



TEXAS MILITARY FORCES
TEXAS STATE GUARD
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REPLY TO
ATTENTION OF

TXMF-TXSG-ACC-CDR

27 June 2015

MEMORANDUM FOR: REGIMENTAL COMMANDERS, ACC, TXSG

SUBJECT: Army Component Command (ACC) Training Year 2016 (TY16/17) Command Training Guidance (CTG)

REFERENCES: TXSG Training Directive 001-2013/14 dated 13 September 2013
TXSG Approved METL dated December 2009
TXSG 2016 Drill Schedule (TBP)
TXSG REG 600-10
ACC Battle Drills, dated 16 September 2011
ACC 10-1
2016 CUB INSTRUCTIONS, To Be Published
Memorandum, Subject: Command Training Guidance for ARFORGEN Based Unit Training and Leader Development for Training Year 2015-16 (CTG 2015-16) dated 25 September 2013, Commanding General, Texas Army National Guard
Semi-Annual Training Brief, dated 7 June 2013
TRADOC Regulation 350-70, Chapter 6-2, dated 9 March 1999
ADP 6-0, Mission Command, May 2012
ADP 7-0, Training Units and Developing Leaders, August 2012
ADRP 6-0, Mission Command, May 2012
ADRP 7-0, Training Units and Developing Leaders, August 2012
TXMF OPLAN 15-02 (All Hazards)
Texas State Guard Regulation 3400, 8 April 2015 (Draft)
Texas State Guard Regulation 3500, 9 April 2015 (Draft)

1. This memorandum provides ACC Regiments and staff sections with Command Training Guidance for TY 2016/17. As of this memo, there are no updates to the ACC CTG from TY12.
2. **MISSION.** ACC Regiments conduct “battle-focused” training in TY16/17 in order to maintain basic proficiency at the individual and MRP level. Use the “battle drills” of selected Joint Mission Essential Task List (JMETL) tasks during our Shaping (IDT) operations to ensure proficiency. Continue our sustainment operations throughout the year. Conduct training at home stations and training sites and be prepared to excel in a Mission Rehearsal Exercise (MRE)

conducted at Annual Training 16 and 17. This will allow the ACC to execute the following missions:

- a. Support the National Response Framework.
- b. Provide humanitarian assistance and secure key facilities to safeguard the citizens of Texas.

3. COMMANDER’S INTENT. ACC RGTs (CA) use battle drills to train on individual and collective tasks to maintain basic Civil Affairs proficiency at the individual and MRP level. ACC regiments must transition formations from teams into Mission Ready Packages IOT align with DOMOPS troop configurations. (MRPs may consist of more than one team.) Additionally, training guidance and training calendars will conform to the DOMOPS planning cycle (TBP). Regiments will be prepared to deploy to provide Direct Support to Civil Authorities (DSCA). My number one priority is ETN; everything else is secondary.

Key Tasks:

- Soldier Education- RBOT, FEMA Independent Study Course, PME
- Conduct HQ, TXSG-directed training- EO, Legal, WebEOC, LNO, etc.
- Selected DSCA Tasks- ETN, Shelter Operations, POD Operations, GSAR, DDC support
- Recruiting and Retention
- Individual Equipment Readiness
- Training for Other Support Missions- Brush Fires, Floods, HAZMAT, etc.

Endstate. At the conclusion of TY16/17, the ACC is at 85% strength (minimum) and is ready to execute any mission directed by the State of Texas for which its members are trained.

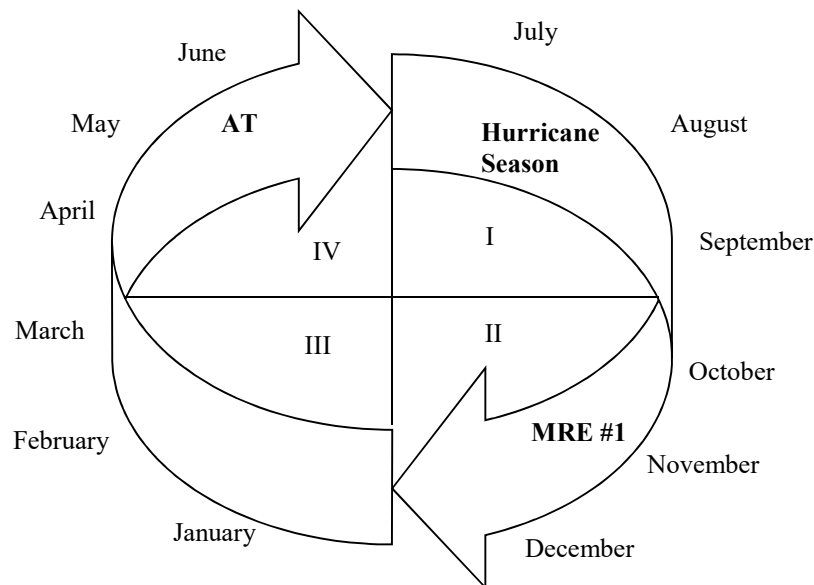
4. TRAINING ASSESSMENT. We continue to grow and mature as an organization. There are two new missions for which we must prepare, and to that end, I included them in this table- Ground Search and Rescue (GSAR) and District Coordinator (DC) support. The gradual metamorphosis of Rapid Response Force (RRF) teams/tasks into GSAR teams/tasks has created huge opportunities for the entire ACC. I rate tasks “Recall”, “Deploy”, “Retrograde”, and “Demobilize” as “T” because we do this at the start and conclusion of every drill RGT HQs must remain focused on the Military Decision Making Process (MDMP), planning and coordinating exercises, and orders production. Everyone is “U” in securing armories and infrastructure because we haven’t trained on these tasks in a very long time. DDC Support and GSAR ops are “P” for some units because they have received or originated the training. GSAR training will improve as more troops are available to conduct the training.

TASK	HQ,ACC	1REGT	2REGT	4REGT	8REGT	19REGT	39REGT
Recall	T	T	T	T	T	T	T
Deploy	T	T	T	T	T	T	T
Provide DSCA	N/A	P	P	P	P	P	P
---conduct ETN ops	N/A	T	T	T	T	T	T
---conduct shelter ops	N/A	T	T	P	T	T	T
---conduct WebEOC	N/A	T	T	P	T	T	T

---conduct POD ops	N/A	T	T	T	T	T	T
---conduct GSAR ops	N/A	U	U	P	P	U	U
---conduct DDC support	N/A	U	U	U	U	U	T
---special mssns- LNO, RRF tasks	N/A	P	P	P	P	P	P
Secure Armories	N/A	U	U	U	U	U	U
Secure Infrastructure	N/A	U	U	U	U	U	U
Retrograde	T	T	T	T	T	T	T
Demobilize	T	T	T	T	T	T	T
Protect the Force	P	P	P	P	P	P	P
Staff Tasks- Mission Command, IAP, etc.	P	P	P	P	P	P	P

Force Protection I rated as “P” because it something we are improving on, and involves everything from protecting ourselves on social networking sites to providing overwatch at shelters and PODs.

5. TRAINING CYCLE. Regardless of the requirement for a two-year training calendar, the training year still encompasses two calendars, both the calendar year and the fiscal year. In reality, it is divided into two major cycles-“not hurricane season (A)” and “hurricane season (B)”. For all intents and purposes, the “A” cycle runs from January to May, and culminates at Annual Training. The “B” cycle starts on the last day of AT and ends in December. The ACC training year will start in July, and end in June. This means that start the training year ready for the first storm, and we end the training year completely certified and validated to perform our missions. Regiments must perform two major CPX/FTX per year, focused on mission rehearsal, and the application of small unit (MRP) leadership skills.



6. TRAINING PRIORITIES AND STANDARDS.

ACC Training Priorities			
UNIT TYPE	CIVIL AFFAIRS RGT's		
RBOT	1	No deployments without it	
ETN	2	Still our bread and butter	
SHELTER OPS	3		
GSAR/WADA	4	Training is still a roadblock	
DDC SUPPORT	5	For selected personnel	
POD	6	An adjunct to shelter ops	
POINT/AREA SECURITY	7		
ACC TRAINING STANDARDS			
INDIVIDUAL TASK	"T"	"P"	"U"
RBOT	90%+	80-89%	79%-
ETN	100%+	75-79%	74%-
SHELTER OPS	100%+	75-84%	74%-
POD	80%+	70-79%	69%-
WADA	80%+	70-79%	69%-
POINT/AREA SEC'Y	85%+	75-84%	74%-

7. COMMANDER'S TRAINING STRATEGY. Here is my proposed training year for 2016/17. In the chart below, Red time is focused on individual and team level training; Green time is collective task training w/individual and leader tasks incorporated. Plan on conducting AT earlier than we do traditionally. Some weekends that stretch 2 days of training into 3 days-Friday (1800) to SUN (1200) will become a distinct possibility. The G-3 staff will identify potential training weekends for extended drills.

1st Quarter – Focus on DSCA missions (hurricanes, etc.)		
GREEN	JUL	Begin planning for AT16 now (MRE 2.
RED	AUG	Begin planning for MRE 1.
GREEN	SEP	
2d Quarter– Focus on Schools and Soldier Readiness		
RED	OCT	Military skills- land nav (day/night), map reading, marksmanship, MRE#1 window opens
RED	NOV	
GREEN	DEC	Toy drives, Christmas activities, cold weather injury prev.
3d Quarter - Focus on RBOT and Civil Affairs Tasks		
GREEN	JAN	MRE #1
GREEN	FEB	ETN update training/ MRE #1 window closes
GREEN	MAR	Texas Independence Day activities
4th Quarter – Focus on Decisive Effort (Annual Training)		
GREEN	APR	AT CYCLE (MRE#2)
GREEN	MAY	
RED	JUN	AT, DDC Outreach, TLP

a. Sustainment Operations (Year Round). My goal is to increase ACC strength to 85% by the end of TY16. We will use the Army 8-Step Training Model to plan, conduct, and assess all training. We will conduct rehearsals and Formal After-Action Reviews (AAR) for all operations, not just training events. Emphasize the use of a printed training schedule to help staff visitors get a picture of what is going on. It is the Senior Enlisted Advisor's responsibility to ensure that NCO professional development (NCOPD) goes on the training schedule, and is executed. I expect commanders to find time for Officer professional development (OPD).

(1) Training Plans/Calendars. I want commanders to continue using the battlefield framework of SHAPING, DECISIVE and SUSTAINING operations for every operation/training event (including IDT) -- this will assure clear focus of your intent. "Success defined" is your first task when planning operations and training exercises. All recurring training activities must be submitted to the G-3 for inclusion on the two-year training calendar NLT 15JUL15. These are planned, cyclical activities. If your regiment typically drills on the second or third weekend of the month, ensure it is on your calendar. Major training events (MRE #1 and AT) and "adventure weekends" like spur walks must be included. I recommend that units avoid drilling on the 4th weekend of the month, which will allow soldiers the option of dual tracking with drill and Professional Military Education (PME) conducted at Camp Mabry.

(2) Operations Orders. ACC will operate on the "1/3, 2/3" rule for timely issuance of OPORDs. When we receive an OPORD and conduct mission analysis, we will ensure that 2/3 of the planning and execution time is available to the Regiments. Every major ACC training event will have an Operations Order, in writing, 60-90 days before execution. Regimental order will detail the training for the battalions, and the battalion staff must generate their own OPORDs for the event.

(3) Strength Management. Commanders will support the three tenets of strength maintenance: RETENTION, RECRUITING, and ATTRITION MANAGEMENT. Commanders will focus to prevent attrition of first term enlistments and maintain commander's manageable losses to less than 8%. Use the resources at your disposal to provide your soldiers with additional incentives to recruit and remain in the TXSG. Be on the constant lookout for people with a drive to give back to Texas, and refer them to TXSG website, it works. Everyone is short of officers, especially junior officers. We can, should, and must "grow our own". Direct Commissions should be reserved for prior service NCOs who wish to become officers. Additionally, truly exceptional Warrant Officers should have the opportunity for commissioning. This is an avenue I will pursue with the TXSG Commander. Look for activities and venues to recruit, like the Ron Burgess Emergency Preparedness Summit. It's a good recruiting venue, and a great way to make contact with the NGOs and GOs that will work with us when we deploy. Each battalion will appoint a Retention NCO and an alternate, as an additional duty. The ACC G-1 will develop the ACC Retention program, which can be executed at the company level.

(4) Family Support. Family support is a commander's program, yet in our specific circumstances, something I want the Chaplains to administer. In its beginning stages, we need to supply spouses and families with a list of resources they can call on when something at the house goes bad- plumbing, electrical, etc. Additionally, we need to emplace a support network of

people that spouses and families can call upon when TXSG members are deployed and they need someone to just listen if they need to talk a problem through.

(5) Safety. The greatest risk to our Soldiers is the US public highway. Before any deployment, soldiers are directed to self-inspect their vehicles for roadworthiness. If your POV isn't ready to take you into your strike zone, carpool with someone whose vehicle is. It's safer, easier, and less tiring if there is someone to share driving duties with. Commanders are authorized and encouraged to conduct safety stand downs during training as indicated (heat, severe cold, untrained personnel). **Success is defined as no major training accidents or incidents leading to injury, equipment loss, or soldier deaths.**

(6) Homeland Defense/DSCA. **Units will maintain accurate alert rosters and exercise them quarterly to contact soldiers.** MRPs on call will conduct alert roster checks and bag inspections prior to every drill. **Remain vigilant and ensure your equipment is ready when needed. I would like Soldiers to complete the Anti-terrorism Awareness Training** (<https://atlevel1.dtic.mil/at/>). It takes 45 minutes, and really raises situational awareness.

(7) Administration. The TXSG commander has delegated authority for certain awards to the ACC and Regimental commanders, and we are working to implement the new policy. Promotions and other personnel processes are being streamlined, and we will set up rotations for Regimental -1 staff to meet with the J-1 to clear backlogs. Medical records checks were a borderline fiasco this year, and the incoming Medical Officer will work with the G-1 and G-3 to coordinate medical inprocessing for AT to occur before the April drill, so we don't have the frustration we did last year. G-4 continue to maintain and manage property and funds.

(8) Personal Supply Discipline Program (PSDP). **Conduct annual showdown inspections of 72 hour go bags prior to AT.** MRP rotations will alleviate most of the inspections necessary. By AT, only a few soldiers should require inspections. Success is defined as every soldier having a complete, serviceable issue of equipment. Any additional Load Bearing Equipment and mission specific specialty items are bought at the soldiers' discretion.

(9) Preventive Vehicle Maintenance. The 2015 storm season showed that soldiers must not neglect the scheduled maintenance found in their vehicle owner's manuals. Something as simple as an oil change can sideline our vehicles. **Keep them as road-worthy as your budget allows.**

(10) Mobile Training Teams (MTT). We are exploring using the MTTs concept to cycle training through the regiments. The MTT will train the trainers and conduct the validation exercise to ensure Soldiers are mission ready. Possible exports may include ETN, WEBEOC, GSAR, DDC support, etc. This will minimize the impact on soldiers who have to drive two-thirds of the way across the State of Texas.

(11) "Master Gunners". **Each Regiment will designate a "Master Gunner" (SFC or above), who will become the subject matter expert in areas like ETN, and will fulfill the role of master trainer, qualifier, and certifier that training is conducted to the standards determined by ACC and HQ, TXSG.** This concept is under development, and will bear great results when

applied correctly. Should it prove successful with ETN, we will expand the concept to include other skill sets.

(12) The Adjutant General's Performance Excellence Competition (TAGPEC). For those who wish to compete, this is based on the Malcolm Baldrige Awards, and is designed to recognize organizations that have made strategic improvement a part of their culture. I firmly believe that we are that organization, and we should enter and win this competition. It is imperative that we keep track of everything we do, and as much as possible, quantify the results. More on that as details become available, but I am including some information from last year as an attachment.

b. Shaping Operations (Inactive Duty Training)

(1) Professional Military Education (PME). (RBOT, NCOES, OES) in that order for all new soldiers comprises our Common Task Training. It is imperative that NCOs attend or take BNCOC, ANCOG on line. Hyperlink to be published. This makes them competitive for promotions, new assignments, and retention. I expect officers to work to achieve Officer Advanced Course and Command and General Staff College. **I expect regimental Command Sergeants Major to track the NCOES of their NCOs and ensure that schooling requirements are met to enable promotions.**

(2) ICS/IS/MEMS. Continuing education through the FEMA program improves the whole organization, and allows us to work seamlessly with the DDCs. **Every soldier should strive for the Basic MEMS badge as a minimum.**

(3) Individual/Collective Training (MEMS, FEMA certification, CTT). Individual soldier readiness is the number one individual training requirement. Soldiers are required by Regimental policy to complete the required FEMA courses within 6 months of joining a unit. Priority of individual training will be to attain those training requirements to meet deployment. **Collective training comes through the PODS, GSAR, Shelter Ops Training and FTXs.**

(4) Leader Training. Soldiers must be confident in their leaders. Use all available training opportunities prior to, during, and after collective training to develop subordinate leadership – Officer Professional Development (OPD) and Non Commissioned Officer Professional Development (NCOPD), After Action Reviews (AAR), counseling, etc. OPD and NCODP must support either a command objective or METL task. NCODP/OPD can be combined if appropriate to the subject. Quarterly is the standard, although unit commanders can elect not to conduct NCODP/OPD during major training events. OPD and NCODP will be scheduled and documented by sign-in roster.

(5) Weapons Qualification. Conduct PMI prior to all small arms firing. Individual weapons qualification is an important part of a soldier's personal readiness and every attempt should be made to maximize the score. The qualification standard is 100% of volunteer personnel on individual weapons. **Each regiment should designate one agency that provides provide range safety and organization during firing.** Since Concealed Handgun classes are offered at greatly reduced rates to TXSG personnel, I highly recommend that as many soldiers as

can take the class and become proficient with their pistols. Each Regiment should pursue a Program of Instruction that will keep our soldiers competitive in the Governor's Twenty.

(6) Soldier "Mil-Skills". Should incorporate Small Arms Training, First Aid, Land Navigation, Map Reading, Drill and Ceremonies, so that our soldiers maintain proficiency in traditional tasks. Proficiency in these tasks are the basis for successful competition in the Gonzalez Cup, and impressive performance in public forums such as parades.

(7) Physical Fitness. Leaders at all levels must encourage Soldiers to improve their personal physical fitness on their own as part of the ethic of being a deployable asset. The GSAR mission is very physically demanding. Encourage soldiers to incorporate physical fitness training into their personal daily schedules. We're not in shelters to become burdens ourselves, so ensure that you and your soldiers have the stamina necessary to work the long shifts. Consult your Regiment's Physical Readiness SOP.

(8) Gonzales Cup Competition. I was not pleased with the participation level in the 2015 Gonzales Cup competition. The TXSG commander is considering opening the competition to all components to ensure an adequate number of teams compete. I expect each Regiment to field a competitive team. Regimental commanders should identify eight individuals early on to make up their team. Ensure that they are physically fit, have above average marksmanship skills, and have a solid grasp of soldier skills. If possible, give them time to train together in the months preceding AT14. This is a contest; send the best you have. .

(9) Community Service. Community service is one of our essential tasks, and helps pay the bills. **Regiments will conduct only two community service activities in lieu of drill in any one TY.** Many other opportunities present themselves during the course of the year, but they cannot and must not conflict with drill. **They will be optional and volunteer only.**

(10) Habitual Training Relationships. Regiments should continue to develop the training relationships they've developed with other TXSG units in their AOs. We can both benefit from their comms expertise and our innovative approach to problem solving. It will be a great chance to get some hands on experience with their equipment, and they with ours. We can test systems interoperability. This will also help fulfill the TXMF joint training doctrine.

c. Decisive Operations.

(1) Mission Rehearsal #1. Outside of AT, this should be a fairly ambitious training event. It can be as ambitious as the Tarleton Challenge, or working with a local municipality's fire department to conduct GSAR/building marking exercises. It should involve a partnership with a local Emergency Management (EM) agency and should be both a training opportunity and a rehearsal of some part of the entire milieu of DSCA. Ensure that there are "adventure training" tasks incorporated. Conduct a risk assessment. Utilize DA Form 7566 (attachment 4) to document and report risk assessments. The desired output for this exercise is that we have a Lessons Learned book we can share with their Emergency Management department to improve their processes and interoperability with other Incident Management agencies. BPT conduct an all-hands AAR at ENDEX to capture the essential things we need to improve upon.

(2) Annual Training 2016 (MRE #2). Annual training is the definitive mission rehearsal for the ACC. There are some potentially huge changes coming for this MRE. It will be early, ambitious, large, and joint.

(a) Location/Dates. One of four Component Command Regions, loosely or tightly aligned with TDEM regions. **AT is planned for somewhere in the APR-MAY window.**

(b) Mission Rehearsal Exercise (MRE). The State Guard's primary decisive operation is to conduct a ***Joint*** all-inclusive mission rehearsal exercise as a culminating event of individual and collective training conducted during shaping operations throughout the training year. The MRE will validate the State Guard as "ready to deploy" for natural and man-made disasters. These are the goals the CG wishes to achieve:

1. Conduct ETN operations.
2. Establish shelters per the Mass Care SOP.
3. Use WebEOC.
4. Further refine and use MRP concept/mindset.
5. Conduct 24 hour operations with at least one shift change.
6. Incorporate Mission Command.
7. BPT support multiple DDCs within the AO.
8. Read and be familiar with All Hazards plan for TXSG.
9. -6s conduct interoperability communications exercises.

8. CONCLUSION. The ACC is the largest component in the TXSG. It should also be the premier component. We must continue to grow our numbers, while ensuring that we have reliable, well-trained soldiers. The big challenge will be training enough Soldiers in high demand skills to ensure sustainable long-term mission capability across the component. At the end of the day, the ACC will be a multi-capability organization with the skill sets to meet the needs of the people of TEXAS.

CEDAT FORTUNA PERITIS!

HOWARD N. PALMER, JR.
BG (TX)
Commanding

JFTX-TXSG-ACC-CDR

SUBJECT: ACC Training Year 2016 (TY16/17) Command Training Guidance (CTG)

ATTACHMENT 1: METL



REQUIRED METL
TASKS.pptx

ATTACHMENT 2: Task Analysis



TRADOC Regulation
350 chapter VI-2.doc

ATTACHMENT 3: Battle Drills



REF C- ACC battle
drills.pptx

ATTACHMENT 4: DA Form 7566



DA Form 7566.doc

ATTACHMENT 5: 2015 All Hazards Plan



000-TXSG OPLAN
15-01 (All Hazards Pl.

ATTACHMENT 6: TAGPEC info



JFHQTX_TASKER_12
1022-01_C2_(TAGPEC



The Adjutant
General.docx

JFTX-TXSG-ACC-CDR

SUBJECT: ACC Training Year 2016 (TY16/17) Command Training Guidance (CTG)

ATTACHMENT 7: 8 Step Training Model



8 Step Training
Model.pdf