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DEPARTMENT OF THE ARMY
HEADQUARTERS, 916th SUPPORT BRIGADE
NATIONAL TRAINING CENTER
FORT IRWIN, CALIFORNIA 92310

REPLY TO
ATTENTION OF:

AFZJ-SC

10 December 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: 916th Support Brigade Command Training Guidance Fiscal Year 2011 (FY11)

1. Purpose: This FY11 Command Training Guidance outlines my training assessment and objectives for 916th Support Brigade (SB) while also identifying events that support the accomplishment of these objectives. This guidance applies to all commands and organizations assigned, attached, under operational control (OPCON), or under administrative control (ADCON) of the 916th SB, and provides focus for planning and executing FY11 training.
2. Mission: 916th Support Brigade executes echelons above brigade sustainment and rotary wing aviation operations for rotational and NTC units and provides trained and ready forces for worldwide contingency operations.
3. Intent: We must continually develop and execute echelons above brigade (EAB) sustainment best practices and multifunctional aviation operations in support of training the force while maintaining our individual and unit readiness. We must stay in step with changes in the operating environment and its effect on our training priorities. We must broaden our training focus based on full-spectrum operations (FSO), a hybrid threat, and night operations. We must organize and train in accordance with doctrinal sustainment and aviation organizations, regardless of our mixed TDA and MTOE authorization documents. We must train to be prepared to meet the broadest possibilities, not the minimums. We must exploit training resources which maximize our multifunctionality. We must rid our operations of "NTCisms" wherever a tactical, doctrinally-based solution is possible, ensuring both the rotational units and our units train/learn to do things the right way. All 916th processes and procedures must contribute measurably to the training experience for all. This not only allows rotational EAB logistics units to easily integrate into the 916th as their higher headquarters as if they were plugging into a sustainment brigade in a theater of operations, but also ensures our Soldiers, leaders, and civilian government employees are doctrinally practicing and growing in their individual specialties, leader skills, and staff functions. We must "return to the basics," leveraging on-post training resources (i.e., C/T Academy, LTP, ACOE, rotational STX lanes, post schools) in maximizing our training opportunities and broadening our individual, leader, staff, and organizational proficiencies. We will gear training towards those core skills required to accomplish tasks from our Mission Essential Task List (METL), ensuring officer, NCO, and civilian supervisor engagement in the planning and execution of training, which focuses hands-on, performance oriented training. I expect everyone to maximize the use of lessons learned and

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