



**TEXAS MILITARY FORCES**  
**Headquarters, 1<sup>st</sup> Regiment**  
**Texas Army National Guard Armory**  
**4255 IH 35 North**  
**San Antonio, Texas 78219**

TXMF-TXSG-1REG-CDR

29 June 2015

MEMORANDUM FOR RECORD

SUBJECT: Command Training Guidance TY2015 (Revised)

**1. References.**

- a. ADP 7-0. Training Units and Developing Leaders. 23 AUG 2012.
- b. ADRP 7-0. Training Units and Developing Leaders. 23 AUG 2012.
- c. STP 21-1 Soldier's Manual of Common Tasks. 11 SEP 2012.
- d. TXSG ACC Training Guidance. 1 OCT 2011.

**2. Purpose.**

This memorandum provides direction, guidance and standards for leaders to plan, coordinate, conduct and assess mission-focused individual and collective training.

**3. Commander's Intent.**

Training is the primary focus of the Regiment when not conducting operations. Our time and resources are nominal – so training must be deliberate and purposeful. It requires the same level of detail, intensity, and focus that we apply to deployed operations. Successful training must be relevant, rigorous, realistic, challenging, and properly resourced, and must provide the full range of experiences needed to produce agile, capable leaders and Soldiers who can succeed in a wide range of missions in austere and ambiguous conditions. All training supports successful execution of the Regiment's mission.

**4. Mission.**

On order, the Regiment assembles and deploys mission-ready forces to assist state and local authorities to conduct humanitarian assistance, homeland security, and Defense Support to Civil Authorities as required.

**5. Mission Essential Task List.**

The Mission-Essential Task List (METL) below represents the tasks we must train to proficiency in order to execute the range of missions the Regiment may be asked to execute:

- Conduct mobilization operations
  
- Provide Defense Support to Civil Authorities
  - Conduct mass care shelter operations and shelter management (ESF-6)
  - Perform Texas Emergency Tracking Network (TETN) operations (ESF-2)
  - Perform ground search and rescue/recovery operations (ESF-9)

- Conduct command and control of subordinate and attached units during operations (ESF-5)
- Protect and support the force
- Support family readiness

**6. Training Management.**

Training will be planned, conducted, and managed IAW ADP 7-0 and ADRP 7-0 and the following procedures:

a. Successful training requires detailed planning, coordination and synchronization. This allows for prioritizing and planning to best utilize limited resources.

b. Training calendars should be locked-in 90 days out to provide Soldiers time to deconflict family and employment requirements, and to ensure that resources are available.

c. Training plans must be well communicated with all involved well in advance of the event. To the maximum extent possible, training should be preceded by rehearsals conducted by the chain of command. Rehearsals may be via white board, desktop, sand table or rehearsal of concept (ROC) drill.

d. Leaders must assign responsibilities; make them clear; and maintain accountability. This will prevent communication breakdowns.

e. Minimize training distracters by properly identifying required events early in the planning process.

f. After Action Reviews (AARs) will be conducted following all training and exercises. AARs may be formal or informal, but this is a deliberate event.

g. Training Priorities and Standards. The Regiment will prioritize its training efforts as outlined below:

Training	Priority
Basic Orientation Training	1
Texas Evacuation Tracking Network	2
Ground Search and Rescue / Recovery	3
Shelter Operations	4
Command, Control, and Communications	5

ACC Training Standards			
Individual Task			
Basic Orientation Training	Trained (T)	Needs Practice (P)	Untrained (U)
Texas Evacuation Tracking Network	≥85%	75-85%	≤74%
Ground Search and Rescue	TBD	TBD	TBD
Shelter Operations	≥90%	80-89%	≤79%

Execution.

a. Field Training. The Regiment as a whole will conduct an FTX bi-annually. These multi-echelon FTXs will focus principally on METL-focused training and battle drills and will be conducted in a simulated deployment environment. Task organization that incorporates other TXSG components and civil response organizations will be utilized to the fullest extent possible.

b. Command, Control and Communications Training. Each FTX will incorporate Task Force battle tracking by the TOC and Command Post Exercises (CPXs) will be held quarterly.

c. Battalion/Detachment Level Training. Unit level training will focus on attaining and maintaining unit level proficiency on those collective and individual tasks that will be exercised in upcoming FTXs.

d. Basic Orientation Training. BOT will be conducted twice per year, in the format designated by HQ, TXSG. The Regiment will coordinate with other TXSG units for maximum utilization of training resources to achieve our readiness goals. The ACC standard is the percentage of Soldiers who have successfully completed R-BOT remains not less than 90% in the aggregate at regimental level. Soldiers who have not completed BOT are non-deployable.

e. Solder Training.

1) Texas Evacuee Tracking Network (TETN). The tracking of evacuees during a disaster response is an integral part of the shelter operations mission. The ACC standard is the percentage of Soldiers who have successfully completed TETN remains ≥ 80% in the aggregate at regimental level.

2) Ground Search and Rescue / Recovery (GSAR). Ground search and rescue/recovery is an integral part of the DSCA mission. The ACC standard is being developed and will be published at a later date. Pending further guidance, relevant Cavalry Scout (MOS19D) tasks will be utilized augmented with specialized SAR training provided by credible sources.

3) Mass Care/Shelter Operations. The standard for shelter management certification is the American Red Cross program of instruction. All trained Soldiers will be issued special credentials that must be displayed to ARC officials during sheltering operations. The ACC

standard is the percentage of Soldiers who have successfully completed shelter operations training remains  $\geq 85\%$  in the aggregate at regimental level.

4) Disaster Reconnaissance/Wide Area Damage Assessment. All personnel assigned to the Regiment will train to proficiency on the tasks outlined in the Civil Support MOSQ. This is a supporting task that is outside the published METL.

5) Points of Distribution (PODS). PODS training is an integral part of the disaster response mission; however, this is a supporting task that is outside the published METL.

6) Common Task Training. All personnel assigned to the Regiment will train to proficiency on the common tasks identified in Annex C.

7) Sergeant's Time. A minimum four-hour training block will be scheduled during each home-station drill for NCO's to train Soldiers on the common tasks. Sergeant's Time will focus strictly on training to accomplish the mission – it will not be used for administrative tasks, counseling, meetings or drill and ceremonies.

7) Combat Lifesaver. The Regiment will conduct one CLS course annually.

8) HAM Radio Operator Training. The Regiment will conduct one HAM Operator qualification course annually.

9) Federal Emergency Management Agency (FEMA) Classes. These are generally available through online courses, but can be conducted as classroom instruction conducted in conjunction with a stated drill to build proficiency across their organization. These courses include at a minimum IS 26, 100, 200, 700 & 800. The ACC standard for proficiency is  $\geq 80\%$  in the aggregate by grade.

10) Military Emergency Management Specialist. Although membership in SGAUS is optional, MEMS certification is highly recommended as an indication of an individual Soldier's readiness.

f. Leader Development. Officer and NCO professional development training will be conducted quarterly. Officer professional development (OPD) will be managed by the Regimental Commander. The NCO Development Program (NCODP) will be managed by the Regimental Command Sergeant Major.

g. Physical Fitness. Physical training is strongly encouraged at every level; physical fitness is a key enabler to mission success. All Soldiers will participate in some level of physical fitness activity, whether as part of an organized program or on their own. Soldiers with medical conditions should guidance from a healthcare professional before engaging in strenuous physical activity. Physical Fitness Tests will be conducted twice per year IAW TXSG Reg 600-10.

h. Spur Program. The Regiment's Spur Program is designed to challenge Soldiers to achieve a higher degree of excellence in common task, MOSQ, and METL skills proficiency. The Regimental Spur Ride will be conducted once per year IAW the Spur Program SOP.

i. Dining Out. The Regiment will conduct an annual Dining Out during the Christmas season for all members of the Regiment and their guests.

j. Organization Day / Hail and Farewell. The Regiment will conduct an organization day / hail and farewell for Soldiers and their families annually in June.

### **7. Safety/Risk Management**

a. As an organization, we demand responsible action, which includes protecting our Soldiers as they accomplish their mission. Every day, as we respond to State's needs, we expose our Soldiers to hazards in uncertain and complex environments. We do this with the full knowledge that there are inherent risks associated with any military operation.

b. The purpose of Risk Management is to identify operational risk and take reasonable measures to reduce or eliminate hazards. Risk management allows us to operate successfully in high-risk environments. Leaders at every level have the responsibility to identify hazards, take measures to reduce or eliminate hazards, and then to accept risk only to the point that the benefits outweigh the potential losses. Risk management is not an add-on feature of the decision making process but rather a fully integrated element of planning and executing operations.

c. Risk management will be a routine part of planning and executing operational missions. Risk Assessment worksheets will be completed, reviewed, approved and attached to the training schedules, mission planning documents and operation orders. Risk Assessment worksheets are a living document that will be updated as the situation changes. "Canned" assessments are not the standard and will not be accepted.

d. The Regimental Safety Council will meet quarterly or more often as required by the Regimental Commander. Battalions will conduct safety meetings for all personnel quarterly and prior to any deployment or FTX. A copy of the training completion documentation will be forwarded to the Regimental S-3. The Regimental Adjutant is the Safety Officer.

### **8. Military Competitions**

The Regiment will field teams to compete and win the following events. Training and preparation for these events is considered official business and will be credited as alternate drill as appropriate.

a. Texas Military Forces Marksmanship Competition.

b. Texas State Guard Commanding General's Award for Excellence (Gonzales Cup).

### **9. Community Service**

a. The Regiment will participate and support community service events whenever and wherever possible.

b. Color Guard. The Regimental will train and maintain a Color Guard that is available to support community events as requested.

**10. Man Day Reporting**

A completed four-hour period of work constitutes a Man-Day and must be reported for tracking purposes; this includes off-schedule activities such as community service events, leadership meetings, and recruiting duties etc. During normal unit training assemblies, each calendar day constitutes a man-day per individual Soldier. Unit level tracking of man days will be recorded accurately in the Commander's Update Brief (CUB) and are reported to HQ, TXSG.

**11. Semi-Annual Training Brief**

Each Battalion Commander will brief the Regimental Commander on the status of unit readiness twice per year, in May and November. The Regimental S-3 will publish separate instructions for the SATB.

Point of Contact: The POC for this document is the Regimental S-3, MAJ Shirley.

OFFICIAL

VINCENT D. CARAG JR.  
COL, AR, TXSG  
Commanding

Annexes.

- A. Annual Training Calendar
- B. Expanded METL
- C. Common Task Training
- D. Principles of Unit Training

**Annex A. FY2014 Annual Training Calendar (Drill and Supplemental Dates) FY  
2015 Training Calendar**

Date	Event	Location
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## **Annex B. Expanded Mission Essential Task List**

### 1st Regiment Mission Essential Task List

#### 1. Perform Mobilization Operations

##### *Training Objectives*

- Recall 80% of regiment personnel within 2 hours by activating alert channels
- Deploy by Reception, Staging, Onward Movement, and Integration (RSOI)
- Retrograde
- Demobilize by reverse RSOI and prepare for follow-on missions

#### 2. Provide Defense Support to Civil Authorities

##### *Training Objectives*

- Perform Texas Evacuee Tracking Network (TETN) Operations
- Perform Ground Search and Rescue/Recovery
- Conduct Mass Care Shelter Operations/Shelter Management
- Perform damage reconnaissance / wide area damage assessment operations
- Establish points of distribution (PODs)

#### 3. Conduct Command & Control of Subordinate and Attached Units

##### *Training Objectives*

- Establish/Coordinate communications with higher HQ, subordinate units, and supported authorities/agencies
- Establish Mission Command and maintain situational awareness of organic and attached elements
- Establish/Coordinate medical support for deployed troops and/or supported citizens
- Conduct liaison activities
- Conduct rear detachment activities

#### 4. Protect and Support the Force

##### *Training Objectives*

- Practice operational and personal security
- Provide logistics support to the force
- Perform self-defense measures
- Implement personnel management measures

#### 5. Support Family Readiness

##### *Training Objectives*

- Conduct pre-deployment readiness
- Relay information to and from the area of operation
- Provide family tragedy assistance



## Annex C. Common Tasks

References: Soldier's Manual of Common Tasks, Skill Level 1  
1st Regiment Civil Support Specialist MOS Qualification Manual

- Identify Topographic Symbols on a Military Map
  - 071-COM-1000
- Identify Terrain Features on a Map
  - 071-COM-1001
- Measure Distance on a Map
  - 071-COM-1008
- Determine the Grid Coordinates of a Point on a Military Map
  - 071-COM-1002
- Determine a Location on the Ground by Terrain Association
  - 071-COM-1005
- Orient a Map to the Ground by Map-Terrain Association
  - 071-COM-1012
- Orient a Map Using a Lensatic Compass
  - 071-COM-1011
- Determine a Magnetic Azimuth Using a Lensatic Compass
  - 071-COM-1003
- Navigate from One Point on the Ground to Another Point While Dismounted
  - 071-COM-1006
- Navigate from One Point on the Ground to Another Point While Mounted
  - 071-COM-1030
- Perform Voice Communications
  - 113-571-1022
- Request Medical Evacuation
  - 081-329-1030
- Send a Situation Report (SITREP)
  - 171-COM-4079
- Send a Spot Report (SPOTREP)
  - 171-COM-4080
- Evaluate a Casualty (Tactical Combat Casualty Care)
  - 081-COM-1001
- Perform First Aid to Clear an Object Stuck in the Throat of a Conscious Casualty
  - 081-COM-1003
- Perform First Aid to Prevent or Control Shock
  - 081-COM-1005
- Perform First Aid to Restore Breathing and/or Pulse
  - 081-COM-1023
- Perform First Aid for Bleeding and/or Severed Extremity
  - 081-COM-1032
- Transport a Casualty
  - 081-COM-1046
- Perform First Aid for Burns
  - 081-COM-1007

- See Yourself Culturally
  - 301-COM-1001
- Develop Professionally
  - 701L-COM-0001
- Develop in the Five Dimensions of Comprehensive Soldier Fitness
  - 150-SRT-0002
- Employ Progressive Levels of Individual Force When Confronting Civilians
  - 171-COM-1011
- Challenge Persons Entering Your Area
  - 071-COM-0801
- Move as a Member of a Team
  - 071-COM-0501
- Perform Movement Techniques During an Urban Operation
  - 071-COM-0541
- Enter a Building During an Urban Operation
  - 071-326-0542
- Use Visual Signaling Techniques
  - 071-COM-0608
- Estimate Range
  - 071-326-0512

## Annex D. Principles of Unit Training

Adapted from ADP 7-0.

1. Commanders and Leaders are responsible for training. Unit commanders are responsible for training and ensuring their units are capable of accomplishing their missions.
2. Noncommissioned officers (NCOs) are the primary trainers of enlisted Soldiers and small teams. NCOs help officers train units. NCOs develop and conduct training for their subordinates that supports the unit training plan, coach other NCOs, advise senior leaders, and help develop junior officers.
3. Train to Standard. Units always train to the standard established for each individual and collective task. Leaders know and enforce standards to ensure their organization meets mission requirements. When no standard exists, the commander establishes one and the next higher commander approves it.
4. Train as You Will Fight. “Train as you will fight” means training under an expected operational environment for the mission. This means establishing in training what the unit can expect during operations to include the culture of an operational environment. Commanders and other leaders replicate cultural settings as much as possible during training using role players or actual mission partners.
5. Train While Operating. Training continues when units are deployed or when conducting routine operations. As units operate, they learn from formal and informal after action reviews. They train to improve performance and address changes in tactics, techniques, and procedures that affect the operation.
6. Train Fundamentals First. Units at every echelon must master the fundamentals needed to accomplish their mission. Fundamentals include basic soldiering, battle drills, fitness, and individual specialty proficiencies that support the capabilities of the unit. Units proficient in fundamentals are more capable of accomplishing higher level, more complex collective tasks that support the unit’s mission-essential task list.
7. Leaders Train to Develop Adaptability. Effective leaders understand that change is inevitable in any operational environment. The time to react to change can be short. Adaptability comes from training under complex, changing conditions, with minimal information available to make decisions.
8. Train to Sustain. Training prepares units and individuals to be resilient. Training must prepare units and Soldiers for the stress of operations. Unit training plans must incorporate programs that improve individual and collective mental and physical fitness.

9. Conduct Multi-echelon and Concurrent Training. Multi-echelon training is a training technique that allows for the simultaneous training of more than one echelon on different or complementary tasks. It optimizes training time for subordinates during higher unit training events. Training multiple tasks concurrently preserves valuable time while capitalizing on the opportunity to train related tasks at the same time.

10. Conduct Rehearsals. Whenever possible, leaders rehearse training to minimize lost time during the conduct of training and to ensure trainers are ready and adequate resources are available for successful training.