare for future operations.

//ORIGINAL SIGNED//
THOMAS S. HOLLIS
LTC, IN
Commanding