



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY RESERVE COMMAND
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30 Nov '18

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Reserve Command Training Guidance (CTG) Supplemental Training Year (TY) 2019

1. Purpose: This memorandum provides amplifying guidance as to my priorities and intent as we continue to build readiness in Training Year 2019-2020.
2. Mission: America's Army Reserve provides trained, equipped and ready Soldiers, cohesive units-of-action to meet the Nation's requirements, at home and abroad.
3. Assessment: We have made significant strides in both increasing our readiness, and in intensifying our training culture, over the past two years. The Army and the Nation expect us to keep up the fire. We are building readiness into a force that, while it does not have to "fight tonight," will have to get to the war quickly. We need to be able to fight fast. Our fundamental challenge, as I have said many times, is to be ready enough to be relevant without being so ready that our Soldiers cannot maintain high-quality civilian jobs as well as healthy and sustaining Family lives. Balancing these risks at echelon is the art.
4. Enduring Priorities: Priorities drive resourcing decisions and trade-offs. Our essential resource is our people; our most precious resource is their time. How and where leaders spend their time speaks volumes about their priorities. Focus on the basics, first. If nothing else, train your Soldiers and units to master the basics. Think: "standards and discipline" in everything you do and reinforce field-craft at every opportunity.
 - a. Readiness hierarchy: First things first. Prioritize your readiness focus, and "start with the P". Of the four readiness parameters- Personnel (P), Supply (S), Maintenance (R), and Training (T)- start with the Soldier. As one of our senior leaders once noted, "It takes the 'P' to get the 'T' to make the 'C'." Individual Soldier readiness is the foundation upon which we build the deployable capability of America's Army Reserve. From it, we train hard, master the employment of our equipment, excel in maintaining it, and execute rigorous supply discipline. Training readiness is our center of gravity, but it is not accomplished in a vacuum. From a resourcing standpoint, think in terms of people, time and money. We prioritize these finite resources to build readiness in our high-priority – quick-to-go or soon-to-deploy – capabilities first, and then expand

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outward supporting other mission partners if time and training days are available. We prioritize our entire funding strategy this way, so it's critical that your unit "spend plans," at echelon, are synchronized accordingly.

b. The Future of the USAR and Leader Development: Leadership is the ultimate combat multiplier. It is the most dynamic element of combat power and, as such, each of us must leverage every opportunity to develop our subordinates. This work advances our #1 priority of maximizing unit readiness while providing the foundation for exercising effective mission command. The entire team wins when our officers and NCOs are fully engaged, empowered, enforcing standards and exercising initiative.

c. Taking care of Soldiers and their Families: Our Soldiers are the life blood of America's Army Reserve. Their ability to mobilize and deploy quickly determines our readiness; our readiness determines our relevance. Army Reserve Soldiers routinely exceed the "one weekend a month and two weeks per year" slogan, but there is a limit to each's ability to balance the demands of readiness with their responsibilities to Families and Employers. The actual threshold for each depends on a variety of individualized factors, but leaders at every echelon need to pay attention, listen and constantly assess whether we are running the risk of "red-lining" some of our Soldiers or entire formations. When I speak in terms of "risk-to-force," this is right down the middle of the strike zone.

d. Resourcing: In the main, we prioritize and resource training in the following order against various missions, contingencies and responsibilities:

- (1) Pre-scripted Defense Support to Civil Authorities (DSCA) or CRE (CBRN Response Element) missions.
- (2) Mobilization for Deployment into Theater for allocated missions.
- (3) Combat Training Center (CTC) rotations.
- (4) (In priority) RFX 1a-c, 4c, 1d, 1e, and 4d units.
- (5) All others, as directed.

5. Commander's Intent:

a. When not deployed, a Commander's primary duty is to prepare his or her formation for war; to build and sustain teams that become more capable, more cohesive and more ready with each repetition. Commanders are accountable and responsible for their units; they own the outcome at every echelon of execution.

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b. A first principle is that presence matters; leaders with the led., A leader's primary place of duty is at the training site with their Soldiers. Commanders, and their leadership team, need to know what right looks like and to routinely visit, assess and inspect individual and small unit training. Maximize the use of time together at Battle Assembly, Annual Training, et cetera; get outside. TO&E units should press to execute a Field Training Exercise (FTX) quarterly during scheduled Battle Assemblies (BA) wherever feasible and, at a minimum, get to the field for an extended BA, semi-annually. As I've said before, look for opportunities to lash together Multiple Unit Training Assemblies (MUTA) in order to add quality collective training time for the bulk of the team. FTXs should incorporate elements of Level I Deployment Readiness Exercise (DRE) requirements, Motor Stables, Mission Command Systems Validation, and be designed to build readiness. Your training plans should incrementally build from individual to collective capability, ultimately focusing on executing a multi-echelon culminating training event (CSTX, CTC, etc.). All of this requires routine communication, at each echelon.

c. Embrace the Soldier's Creed. Get after the basics first; get "fantastic at the fundamentals." If nothing else, devote quality time to the following six fundamentals: 1) physical and mental fitness, 2) marksmanship, 3) first aid, 4) mobility, 5) maintenance, and 6) communications. Twenty three Army Warrior Tasks are a big part of this and must be trained prior to collective training events.

d. Command and Control (C2): In fine-tuning our rebalancing of C2 between Functional and Geographic Commands, we have rescinded the overly-broad requirement to align Functional Commands under the Readiness Divisions for all aspects of operations. It is my intent to generate readiness both more efficiently and more effectively and we will do this, in part, by organizing ourselves in a manner that fosters greater individual Soldier readiness support from Geographic Commands, while leveraging the technical and tactical expertise of our Functional Commands as we get after operational (collective readiness) capabilities in units-of-action.

6. Risk: Knowingly balancing risk is a key aspect of mature and seasoned judgment, and an essential leadership attribute at more complex echelons of Command. We must continue to drive significant cultural change into our ethos without breaking the force in the process. It is that simple; it is that hard.

a. Risks I own: Strategic and Operational Level

(1) (Risk-to-Mission) This Component's responsibility is to generate units-of-action at the requisite Readiness (C-Level), in terms of all aspects of capability, on the time schedule required by the supported Combatant Command.

(2) (Risk-to-Force) It is my responsibility, as we press to minimize risk-to-mission, to ensure that we do not break the force by pushing it too hard to get too ready. The vast majority of Soldiers want and need to keep their civilian jobs.

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(3) Setting the right priorities, balancing risk, resourcing requirements, managing expectations and ensuring Commanders at echelon have the authorities they need to execute mission.

b. Risks you own: Operational and Tactical Level

(1) (Risk to Mission) Building and sustaining readiness; exercises and events that do not build unit readiness or lethality should be scarce, and by exception. Meeting your training objectives and improving METs proficiency must be paramount. Units cannot enter a Culminating Training Event (CTE) at a T4 and exit at the same level; we do not have the time nor resources to operate this way. This is all about training management and oversight.

(2) (Risk to Force) Pushing the unit too hard resulting in our "P" rating taking a significant drop; our most essential resource is people.

(3) Executing resources consistent with my priorities and within what I provided you; additional people, money, and time are not available.

7. Resourcing and training priorities:

a. From a training perspective, our objective is to continuously improve resilience and lethality by enhancing all aspects of individual Soldier readiness including exposure to field-craft while building and cementing unit cohesion. We are not chasing Objective-I; it is a superb guide and yardstick by which we can assess ourselves but it has yet to be fully implemented by the Army and, even if and when it does, some aspects of it will not be obtainable for most of our formations until they are mobilized for combat.

b. CTC guidance: CTCs and WFX remain the top training event to prepare units against a near peer threat in the decisive action training environment. We are not resourced in the same manner to execute similar high end training events; therefore, we must make the most of these training events. FORSCOM and the USARC build maneuver CTC troop lists two years out to enable collective training between the Brigade Combat Team and all supporting units prior to rotations. Commanders must be involved in the training plan that builds up to the execution of these events. It is a multi-year plan, but it needs constant commander engagement and oversight. Training objectives, mission letters, and the Commander-to-Commander dialogues need to occur to achieve success. Units should always exit a WFX or a CTC rotation at T3 or better.

c. Timely notice of training events, expectations, and publishing orders capturing this is a means of reducing the stress on the force and supporting our Soldiers and units. The sheer magnitude of Soldiers and units that I have met over the past two years that were "hey, you'd" mere weeks before an exercise or training event is as

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unprofessional as it is corrosive to morale, readiness, and confidence in leadership. This recurring practice must change. Our Soldiers deserve better. Your leadership will ensure we change it. Period.

d. Live Fire Exercise (LFX): Build as you go. The foundation for all LFX training is individual and crew qualification. Look closely at your LFX training plan and progression, recognizing that – prior to qualification – there are a series of gates to ensure troops are ready for live rounds. Increase the complexity, sophistication and rigor as the Soldiers, crews and units demonstrate confidence and proficiency. Do not rush, and do not ever fail to make on-the-spot corrections regarding any and all aspects of range procedures. Know what you're doing.

e. Generating Force (e.g. Training Commands, ARISCs, and Readiness Divisions): Plan and execute the Combat Support Training Program and other training events to focus on Mission Essential Tasks to achieve training and readiness goals through an external evaluations (EXEVAL). I expect the 80th and 108th Training Commands to obtain a seventy percent (70%) qualification rate for their Instructors and Drill Sergeants. Similarly, the 84 TC, 85 ASRC, MRTC and 1 CATB should train and certify at least 70% of assigned Observer Controller/Trainers (OC/T).

f. Army Reserve (AR) medical capabilities: Continue to create systematic opportunities to leverage all mechanisms in order to sustain and exceed current medical readiness levels. An example of additional efforts is the medical readiness events proposed at Fort Knox, Fort McCoy, Joint Base McGuire Dix Lakehurst (JBMDL), and Fort Hunter-Liggett during the last three-days of Operation Cold Steel and scheduled Combat Support Training Exercises for 2019.

8. Schools: Duty Military Occupational Specialty Qualification (DMOSQ) takes priority over Collective Training. This is what I mean when I say, "assume some risk on the T, with regards to the P." Commanders of RFX units should focus on getting 90% of their assigned Soldiers DMOSQ. I expect our senior non-commissioned officers to find creative ways to get non-DMOSQ Soldiers into school seats within a year of their accession into units. Supporting units in getting Soldiers into school seats is Job One for the USARC Command Sergeant Major. Formations that are not currently part of the RFX construct should also aggressively push to achieve at least 80% DMOSQ of assigned Soldiers. If, and only if, there is an actual competition for key DMOSQ producing seats, early-deploying units within the RFX construct will have priority for DMOSQ, RECLASS, and Skill Specific/Functional Training.

9. Leader Training:

a. Soldiers assigned to RFX units have priority for PME and PCC attendance in those cases where a specific and discrete decision regarding a seat assignment actually needs to be made. This should not be common occurrence. Since HQDA FRAGO 5 for Objective Training (OBJ- T) has not been published, the first Colonel in

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the Chain of Command may grant collective training constructive credit for Soldiers attending PME; schooling is critical and we hurt not only our Soldiers but our long-term readiness if we hold our troops back from the education they need. Put the Soldier first here. Soldier and Leader development through education is an investment in the force of tomorrow. Balance risk-to-mission with risk-to-force, but remember that part of our mission is to build the force of the future. To the extent that a Soldier can execute both a collective training event and attend a critical school in the same training year, so much the better.

b. The 83 USARRTC will begin conducting a five day USAR Company Team Leader Course (CTLC) (Course 921-9E-F69/920-F59) in TY19 to help company leaders (CDR, 1SG, Unit Administrator, Training NCO, and other personnel as determined by the commander) develop the skills needed to train their units and better prepare for collective training or deployment. I encourage command teams to attend CTLC during the unit commander's first year in command. The school will provide mobile education teams to conduct CTLC on-site at Geographic & Functional Commands and their subordinates' locations, on request. Leverage this, and recognize that this is not a replacement for the Company Commanders course, but rather something to augment it.

c. Pay particular attention to developing and executing a Leader Certification Program (LCP). Leader certification based on Mission Essential Tasks (METs) should occur prior to a Culminating Training Event (CTE) or EXEVAL. Look very closely at your leader certification programs for live fire certifications and more specifically how commanders are certifying leaders to execute mounted maneuver live fire exercise.

d. General Officers. We are never done. General Officers who are in command of, or selected to command certain units, will attend the Army Reserve Senior Leader Training Program. This program is designed to expose GOs to key aspects of Combat Training Center operations, capabilities and expectations, and may extend in scope and content over time. USARC will schedule this training.

10. Mandatory Training, Guidance, Standards and Discipline:

a. The SA and CSA have directed a massive reduction in Mandatory Training; to date, the SA & CSA have issued well over a dozen updates that reduce mandatory training and administrative tasks. That, in addition to significant consolidation and reduction in a wide variety of "mandatory training classes" that I approved last year, has freed up a large amount of time to train and build combat readiness. Use this time to master the basics; become "fantastic at the fundamentals."

b. If you still have not read my policy memo from last summer, or viewed the accompanying video, on programs pertaining to EO, EEO, SHARP, Bullying, Hazing, and related aspects of how we treat each other and execute our responsibilities as leaders, do it. Now. Use my video in your own pitch if it helps. While I expect you to lead, teach and mentor your units, I do not expect you to spend hours in classrooms

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reading canned lesson plans or lecturing from a script. Talk to your troops. Personally engage in any classes that you determine are "mandatory." If the material is important enough for your Soldiers, it is important enough for you. Consolidate the training and make it concurrent and "hip pocket" in nature. Use range bleachers or give a pitch over an MRE at lunch. I authorize you to assess, at echelon, the relevance and need for other aspects of classroom training that were formerly "required," again, balance Risk-to-Mission with Risk-to-Force. In the year ahead, we'll be taking a hard look at where we might be able to expand Electronic Based Distance Learning (EBDL) opportunities - both in terms of access and, potentially, some sort of credit - in an aggressive effort to create even more time for collective training.

11. Ready Force X (RFX): RFX as a verb. Many of even our most talented leaders struggle to understand and articulate RFX; resolving this confusion is a priority. Simply stated, RFX is the key organizing construct of how - on a very bad day for a very large war with a near-peer adversary - we would rapidly aggregate capability in crisis to decrease mobilization timelines, while also prioritizing sustainment, manning, training and modernization requirements today, in order to reduce risk for tomorrow. RFX is a verb until we actually execute it. It is the way we see our current manpower limitations, anticipate and identify internal "sourcing solutions" through the aggregation of smaller like-type formations or, in some cases, individual Soldiers. It is also how we honestly assess ourselves so that we can manage expectations, set priorities and re-position equipment and training sets, as necessary. It is the methodology that enables us to articulate and manage risk. It drives processes to make informed resourcing, training, incentives, modernization, and additional full-time support investments.

12. The Way Ahead:

a. We have come a long way over the past few years, and learned much as we moved. Now is time to take a holistic look at our training strategy for the force, and to revamp it where necessary. Your teams and USARC staff are conducting this holistic review now, so expect collective training strategy announcements soon. We will also focus on senior leader training management engagements as one of the tools to support this effort.

b. Training Management. Commanders are responsible for proper training management practices and standards. The 8-step training model, training meetings, and training resource meetings are how we need to operate and it's where we start winning at the Company and Battalion level. Commanders need to establish and enforce predictable training plans. Starting in FY19, we will begin Annual Training Briefs (ATB) looking out across a two-year time horizon. Wherever and whenever possible, I will participate in and guide the process. The USARC G3 will publish separate guidance, but the basic scheme of maneuver will be to batch the briefs into

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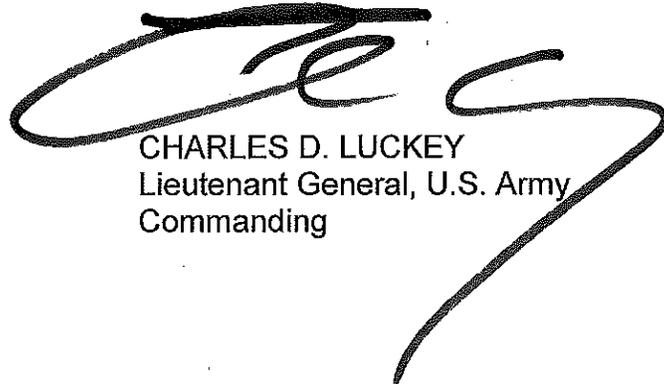
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groups by command type (Sustainment, Protection, Medical and Aviation, Separates, Training, and Readiness Divisions) and to focus a few key areas in order to synchronize supporting/supported relationships, funding, progression of activities and expected outcomes.

c. Be safe. As we press hard to infuse all aspects of our training with realism, and to stretch our capabilities, be smart and be safe. With enhanced realism, comes elevated risk. As leaders, it is absolutely essential that we not only assess risk in all aspects of our training, but that we know and incorporate the limitations of our units into that assessment process. Simply stated, units cannot miraculously reconstitute their field-craft proficiency overnight. In most cases, it has been decades since we pressed ourselves to conduct wide-area maneuver or maneuver-support operations against a determined, near-peer adversary in a full-spectrum fight. This is not easy stuff. Leaders must be personally engaged and physically present at key training events, and develop the savvy to know where they need to be on the "battlefield" in order to influence the action and mitigate risk. This is all about standards, discipline, and leadership.

13. Conclusion: Lean forward. I acknowledge and appreciate that there are aspects of the change we are driving that are unsettling for some. That is normal and expected. We live in a new, and potentially volatile threat environment where our ability to surge massive capability quickly is an essential aspect of deterrence. As the Army pushes to modernize and meet emerging threats, America's Army Reserve will continue to carry its share of the load. Our azimuth has not changed since we started down this trail two years ago. We are on the Road to Awesome, building the most capable, combat-ready and lethal federal reserve force in history. You are a key part of this historic effort and you are making a huge difference. Hang tough. Stay with it.

Keep pounding!....

A large, stylized handwritten signature in black ink, appearing to read 'C. Luckey', is written over the typed name and title.

CHARLES D. LUCKEY
Lieutenant General, U.S. Army
Commanding

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