



REPLY TO
ATTENTION
OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY WESTERN REGION
U.S. ARMY CADET COMMAND BOX 339500
FORT LEWIS, WASHINGTON 98433-9500

ATOW-ZA

5 MAR 04

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Western Region School Year (SY) 04/05 Command Training Guidance

1. References: See Enclosure 1.
2. Purpose. This memorandum provides Region level guidance and priorities for the conduct of training for SY 04/05.
3. Commander's Training Philosophy.

a. Training Focus: Our curriculum is logically divided between the Basic and Advanced Course, with different needs for each of these segments of our cadet population. MS 1 and MS 2 cadets must be taught, while we must *train* our MS 3 and 4 cadets on Army-specific skill sets. America is at war. Although this does not necessarily drive changes to the Military Science Program of Instruction, we must be cognizant of the environment in which our cadets learn, as well as the environment in which they will serve if they successfully achieve commissioning. This transition begins at MS 3. Assuming that our recruiting efforts are focused correctly, our cadets at this level have the intellectual and physical attributes to achieve an Army commission. It is our responsibility to develop in them the mental, technical and emotional skills necessary to lead soldiers in America's Army. I expect cadre members to utilize the Cadet-Command directed curriculum as a baseline, adapted as necessary to reflect for our Advanced Course Cadets the realities of our Nation's strategic posture and current operations. Given the constrained time available on campuses, commanders must prioritize their efforts. For planning, my priorities are:

- (1) Implementation of the MSL curriculum, with an emphasis on MSLIII and MSLIV and the integration of Warrior Ethos into the overall FM 7-1 planning and execution of Battalion training operations.
- (2) Warrior Forge 05 planning and execution
- (3) Pre-Command Course instructors preparation and handoff operations.
- (4) ROO Course instructors
- (5) PCC for PMS/Bde Cdr/SGMs

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- (6) Cadet Professional Development Training (CPDT)
- (7) Officer/NCO Professional Development Training
- (8) Distance Learning SOCC (DLSOCC)

b. Challenges: We face an extended period of increased mission and dwindling resources. This will impact upon our recruiting operations. We must not confuse our training imperatives with inadequate recruiting or retention resources. We live and operate in an era of great turmoil and uncertainty within Cadet Command and the Army that is, bluntly, inconsequential to the quality of our training. Regardless of cadre turbulence and resource constraints, every moment spent with every cadet must provide high-payoff learning, focusing upon the development of that particular individual to achieve a commission in the Army. Our on-campus instruction must be prepared, rehearsed and executed with focus, enthusiasm and complete professionalism.

c. Warrior Ethos (WE).

(1) Integration at Warrior Forge and Campus Training. Warrior Ethos is embodied in the current Warrior Forge POI through the training, mentoring, and evaluation processes. We are enhancing Warrior Ethos by increasing rigor, imbedding the Warrior Ethos in the AAR system, improving our TAC-Cadet contact time, and linking the Warrior Ethos with leadership dimensions during cadet evaluations. Campus training must parallel this effort and embed/enhance Warrior Ethos and rigor in their leadership development training.

(2) Rigor in training comes from embedding Stress (Physical, Mental, and Emotional), Stamina, Endurance, and a Will to Win into the philosophy and execution of that training. Additional information is available at <http://www.benning.army.mil/taskforcesoldier/content/warrior%5Fethos.htm>

4. Training Assessment.

a. NALC 03 results: In overall terms, Western Region Cadets performed well in the basic measures of APFT and land navigation, generally at or just above the Cadet Command average. Our cadets' performance and potential ratings were very satisfactory, as the percentage of cadets in the "Top 1/3" of their platoon was significantly higher than the Cadet Command average, a reflection of the recruitment of high quality cadets and high quality leader development programs on campus.

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b. CPDT completion: A 100% fill rate for FY 03 CTLT was an all-time high, although a lack of physical preparation caused numerous CPFT failures.

c. Ammunition utilization: Un-forecasted ammunition requests are the number one shortfall in ammunition management throughout Western Region. Battalion Ammunition Managers will read and understand the Region's Ammunition SOP.

<http://www.lewis.army.mil/accw/div/training/AMMO%20SOP.doc>

5. Major Training Events.

- a. Warrior Forge 04: 10 May 04-20 Aug 04
- b. JROTC Conference: 13-15 Sep 04
- c. Senior ROTC Conference: 1-4 Nov 04
- d. Warrior Forge 05 Planning Conference: 14-18 Feb 05
- e. Command Inspections: TBP

6. Curriculum Implementation.

a. General. The curriculum will undergo a revision and validation by HQCC over the next few years. Until revision is complete, instructors will implement the curriculum as a baseline reference. Individual modules and classes may be consolidated and sequenced to fit the overall training program.

b. Cadre Certification. The PMS will ensure all cadre instructors are properly trained to implement the ROTC curriculum. I expect the PMS to conduct a detailed review of all MS level curriculum and its integration into the overall training program and lab exercises. At a minimum, the PMS will monitor a new instructor's classroom presentation within the first month and follow up with quality counseling/training as necessary.

c. AAR Process. Western Region will implement a Fall and Spring curriculum AAR to address near term issues. This will facilitate timely curriculum updates and corrections through Blackboard prior to the complete revision.

7. Leader Development Program.

a. It is the responsibility of every cadre member to instill and reinforce desirable leadership behavior in cadets, based on Army Values and the principles of FM22-100. In Cadet Command, the Leadership Development Program (LDP) is a progressive, systematic approach to training, assessing, and

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counseling each individual cadet, familiarizing them with desirable leadership behavior, providing them with opportunities to internalize that behavior, quantifying their relative performance, and assisting them in determining necessary corrective actions to further develop their capabilities.

b. All battalions in Cadet Command will administer LDP on-campus utilizing the guidelines published in the LDP Handbook as a baseline. Cadets will have every opportunity to maximize their leadership skills in the time available in ROTC. The LDP is utilized at all levels of training. At a minimum, all cadets will receive periodic performance counseling. All MSLIII cadets will be scheduled for and assessed in a minimum of 5 leadership opportunities during the MSLIII academic year. Leadership opportunities will be substantive, challenging, and relevant, structured to enhance leadership skills that contribute to the individual's development. At the end of the academic year, each MSLIII will receive performance counseling in the form of the Cadet Evaluation Report (CER, CC Form 67-9). The CER will be completed and the cadet counseled prior to the cadet's departure to Warrior Forge. During the MSLIV academic year, developmental efforts will focus on those critical areas identified in individual performance during the MSLIII year as well as at Warrior Forge.

c. The following principles are critical to successful development of warrior leaders at all levels:

(1) Cadre are the models for leadership. Conduct yourselves in a professional manner at all times. Focus opportunities and resources on the individual developmental needs of each cadet.

(2) Use variables when training to stress problem-solving skills and increase confidence under a wider range of circumstances.

(3) Encourage self-assessment by each cadet, teaching them to analyze their own performance continuously and modify their behavior when appropriate.

(4) Encourage initiative.

(5) Be present at cadet training; use cadre experience and skills as a resource to assist the cadet in personal growth.

(6) Integrate current U.S. military actions to develop an operational framework for our cadets. We must ensure our situational training is both current and relevant.

8. Cadet Professional Development Training (CPDT).

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a. Cadre will ensure cadets understand all facets of the training for which they volunteer. All cadets attending CTLT must complete the CTLT statement of understanding and bring a copy with them to Warrior Forge. Access this statement at <http://www.rotc.monroe.army.mil/training/currentops div/docs/ctlta/acceptancestatement.doc>

b. CPFT. Physical preparation for all CPFT training is essential. Cadre will select the most qualified cadets using a quantitative OML and train specific events prior to course attendance. The most problematic events include the rope climb and 12 mile ruckmarch at the Air Assault School, and 4-mile-run fallouts from Airborne School. Access CCP 145-9 and the CPFT MOI dated 5 Dec 03 for detailed information on all specific CPFT requirements. Unapproved medical waivers affected cadets with scheduled training after NALC 03. Battalions will complete medical waivers for follow-on training prior to reporting to Warrior Forge 04, and manage waivers throughout SY04/05 for CPDT during WF05. LASIK and RK eye surgery are the most common waiver requests.

9. LDAC/Warrior Forge. Several training events at Warrior Forge are operational completion and/or commissioning requirements. Warrior Forge circulars cover specific details for successful completion or waiver criteria for those events. See Warrior Forge SOP and circulars 145-04-1/2/3.

10. ESTP. Compliance with the requirements of ESTP needs improvement. Efficient implementation and status tracking by the Battalion level ESTP coordinator is the most crucial element. Twice a semester, Region Training will provide Brigades a roll up of the most current status for their schools.

11. Cadre Training.

a. Initial Training. Newly arriving cadre will enroll in the Distance Learning School of Cadet Command (DLSOCC) upon arrival and complete within 28 days. Senior cadre will complete DLSOCC as a prerequisite prior to attending the Pre-Command Course (PCC) at Ft Monroe.

b. Sustainment and Professional Development Training. Battalion Commanders will develop and execute a cadre development program designed to ensure doctrinal currency of their cadre and the reinforcement of basic branch and professional skills.

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12. Safety Management. Continue to conduct risk assessments on all training and identify those risks that need approval through the chain of command. Commanders must ensure a unit SOP is established IAW CCR 385-10. I expect all members (civilians, cadets, and cadre) of your battalion to read and periodically review safety procedures to promote awareness and to mitigate hazards. Maintain a dedicated historical risk assessment file at the battalion level for a minimum of 2 years.

13. Point of contact for this memorandum is the Region Training Branch Chief, DSN 357-9864 or (253) 967-9864.



STEVEN R. CORBETT
COL, IN
Commanding

- 2 Encls
 - 1. References
 - 2. Region Training Calendar
- DISTRIBUTION:
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