

Train to Fight ... Fight to Train



U.S. Army Forces Command

Train to Fight ...



MISSION

United States Army Forces Command is the Army Component of the United States Atlantic Command and a Major Army Command. We train, mobilize, and deploy ready ground forces of America's Total Army to meet operational requirements of our Nation. We are stewards of Army resources, caring for soldiers, civilians, retirees and families, and for the installations from which we project and support the force.

... Fight to Train

Commander's Intent. My training intent is simple and focused. It is to measurably improve training and warfighting readiness across the total force in FORSCOM. “Measurably” demands that commanders use benchmarks, metrics, and stretch goals to significantly improve FORSCOM training. We will achieve these measurable improvements by focusing on six overarching training imperatives which constitute the foundation of this strategy:

1. Energize soldiers with a powerful and pervasive Winning Spirit.
2. Total integration of AC/RC – One Team, One Fight, One Future!
3. Implement a total force Gate Strategy.
4. Establish a total force event-driven training/readiness strategy.
5. Execute a battle-focused training program that strictly adheres to the Army 8-step training model and reinforces leader development.
6. Emphasize multi-echelon training and certification.

The end state will be a fighting force that is totally integrated; adequately resourced to be trained and ready to fight anywhere at any time; and infused with a Winning Spirit that is powerful, recognizable, and pervasive in all it does. This is the greatest fighting force ever assembled on the face of this Earth--One Team, One Fight, One Future!



...a fighting force that is totally integrated.

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Fellow Commanders: I expect you to follow the intent of this guidance as you develop your Command Training Guidance and training plans. It is important to note that there is no new training doctrine in this White Paper. All of our tried and proven training doctrine remains unchanged. We are only amplifying and rededicating our efforts to improve our readiness. Regardless, you can count on one thing as you read this paper and you prepare to brief me--I am dead serious about this endeavor and determined to see it through!

**... we are a
“come as you
are” global
response force
-- always ready
to respond ...**

Overview. First and foremost, this FORSCOM training strategy incorporates the recognition that we are a “come as you are” global response force--always ready to respond to a full range of contingencies. The OPTEMPO is high--there is time to train but no time to waste! Let’s face it, time is our most precious commodity. Taking on too many training events results in poor execution. Therefore, our training strategy must be battle-focused. Commanders must execute only those training events that attain and sustain their METL-driven, battle-focused tasks and contribute directly to unit and soldier warfighting readiness. If planned training is not battle-focused or METL related... do not schedule, resource, or do it! Also, closely control the quality of the METL and all core supporting tasks. This strategy is built upon tried and proven training methods with units conducting well-prepared training events with rigor, realism, and repetition.

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All training is conducted according to a specified standard and is planned, rehearsed, and executed with enthusiasm. It is absolutely essential that commanders define an “end state” for every cycle of training and continually assess their units. Always evaluate and assess training to ensure we have met the standard. Enforce training to standard, not to time. We will achieve this by establishing appropriate “gates” of progression in our training. Establish gates--comprised of training events, EXEVALS, and certifications--for leaders, staffs, and units. Successful accomplishment of these “gates” validates, for the commander, that progression to the next higher level training event is permissible, to include attendance at a CTC. A similar approach will be used to establish concrete criteria for determining the appropriate training ratings on the Unit Status Report (USR).

... get soldiers to the field, fire weapons, and maneuver as a combined arms team.

Commanders must seize every opportunity to get soldiers to the field, fire weapons, and maneuver as a combined arms team. I can't overemphasize my intent for you to train your combined arms teams. Teaching your leaders to effectively employ the combined arms as a team and synchronize that team at the appropriate time and on the right task is my intent. We must further demand realism in training, (both live fire and maintenance training) and leverage joint and combined operations to accomplish and conduct METL training. Active and Reserve Component leaders must be proactive and involved in designing exercises for Overseas Deployment for Training (ODT) and JCS exercises to maximize the number of METL tasks included for their units.



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Remember, training is the glue. PT, gunnery, marksmanship, MOS proficiency, leader development, squad-platoon-team EXEVALs, and even intramural sports are vehicles that bond our junior leaders with senior leaders of the unit. We must regain the high priority training deserves - not just for readiness, but to rekindle the spirit and esprit of our battalions, brigades, and divisions.

We build trust in our leaders and soldiers by executing great training to standard. We build trust in our equipment by executing hands-on, live-fire training. Most importantly, great training builds trust in ourselves and builds a Winning Spirit.

Winning Spirit. A *Winning Spirit* is a fundamental part of a warrior's attitude – an ethos characterized by vigor, courage, and tenacity--the desire to finish first, to overcome adversity, and to persevere. It is the burning, unquenchable drive to WIN without compromising our Army Values! Soldiers and leaders with winning spirit who go the extra mile, are not satisfied with minimums, and exhibit initiative within the commander's intent. Included in this ethos is the determination to continually improve without the fear of penalty if mistakes are made. A *Winning Spirit* builds soldiers with confidence in their leaders, doctrine, equipment, and themselves: soldiers who are ready to win anywhere, anytime, against any adversary. Everything we do must contribute to our warfighting capability and spirit. Train to win.... in the business of warfare, there is no second place. We must train and develop winners. Training with more intensity builds this Winning Spirit; it enhances feelings of respect, responsibility, and empowerment. Soldiers must feel they have the leeway to really "be all they can be." In everything we do--training for and at a CTC, conducting maintenance in the motor pool, conducting battle-focused physical fitness, pulling guard duty, you name it--we must enhance this Warrior Ethos and Winning Spirit: this is leader business. I expect commanders to include developing a *Winning Spirit* as part of their performance objectives and include this important characteristic in their mentoring and counseling programs. In my mind, Winning Spirit is the ultimate force multiplier for America's Army. I look forward to learning more about your Winning Spirit related initiatives and innovations when I visit and during your Annual Training Briefings (ATB).

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One Team – One Fight – One Future! One of the most important opportunities we face in the future is the seamless integration of all three components--Active, Army National Guard, and Army Reserve--into One Team: America's Army. We must fight together as one team to obtain the resources we need. To successfully handle all our missions with an acceptable OPTEMPO, we must become experts at optimizing the use of our total force. FORSCOM will lead the Army into the 21st century with all three components as an integrated part of our Winning Team. No division in the United States Army will deploy and fight without a Reserve Component soldier or unit as part of its team. We must TRAIN under this reality. We will not compromise standards as we move toward full integration. Show me how you are incorporating all components into your training plans.

While we have made great progress in this area, we need to continue to improve the integration of all three components into multi-component organizations and use multi-component training to achieve the synergy required to accomplish our common goals. Senior leaders must fully understand the unique core competencies and capabilities that each component brings to the fight; they must work to ensure the resources needed to accomplish assigned missions are provided in an effective and efficient manner; and they must be fluent in the readiness needs of each component. I want all commanders to track the readiness of their WARTRACE units; include comments in your USR, if appropriate. We have many exciting, ongoing initiatives to enhance the One Team concept. Our division teaming pilot program, the 4th Infantry Division (Mechanized) multi-component initiative, our light infantry roundout/roundup multi-compo unit tests, the AC/ARNG Integrated Divisions and Training Support XXI will set the standard for how the "team trains and operates" in the future. As you learn or gain insights, share them with a spirit of teamwork, mutual support, trust, and Winning Spirit that are essential in achieving success in this critical endeavor. I look forward to hearing your shared ideas during the ATB. We must remember that we will only succeed when the total force is trained to standard and ready to fight and win. One Team, One Fight, One Future... is not a bumper sticker... it is our battle cry !



**... we must
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Gate Strategy. True training readiness can only be achieved when individual, leader, staff, and unit building blocks within the organization achieve proficiency before moving to higher echelon training. This is accomplished by establishing clearly defined, objective criteria that serve as “gates” for providing feedback to commanders to determine whether standards have been met and, if they have, to send a clear signal to move to a more complex training level.

This Gate Strategy is not simply “conduct platoon lanes before company lanes.” It is a multi-echelon approach to training that establishes specific gates for units, staffs, and leaders (I emphasize staffs and leaders) in training, EXEVALS, and certifications through a combination of field exercises, simulations, and live fires. I want you to establish specific gates to move from event to event that include an assessment of units, staffs, and leaders. These gates must validate warfighting readiness for progression to the next level of training and, most importantly, set them up for success while enhancing their Winning Spirit. I want you to reinvigorate certification programs throughout your command. Identify the key skills that contribute to success, and develop a certification program that validates the proficiency of your leaders, units, and staffs. Include the synchronization of fires, task force and brigade tactical decision making processes (TDMP), and in-the-field maintenance and logistics as part of your certification process. I have already established home station training gates for units preparing for a CTC rotation. As an example, for Active Component units this gate strategy requires an externally evaluated battalion task force maneuver exercise, a company team and task force fire coordination exercise to synchronize both direct and indirect weapons systems, firing platoon live-fire battle runs based on gunnery table XII standards, and a certification of the task force staff’s TDMP. If the battalion does not demonstrate task force level proficiency through the formal EXEVAL (using the Mission Training Plans), the unit must be retrained. This recertification process of key skills is critical to our progression strategy. I want each Corps Commander and each Reserve Component Commander to develop strategies consistent with this guidance. I am looking forward to seeing your plans.

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Total Force Event-Driven Training and Readiness Strategy. In addition to our gate training strategy, I also want to measure combat readiness by gates. The 800 mile model for funding must be linked to specific events that drive our readiness. Link the gates we establish for training to readiness on your USR. An Active Component maneuver battalion will be required to have conducted a battalion task force exercise that includes an EXEVAL prior to CTC or within a two year command tour. Over the next year, we will develop appropriate readiness criteria for combat, combat support, and combat service support units for both AC and RC. Again, I want to hear your ideas for your units in this area.

Battle-Focused Training. As stated earlier, we do not have the luxury to conduct training that is not battle-focused or METL related. We must quantify our METL and determine what constitutes a trained (T) status. We must identify our critical go-to-war tasks, and we must start paying more attention to night training and NBC training. I want all commanders to assess where they are in these areas and ramp up your training. Leaders will use the 8-step training model as their template for planning, preparing, executing, and assessing training. Just as we execute the troop leading procedures for tactical operations, execute the 8-step model for training: plan the training, train and certify the leaders, recon the site, issue the plan, rehearse, execute, conduct the AAR, and retrain as necessary until the standards are achieved.



We must continually emphasize training to standard (tasks, conditions, standards), not to time, as we develop our subordinates. This demands first that we train our leaders on proper standards before they train their soldiers and, secondly, that enough time is built into training schedules to allow for retraining, as required. Allow adequate time between events for preparation of the next event. Leader training not only ensures the leader knows how to perform the task, it also allows the leader to decide the best way to train the task. There are two key enablers that support the 8-step model which must be “taught” to our company commanders and junior leaders. First, they must understand the “how to” of conducting a company training meeting. This ensures that the right tasks are scheduled for training and that subordinate leaders get the time they need to train their elements. Secondly, we must master the “how to” of the after action review. It is critical to the assessment phase as well as determining what to train next. Most junior leaders understand the doctrine of these two enablers, but not the “how to.” Much of your success in raising training levels will be a product of how well you school leaders in these two enablers. In my view, each requires a dedicated program.

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I want you to focus on making what is written in the company training schedule a reality. This is a requirement that cannot be simply laid on our company commanders. I expect the entire chain of command, from platoon leader through corps commander, to make this important document accurately reflect the training day. When I visit your training, be certain that I will talk with your leaders about their use of the 8-step training model, the validity of their training schedules (in terms of adding some predictability to soldiers' lives), and your well-defined certification and leader development programs.

Leader development training may be the most important legacy you leave with your subordinates. By training, coaching, and mentoring your leaders, we set them up for success, we shape them professionally, and most importantly, we show them we care. For example, I want our division commanders to focus their coaching and mentoring on their battalion commanders. They need and deserve your attention; they need your coaching and they need your mentoring and advice. Thoughtful allocation of leader time at all echelons throughout the entire force needs emphasis. I want leader time allocated, scheduled, and fenced to ensure our leaders at every echelon can train to proficiency and succeed.

Our NCO Corps is the *backbone* of our Army—the envy of the world. Our NCOs set the example, enforce standards, and are our primary individual trainers. Battle-focused physical training; daily inspections; strict accountability; day and night battle-focused marksmanship with great PMI; genuine concern, counseling and sponsorship; continuous presence; battle-focused sergeants' time training; and hands-on maintenance and logistics, as well as instilling values and safeguarding soldiers are all key to NCO business. One key area must be emphasized throughout the force - SERGEANTS' TIME! We must allow our first line leaders to train their soldiers. I expect time on the weekly training schedule to be allocated for our sergeants for this purpose. Sergeants' time has two critical components. First, it provides a fenced time for our NCO's to develop and train their team on the skills necessary for that team to fight. Secondly, it develops in the soldier a trust and confidence in his or her NCO that is a must for combat. Our NCOs train and take care of the soldiers on their team. Our soldiers respect their NCOs; our NCOs respect their soldiers. This is the essential element that makes our Army so well respected, and it is also the ingredient that makes our NCOs the backbone of the Army.

**Our NCO
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... Fight to Train

Multi-Echelon Training. A key component of the gate strategy is multi-echelon training. Higher level leader and staff training and certification must be conducted concurrently with lower level training of soldiers, leaders, and small units. Multi-echelon training is a mandatory aspect of this concept and is the key to combating our most limited resource: TIME. When higher echelon leaders and staffs are capable of attaining established standards concurrently with their lower echelon units, then higher level collective training events can be conducted within resource and time constraints and, most importantly, with confidence. Additionally, we need battalion commander and staff equivalent of lane training. During your annual training briefings, show me how you are using multi-echelon training to optimize time and enhance readiness.

Annual Training Briefs. I want corps and CONUSA commanders to schedule an annual training brief with me. As a minimum, I want Corps Commanders to tell me how you have quantified your battle-focused METL; what gates you have established to ensure standards are being met; how you have linked training events to warfighting readiness; how you are using benchmarks, stretch goals and metrics to improve readiness; how you are allocating resources to meet readiness; and how you are integrating the Total Army into training. CONUSA commanders' discussion should focus on use of the Training Support XXI organization to guide, support, and evaluate training of the Reserve Components, with attention given to early deploying units. Cover the extent to which you are achieving multi-echelon training as well as your progress in exercise design in order to provide optimal training for your units. Include in your briefings how you benchmark where you are, set stretch goals, and measure your progress. Tell me what is working and what needs fixing.

Closing Comments. We are the greatest Army on the Earth and we are blessed with the most talented soldiers and leaders in history. By inculcating a Winning Spirit into every soldier and leader, by maturing the One Team concept, and by using a multi-echelon Gate Strategy in our training, we can truly make a positive difference in the training of America's Army. I expect commanders to bring their talents and energy to bear in implementing the training intent outlined in this paper to measurably improve the training and the warfighting readiness of the total force. As leaders, we have no higher or more sacred duty!

TRAIN TO FIGHT – FIGHT TO TRAIN !

THOMAS A. SCHWARTZ
General, USA
Commanding





Total Army Integration

