



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE
UNIT 29351
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AEOP-TDT

6 October 2015

MEMORANDUM FOR

Commanders, USAREUR Major Subordinate and Specialized Commands
HQ USAREUR Staff Principals
Commander, HHBN USAREUR

SUBJECT: USAREUR Training and Leader-Development Directive, FY 16–19

- 1. Supersession.** This memorandum supersedes memorandum, USAREUR, AEOP-TDT, 18 August 2014, subject: USAREUR Training and Leader Development Directive, FY 15–18.
- 2. References.** The [enclosure](#) lists references and provides links to sites that provide additional information and resources.
- 3. Purpose.** This memorandum updates the USAREUR training and leader-development directive (TLDD) to align commander's guidance with the Army Campaign Plan, the Army Training Strategy, the USEUCOM Theater Strategy, and the USAREUR 2020 Base Plan. The TLDD provides the CG's mission command guidance to USAREUR for maintaining a Force that is capable and ready to deploy in support of worldwide Army, USEUCOM, or other combatant command (CCMD) requirements.
- 4. USAREUR Mission.** USAREUR trains and leads Army Forces in support of USEUCOM by training and preparing Forces, ensuring strategic access, deterring conflicts, enabling the NATO Alliance, and strengthening partnerships. USAREUR provides flexible options and strategic depth to USEUCOM and sets the conditions for regional security and stability.
- 5. My intent.** The USAREUR contribution to NATO and USEUCOM will create a "Strong Europe." While USAREUR makes up about only five percent of the Army's total land power, we must create effects far greater than our size or assigned strength. Simply put, our 30,000 Soldiers must look and feel like 300,000.

a. We will do this by building and sustaining readiness at the highest levels for our assigned Forces, integrating our training strategy within the Alliance and with our partner nations, taking full advantage of the Army's regionally aligned Forces, and integrating the Reserve Components into our exercise program and operations.

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b. To support the “Strong Europe” strategy, the USAREUR culture should embody the eight tenets of Army Operations (that is, Initiative, Simultaneity, Depth, Adaptability, Endurance, Lethality, Mobility, and Innovation).

c. The following are the five pillars of our “Strong Europe” strategy:

- Empowering Junior Leaders.
- National Guard and the Reserve Component.
- Allies and Partners.
- Regionally Allocated Forces.
- Dynamic Presence.

d. The endstate of a “Strong Europe” Army is one that is “Ready, trained, and responsive in assuring our Allies, deterring our adversaries, and capable of winning in this complex world.”

6. Enduring Priorities.

a. Readiness. USAREUR assigned and regionally aligned Forces will build and sustain readiness by implementing deliberate combined arms training strategies (CATS), executing training and exercises as part of Atlantic Resolve, and training using Decisive Action Training Environment (DATE) combat training center rotations at the United States Army Joint Multinational Readiness Center (JMRC).

(1) Interoperability. Our use of a multinational approach to every exercise will result in improved interoperability, strengthened relationships, and deeper trust among Allied armies.

(2) Threat Response. Our adversaries’ use of “hybrid warfare” and deliberate attempts to create fissures within NATO and the European Union will attempt to disrupt our access, target our vulnerabilities, and influence our decision-making process. Our training strategy must be adaptive, flexible, and responsive to challenge and meet this threat.

(3) Unit Readiness. Commanders must seek opportunities with our Allies and partners during Atlantic Resolve to accomplish critical collective training requirements as part of their unit training progressions. Implementation of the Sustainable Readiness Model will improve the prioritization of resources to units that are building readiness.

(4) Responsive, Ready, and Forward Postured. The Freedom Shock program ensures we can deploy ready Forces for all contingencies.

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(a) Deployment readiness exercises (DREs), which train, validate, and sustain USAREUR readiness, are a key component of the Freedom Shock program.

(b) Freedom Shock activities (that is, events and exercises) will test and validate freedom of movement principles while leveraging and integrating unique Allied capabilities no longer present in the European-based U.S. inventory (for example, tactical bridging assets).

(c) Units planning Freedom Shock activities should ensure that Unit Designation Lists (UDLs) are adjusted, Transportation Coordinator–Automated Information Movement System (TC-AIMS) data are verified, and Joint Operation Planning and Execution System (JOPES) data are validated as applicable for supported contingency plans.

(d) During level II and III Freedom Shock activities and before executing DREs, units will conduct intermediate staging area operations to confirm equipment-shipping contents, documentation, and radio frequency in-transit visibility (RF ITV) tags with level IV and VI data.

(5) Individual Training. To execute the “Strong Europe” campaign, we must focus training to build individual capability, readiness, and initiative. Individual training must also focus on the combat skills needed to survive on the battlefield. To improve those combat skills, USAREUR will conduct Expert Infantry Badge (EIB), Expert Field Medical Badge (EFMB), as well as Air Assault and Jumpmaster training, with the latter conducted in theater by mobile training teams.

b. Leader Development. USAREUR is the Army’s foremost “leadership laboratory.” USAREUR will train and support our Allies and partners with large formations as well as units down to platoon and squad level. As a result, our leaders are distributed across Europe with a wide range of opportunities to work with our country teams, Allies, and partners and to learn from the associated challenges.

(1) Every leader must understand the political situation in Europe, its history, the current conflicts, and the roles of all respective nations within the framework of NATO.

(2) I expect our leaders to be trained and educated on NATO doctrine, policies, procedures, and standards to enable seamless integration with our Allies.

c. Enabling the Alliance. Commanders at every echelon must be able to clearly articulate NATO interoperability objectives for each Atlantic Resolve event and exercise. Our ability to conduct exercises and operations with our Allies and partners is integral to supporting the “Strong Europe” concept. USAREUR will lead enhanced multinational land-forces training and security-cooperation activities across the eastern flank of NATO

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under the umbrella of Atlantic Resolve. This will ensure multinational interoperability, strengthen the relationships among our Allied militaries, and demonstrate the U.S. commitment to NATO.

(1) The Mission Command Element (MCE), 4th Infantry Division (4ID). The Army allocated 4ID to the USEUCOM theater to better enable USAREUR to conduct joint and multinational training by using both assigned and regionally aligned forces. The 4ID MCE also provides USAREUR with a mission command capability for Atlantic Resolve activities, demonstrates the Army's power-projection capability, and adds qualitative assurance measures to the NATO Alliance.

(2) The State Partnership Program (SPP). We will continue to engage with U.S. state [the] adjutant generals (TAGs) to ensure a unified and aligned vision for objectives and activities with their state's partner nations. USAREUR will improve the effectiveness of SPP across Europe by linking SPP events to other security-cooperation goals. In 2016 and 2017, we will look to provide increased training opportunities for our SPP states and address capability gaps within the USAREUR structure by using Army National Guard capabilities. Short-range air defense (SHORAD) and engineering are two prominent, but not the only, categories where SPP can both contribute to regional stability and demonstrate U.S. commitment while filling USAREUR capability gaps.

(3) Interoperability. Training, exercises, operations, and the presence of the U.S. Army European Activity Set (EAS) will all contribute to Alliance assurance and deterrence measures, as well as display NATO's continued adaptability to evolving threats.

(a) USAREUR will train our leaders and units to apply NATO doctrine by—

1. Sending our leaders to NATO schools and leveraging NATO centers of excellence to train our Soldiers to common NATO standards.

2. Continuing to use NATO doctrine as a basis for training we conduct at the Seventh Army Joint Multinational Training Command (JMTC) and JMRC.

(b) Additionally, our communications-interoperability objectives at the tactical level are clear:

1. Achieve tactical-level secure-FM communications with our Allies.

2. Establish common friendly force identification processes and systems.

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3. Attain a common operating picture among Allied tactical command posts.

(4) The Connected Training Initiative (CTI). The CTI is a key enabler for joint multinational exercises. It provides distributed training capabilities that extend beyond the boundaries of training centers and connects multiple participants. By using multinational accreditation and standardization, the CTI lowers the physical and financial hurdles for U.S. Forces, our Allies, and our partners; and it allows training that is cost-efficient, realistic, and timely.

(5) Joint, Interagency, Intergovernmental, and Multinational (JIIM). Joint multinational training exercises will be developed so that they blend strategic, exercise-specific, and Title 10 training objectives to maximize the training experience for U.S. Forces, Allies, and partners. Our exercises will be designed to both preserve and improve Allied and partner nations' capability, capacity, and interoperability.

7. Mission Command.

a. Leaders. Our leaders must understand and practice Army mission command principles. Responsibility, trust, and initiative are the cornerstone requirements for mission command. To best prepare our Army for the uncertainties in today's complex world, our leaders must develop and create opportunities to employ these principles. We must place trust in our subordinates through a clearly articulated commander's intent and desired endstates.

b. Seeing Ourselves. To enhance mission command and achieve our intended strategic effects, we must use all available means to see ourselves by sharing information and observing one another's activities.

(1) Disciplined reporting, accurate updating of the USAREUR G3/7 Training and Exercise Division (TRES) Matrix, and consistent participation in the Combined Operations and Intelligence Center (COIC) updates are but a few "Strong Europe" tools that will help us to see ourselves clearly.

(2) For example, the Thursday COIC update is a great venue for commander-staff dialogue and provides me an opportunity to communicate my guidance, vision, and direction. I expect commanders to make every effort to participate in this critical event, even when traveling. The COIC updates also provide a developmental opportunity for junior leaders who, using mission-command principles, provide the updates on behalf of their commanders.

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8. Training Management.

a. Unit Training Management (UTM). A coordinated, resource-informed training strategy provides the benchmark for any unit-readiness roadmap. Training schedules that meet the Army goal of a 6-week lock-in and training calendars synchronized with higher and lower echelons will enhance predictability and improve our overall training strategy effectiveness.

(1) Colonel-level commanders will strive to maintain these schedules, while retaining the flexibility to respond to evolving opportunities.

(2) To support UTM at my level, the USAREUR G3/5/7 must approve all USAREUR unit-taskings that will be issued 45 days or less before the date of execution.

b. Army Training Management System (ATMS). Commanders need to be familiar with ATMS, the Army's tool for access to training strategies. Commanders must ensure trainers are themselves trained on ATMS capabilities and fully implement the Army Digital Training Management System (DTMS) within their headquarters.

9. Shaping Operations.

a. Cybertraining. Defending our network is a top priority. Commanders at all levels must recognize the cyber threat, actively enforce cybersecurity policy and procedures, and be proactive in training their Forces. Critical training requirements include computer-network defense, information assurance and threat awareness, incident-response planning, and network hardening. Commanders should also include cyber-electromagnetic activities in unit planning processes to seize, retain, and exploit our information advantages, in both cyberspace and the electromagnetic spectrum, over our adversaries.

b. Space Training. USEUCOM relies on space capabilities to support every warfighting function, from the tactical to the strategic level. Many Army personnel do not understand how their equipment relies on or interacts with space-based capabilities.

(1) Environment. Commanders must ensure their units are prepared to operate in a contested space environment, their staff understands the implications and appropriate mitigation measures to use when space capabilities are degraded or lost, and their Soldiers recognize the environment and are capable of fighting through those challenges.

(2) Degraded Communications. USAREUR exercises will incorporate realistic cyberspace-operation environments to portray robust cyberspace threats as well as

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operations in a degraded communications environment that requires the training audience to operate in and through congested and contested communications.

c. Sexual Harassment/Assault Response and Prevention (SHARP).

Commanders and leaders at every level will create a command climate that is designed to eliminate sexual assault and sexual harassment and ensure victims are treated with dignity and respect. Commanders and first-line leaders are jointly responsible for leading this effort to prevent sexual assault and sexual harassment.

(1) Commanders and leaders will encourage victims to report incidents of sexual assault and sexual harassment without fear of retaliation or reprisal.

(2) Additionally, commanders will—

(a) Align their SHARP strategic plans with the SECDEF's Sexual Assault Prevention and Response five lines of effort (LOEs) as outlined in the 2015–2016 DOD Sexual Assault Prevention and Response Strategic Plan ([ref 1b](#)) to ensure the synchronization of our efforts:

- Prevention
- Investigation
- Accountability
- Advocacy and Victim Assistance
- Assessment

(b) Use the DOD LOEs as the foundation for their plans to ensure unity of effort, synchronization, and a common approach to assessments across USAREUR.

(c) Update their own strategic plans annually.

(d) Ensure all SHARP positions are filled by the best-qualified individuals to ensure an environment of mutual respect, trust, and safety in our units. Individuals serving in positions of significant trust must demonstrate the highest standards of character, conduct, and personal integrity, as well as meet the selection criteria outlined in HQDA Execution Order 193-14 ([ref 1y](#)). Additionally, they must complete the required screenings, background checks, and training to receive the required credentials from the National Organization for Victim Assistance.

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d. Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Programs. Leaders will create a climate designed to eliminate all discrimination and harassment while treating all personnel with dignity and respect. Commanders will—

- (1) Provide EO training twice a year that includes treatment-of-others training.
- (2) Support EEO program leaders by implementing affirmative employment plans and providing annual EEO, anti-harassment, Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR), and disability training.
- (3) Ensure EEO is incorporated into day-to-day business processes for Army Professionals as well as the hiring process.

e. Champion Soldiers, Army Professionals, and Families. We are obligated to take care of our Soldiers, Civilians, and Families. The Ready and Resilient Campaign programs provide a foundation to help Soldiers who struggle with any of a multitude of challenges. Resilience is about improving performance of our most valuable resource—people. The Ready and Resilient Campaign also synchronizes many separate programs to increase the total readiness of our Force.

f. Counter-Improvised Explosive Device (C-IED) Training. Improvised explosive devices remain a global threat and will be a battlefield condition for the foreseeable future. Commanders therefore must sustain individual and unit C-IED training proficiency and leverage the equipment, training packages, and the Army's C-IED Integration Cell (CI2C) to plan, provide resources for, and conduct unit training in accordance with [AE Regulation 350-1](#) requirements. The CI2C is the Army's solution for an enduring homestation training capability and serves as the knowledge-management hub for C-IED training.

g. Antiterrorism and Force Protection (AT/FP). Force protection is a command responsibility and an integral aspect of everything we do. Commanders will maintain a proactive AT/FP program through training and communication. The key to a successful AT/FP program is instilling a sense of protection awareness that spans the entire spectrum of daily activities, on and off duty. Commanders must understand the tactical control for FP relationships for their unit and location, conduct predeployment site assessments, develop in-transit and site-security plans, and apply measures to reduce the risk of terrorism.

h. Chemical, Biological, Radiological, Nuclear, and High-yield Explosives (CBRNE).

- (1) Commanders will ensure all CBRNE training is conducted according to [AE Regulation 350-1](#).

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(2) Commanders of explosive ordnance disposal (EOD) units will conduct required EOD training according to DOD Directive 3025.13, CJCSI 3207.1C, and AR 75-15 requirements and prepare their Soldiers to support contingency operations, humanitarian mine action, and immediate EOD support for protection of very-important-persons missions.

i. Intelligence Training. The 66th Military Intelligence (MI) Brigade is the primary USAREUR intelligence agency, the theater intelligence “anchor point,” and the primary agency responsible for execution of the Foundry Intelligence Readiness Program in the theater. The Foundry program provides commanders with resources to sustain MI skills and a means to conduct intelligence mission preparation. Commanders will—

(1) Leverage Foundry to improve combat readiness through training and live-environment mission settings and ensure that Soldiers have a basic cultural and foreign-language capability tied to the area of responsibility, coalition conditions, and the mission.

(2) Ensure that linguists maintain their military occupational specialty (MOS) (that is, 35P and 35M) proficiency in accordance with AR 11-6 standards.

(3) Operationalize training by incorporating intelligence training tasks in coalition operations and include training using NATO Alliance capabilities.

j. Air and Missile Defense Multi-National Integration and Training.

Commanders should integrate air and missile defense capabilities into all exercises. They should actively seek opportunities to integrate “from mud to space” into Allied, partner, and joint-force exercises and events to synchronize actions across land, sea, air, cyber, and space domains. Doing this will enable USAREUR units to improve interoperability, integrate counter-unmanned-aerial-system capabilities into combined arms maneuvers, identify capability gaps, and develop standardized tactics, techniques, and procedures based on NATO doctrine.

k. Command Supply Discipline Programs. The Command Supply Discipline Program (CSDP) is a commander’s program. The CSDP enables commanders to assist their subordinate commanders, directors, and supervisors to return to performing basic supply responsibilities routinely throughout USAREUR.

(1) The CSDP establishes command, supervisory, and managerial responsibilities to meet regulatory requirements and verify that units are adhering to existing Army and USAREUR policies.

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(2) The CSDP is also a precursor to rewarding excellent performance by recognizing and nominating exceptional units through the USAREUR Supply Excellence Award (SEA) program and potentially participate in the Chief of Staff, Army (CSA), SEA.

(3) As part of the Army-wide CSDP, the Army Campaign on Property Accountability (ACOPA) is a CSA-directed, Army-wide effort to ensure all items are brought to record, reestablish the CSDP, and identify and turn-in all excess equipment. The ACOPA program also aims to educate and mentor leaders at every level by focusing on instilling a culture of stewardship across the Force.

I. Command Maintenance Discipline Programs. Commanders at all levels must establish (or, if necessary, reestablish) the discipline and processes that build and sustain the level of materiel readiness required for successful USAREUR operations. Leaders must understand and enforce Army maintenance standards of assigned equipment to technical manual (TM)-10 and -20 standards while understanding that we will deploy and fight with our assigned equipment. USAREUR leaders must therefore develop a reflexive competence in sustaining materiel readiness across widely dispersed operations and at the end of long, austere lines of communication.

(1) Commanders will focus Soldier and leader maintenance training on the diagnosis of faults with an aim toward accurate initial troubleshooting and diagnosis, particularly when performed by junior Soldiers at remote operating sites.

(2) The leader focus for maintenance training for FY 16 is the establishment of a USAREUR Maintenance Terrain Walk Program. The 21st Theater Sustainment Command (21st TSC) will develop the program framework, but brigade commanders must implement the program within their units. At execution, a USAREUR general officer (GO) and GO-level command sergeant major (CSM) will conduct the maintenance terrain walk alongside the brigade commander and the brigade CSM.

m. Medical Training.

(1) MOS 68W Training. Medical Soldiers (that is, MOS 68W) are required to complete both National Registry Emergency Medical Technician (NREMT) certification and cardiopulmonary resuscitation (CPR) certification every other year. The 68W Soldiers must be recertified by 31 March of the recertification year for each certification. To meet this suspense, commanders with multiple 68W Soldiers assigned to their units will ensure their units meet the following USAREUR NREMT recertification standards:

- 75 percent of Soldiers recertified by 1 November of the recertification year.
- 90 percent of Soldiers recertified by 1 December of the recertification year.
- 100 percent of Soldiers recertified by 1 January of the recertification year.

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(2) EFMB. The EFMB is open to all United States Army Medical Department (AMEDD) officers and Soldiers, all MOS 18D Soldiers, and warrant officer pilots who have a special qualification identifier of “D” and are assigned to an air ambulance unit.

(3) Best Medic Competition. This competition is open to one two-person team per USAREUR major subordinate or specialized command. Participants must be EFMB-certified. The best USAREUR teams will compete in the AMEDD Best Medic Competition at Fort Sam Houston, Texas.

(4) Postpartum Pregnancy Training (P3T). The Office of the Command Surgeon, HQ USAREUR, will develop and provide units with guidance about the USAREUR P3T program according to AR 350-1 and U.S. Army Public Health Command Technical Guide 255A. The P3T program goals are to maintain physical fitness during pregnancy, improve postpartum fitness levels to ease a return to normal unit physical-fitness training, maintain mission capabilities, promote higher physical-fitness test scores, and improve compliance with AR 600-9 height and weight standards.

10. Conclusion. I am extremely proud of and confident in our leaders and Soldiers who are operating across Europe and deployed abroad. As we look toward FY 16 and FY 17, I am challenging all our commanders and leaders to use this TLDD to enhance and improve our “Strong Europe” strategy.

a. Focusing on readiness, leader development, and enabling the Alliance as enduring priorities, the Army in Europe must stand ready with our NATO Allies and our Partnership-For-Peace partner nations in this increasingly complex European landscape. Our ongoing shaping and assurance operations are having phenomenal effects across the Alliance, but if these measures and deterrence should fail, USAREUR's highly trained Soldiers must be prepared to respond rapidly in support of our Nation, NATO, or as directed by USEUCOM.

b. Leaders and subordinates alike should take every opportunity to tell our story to the media, our Allies, partners, host nations, and, most of all, to the American people.

c. Finally, I look forward in the year ahead, to serving alongside you as part of the USAREUR Family and demonstrating our shared “Strong Europe” vision for the future.

Encl
[References](#)


FREDERICK “BEN” HODGES
Lieutenant General, USA
Commanding

References

1. Publications.

- a. Equal Employment Opportunity Management Directive 715 (EEO MD 715), U.S. Equal Employment Opportunity Commission, 1 October 2003, subject: Federal Responsibilities Under Section 717 of Title VIII and Section 501 of the Rehabilitation Act (<http://www.eeoc.gov/federal/directives/md715.cfm>)
- b. Memorandum, DOD, SECDEF, 26 January 2015, subject: Annual Review of the DOD Sexual Assault Prevention and Response Strategic Plan (<http://www.sapr.mil/index.php/about/sapr-strat-plan>)
- c. DOD Directive 3025.13, Employment of DOD Capabilities in Support of the U.S. Secret Service (USSS), Department of Homeland Security (DHS)
- d. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3207.1C, Department of Defense Support to Humanitarian Mine Action
- e. AR 1-201, Army Inspection Policy
- f. AR 11-2, Managers' Internal Control Program
- g. AR 11-6, Army Foreign Language Program
- h. AR 75-15, Policy for Explosive Ordnance Disposal
- i. AR 220-1, Army Unit Status Reporting and Force Registration—Consolidated Policies
- j. AR 350-1, Army Training and Leader Development
- k. AR 350-32, Army Foundry Intelligence Training Program
- l. AR 385-10, The Army Safety Program
- m. AR 600-20, Army Command Policy
- n. AR 600-63, Army Health Promotion
- o. AR 690-12, Equal Employment Opportunity and Affirmative Action
- p. AR 690-600, Equal Employment Opportunity Discrimination Complaints
- q. DA Pamphlet 600-24, Health Promotion, Risk Reduction, and Suicide Prevention

- r. Army Doctrine Publication (ADP) 6-0, Mission Command
- s. ADP 7-0, Training Units and Developing Leaders
- t. Army Doctrine Reference Publication (ADRP 1-03), The Army Universal Task List
- u. ADRP 6-0, Mission Command
- v. ADRP 7-0, Training Units and Developing Leaders
- w. Memorandum, HQDA, SASA, 23 December 2013, subject: Army Directive 2013-29 (Army Command Climate Assessments)
- x. Message, HQDA, DAPE, date-time group (DTG): 230025Z Jun 12, subject: HQDA EXORD 221-12, 2012 Sexual Harassment/Assault Response and Prevention (SHARP) Program Synchronization Order
 - (1) Message, HQDA, DAPE, DTG: 051838Z Dec 12, subject: FRAGO 01 to HQDA EXORD 221-12, 2012 Sexual Harassment/Assault Response and Prevention (SHARP) Program Synchronization Order
 - (2) Message, HQDA, DAPE, DTG: 271601Z Dec 12, subject: FRAGO 02 to HQDA EXORD 221-12, 2012 Sexual Harassment/Assault Response and Prevention (SHARP) Program Synchronization Order
 - (3) Message (All Army Activities (ALARACT) 018/2013), HQDA, DAPE, DTG: 171712Z Jan 13, subject: FRAGO 03 to HQDA EXORD 221-12, 2012 Sexual Harassment/Assault Response and Prevention (SHARP) Program Synchro
- NOTE:** The non-ALARACT messages listed above are available at ***Error! Hyperlink reference not valid.***
- y. Message (ALARACT 188/2014), HQDA, SAMR/DAPE, DTG: 260242Z Jul 14, subject: (FOUO) HQDA EXORD 193-14 Screening of Sexual Harassment/Assault Response and Prevention Program Personnel and Others in Identified Positions of Significant Positions of Trust
- z. The Army Training Strategy (<http://www.forscom.army.mil/leaderdevelopment/Content/Desktop/pdf/ATS.pdf>)
- aa. Message (e-mail and Powerpoint attachment), HQDA, DACS-ZA, 16 October 2013, subject: CSA Strategic Priorities, October 2013 (http://www.army.mil/article/113256/CSA_lays_out_strategic_priorities_for_uncertain_future/)

ab. The Department of the Army Space Training Strategy, Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT), SMDC//ATCG//AEOP, November 2013, subject: Army Space Training Strategy 2013–Warfighting Excellence for the 21st Century (This publication is FOUO and available on request from G31, USASMDC/ARSTRAT (mil 312-692-1924/civ 719-554-1924).)

ac. United States European Command Theater Strategy, 7 April 2015 (available only on SIPRNET at the USEUCOM command portal)

ad. [AE Regulation 350-1](#), Training and Leader Development in Europe

ae. [Memorandum, USAREUR, AEOP, 9 September 2014, subject: USAREUR 2020 Base Plan](#) (available on AEPUBS as AE Cmd Memo 2015-040)

af. United States Army Public Health Command (USAPHC) Technical Guide 255A, U.S. Army Pregnancy PostPartum Physical Training Program–Implementation Guide (available on AKO at <https://www.us.army.mil/suite/page/693153> and specifically <https://www.us.army.mil/suite/doc/24222347>)

NOTE: AE and most DA publications are available at: <https://aepubs.army.mil/>. DA publications are also available at: <http://www.apd.army.mil/> or as identified above.

2. Resources. The following agency or program portals provide information about the identified agencies or programs:

a. Live Training Community (<https://www.lt2portal.org/home.aspx>)

b. Army Comprehensive Soldier and Family Fitness Program (<http://csf2.army.mil/>)

c. Center for the Army Profession and Ethic (Army Profession Campaign) (<http://cape.army.mil/>)

d. Army Training Network (<https://atn.army.mil/>)

e. United States Army Combat Readiness/Safety Center (<https://safety.army.mil/>)

f. USAREUR, Army Strong! Strong Europe! (official webpage: **Error! Hyperlink reference not valid.** and SharePoint homepage: <https://intranet.eur.army.mil/SitePages/Home.aspx>)

g. USAREUR G1 (<http://www.eur.army.mil/g1/index.htm>)

h. USAREUR G3/5/7 SIPR portal (<http://eur.aep.army.mil/site/g3/default.aspx>)

NOTE: All USAREUR tasking orders (TASKORDs) are available only on SIPRNET.