



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
THE COMMANDING GENERAL  
UNIT 29351  
APO AE 09014

AEAGC-TD-OPD

20 November 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Policy Letter 1, USAREUR Training Philosophy

**1. Introduction.** Training soldiers and units to execute operational missions is our highest priority. Rigorous collective training under tough conditions provides the baseline of readiness for our warfighters. USAREUR leaders must train units to serve as part of unified joint, inter-agency, and multinational teams. We must be prepared to move out, conduct, and support a variety of missions, both simultaneously and in rapid succession.

**2. Philosophy.**

**a. Focus.** Nothing is more important in USAREUR than being trained and prepared to fight and to win. In addition to training units to win under any conditions, developing leaders who will train and command forces in the next conflict is our most important peacetime responsibility. Our soldiers deserve the most informed and expert leaders available. These leaders will train our soldiers to meet the challenges of the 21st century and lead them whenever the nation calls. Training must be realistic, challenging, and safe. Mission-essential task lists (METLs) must be designed to guide our training and prepare units for changing global and strategic requirements.

**b. USAREUR Training Imperatives.** Our training must be—

(1) **Joint.** USAREUR units continually operate as integral parts of a joint team. Therefore, we must develop leaders, soldiers, and staffs to be successful in a joint environment.

(2) **Doctrinal.** Too much energy is lost duplicating processes and systems when a doctrinal solution already exists. Leaders must understand and apply Army training doctrine. Commanders must adapt this doctrine as necessary, but mastery of the basics must come before adaptation.

(3) **Efficient.** I expect leaders to use training resources efficiently. Units will use home-station training, simulators, and simulation assets to prepare platoons for deployment to military training areas for company- and higher-level training exercises.

(4) **Imaginative.** USAREUR operates in a unique training environment. Our strength lies in the fact that we are the most innovative training theater in the Army. I look to you to maintain that trend and seek more and better ways to train our soldiers and units.

**c. Doctrine.** The consistent, lasting rules of the road are set out in our doctrine. FM 25-100 and FM 25-101 explain how to plan, manage, and execute high-quality training. All leaders must understand Army training doctrine and incorporate the principles in FM 25-100 and FM 25-101 in their training.

*This letter is available at <https://www.aeaim.hqusareur.army.mil/library/home.htm>.*

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**d. Time Management.** Predictability is the key to reducing turmoil in units. The stable environment that comes with effectively managed training provides soldiers a sense of predictability and increases morale and motivation. As leaders, we must manage our soldiers' time carefully, including time off, in order to meet their training and operational requirements. Commanders must ensure that soldiers and civilian employees are able to make and keep plans for leave, weekends, and holidays as much as possible. Weekends are not normal duty days and will be used for training and work only when required by the division commander or equivalent. I will do my best to avoid commitments that arise within the 180-day deadline; and I expect colonel-level commanders to lock in training schedules no less than 3 weeks out during training meetings. I will be personally briefed when the 160 day CMTC letter is late. To ensure CMTC augmentations do not continue as a source of unpredictability, CG V Corps and CG 7ATC will design a standard augmentation package for divisional units. The CG SETAF and CG 7ATC will develop a similar package for units of the 173d Abn Bde. I will be the approval authority for exceptions to those augmentation packages. No battalion commander will respond to a tasker for augmentation to CMTC that was not received prior to and briefed at the quarterly TMC prior to the quarter in which the augmentation is to take place.

**e. Training Pace.** We must strike a balance among individual soldier training, small unit training, and training our headquarters. The high personnel turnover and shortages of key personnel caused by contingencies requires frequent training for our soldiers, squads, platoons, and companies. Our training must be done using "building-block" style, so that our foundation is solid as we move to the next higher level.

**3. Conclusion.** The USAREUR training environment is meant to be tough. To conduct training, commanders must think and plan. As units continue to deploy and redeploy, we must remain trained and ready to fight and win the first battle or crisis that occurs. By focusing on the METL, planning well ahead, and executing missions to standard, we will remain effective and ready.

  
MONTGOMERY C. MEIGS  
General, USA  
Commanding

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