

VIRGINIA DEFENSE FORCE
DEPARTMENT OF MILITARY AFFAIRS
COMMONWEALTH OF VIRGINIA
5001 Waller Road
Richmond, VA, 23230

Office of the Commanding General

VDF-HCG

1 January 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: VDF Directive 1-19, Operations and Training Procedures and Formats

1. **PURPOSE:** This Directive and its enclosures outline operations and training (O&T) responsibilities for the Virginia Defense Force (VDF) and provide “hip pocket” formats for all major O&T actions leaders are likely to encounter. The formats are intended to simplify common O&T matters, in a standard and mandatory approach across the VDF, so those leaders can spend more time with troop training, and less time constructing processes and formats. This Directive should optimally be kept on electronic media for quick reference and access to printable procedures and formats. It will be revised annually to reflect changes and improvements.
2. **SCOPE:** This Directive applies to all personnel assigned to the VDF. If it conflicts with a regulatory or statutory law, the law controls. In such case the VDF Assistant Chief of Staff, Operations, Plans, and Training (G3) should be notified of the conflict. Otherwise, the enclosed formats will replace earlier formats. All formats not conforming to the enclosed formats may not be used and should be destroyed.
 - a. Suggested Improvements. Users are invited to send comments and suggested improvements directly to Headquarters, Virginia Defense Force, Attention: G-3, 5001 Waller Road, Richmond, Virginia 23230-2915.
 - b. Proponent and exception authority. The proponent and exception authority is the VDF Commanding General. Any revisions or exceptions to this regulation are prohibited without prior written approval from the VDF Commanding General.
3. **MISSION:** The Virginia Defense Force provides an organized, trained, and disciplined military force to assist the Virginia Department of Military Affairs (DMA) and the Virginia National Guard in the conduct of domestic operations in support of (ISO) civilian authorities, and other Commonwealth of Virginia agencies as directed by competent authority.

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4. RESPONSIBILITIES: The following actions are routine actions, which may be modified at the CG's, or in his absence, the Deputy Commanding Officer's (DCO) direction.

a. Chief of Staff. The VDF Chief of Staff (COS) will monitor all staff action and will ensure all staff O&T actions are timely and accurately completed.

b. VDF G3. The VDF G3 – or the Deputy G3 in his absence -- will be the principal coordinator for all O&T actions.

(1) Operations Officer. The VDF Operations Officer (OPSO) will coordinate all routine and emergency operational requirements and support. The OPSO monitors any VDF training programs delivered to VANG units.

(2) Training Officer. The VDF Training Officer (TRNGO) will promulgate, and oversee completion of, all Higher Headquarters (HHQ)-mandated training requirements, Military Occupational Specialty (MOS) training, and other internal training requirements as the CG directs. The TRNGO will further coordinate professional military education (PME) matters.

(3) G3 Operations Chief. The VDF G3 Operations Chief will be the operational and administrative manager for all G3 functions, and will manage official G3 files, coordinating with the VDF Information Technology Specialist as needed.

c. VDF Force Headquarters (FORHQ) Staff Section Leaders and Subordinate Commanders. *Any support request from any source received by VDF individuals or units should be referred to the G3 for response.* G3 will in turn, as required, get JFHQ clearance to support, and as required refer the support request via VDF order to either the VDF FORHQ or Major Subordinate Commands (MSC) for mission execution. FORHQ staff section leaders will coordinate O&T support requests directly with the G3. VDF MSC commanders (Cdrs) will coordinate all O&T support requests from their units to G3, via their S3.

d. Reports/Checklists/Studies.

(1) Training Schedule(TS). **Enclosure (1)** provides the format for a TS. A TS is required for Unit Training Assemblies (UTA), Multiple Unit Training Assemblies (MUTA). After appropriate coordination, the OPSO or a delegee will draft the FORHQ TS and email it to the CG, DCO, FORHQ principals, and MSC Cdrs by the Thursday before FORHQ unit training assembly (UTA). MSC's will manage their own TS using the **Enclosure (1)** format, with copy to the G3 OPSO. The TS will bear the senior Cdrs name at the bottom and the annotation "All personnel within the above unit are ordered to duty by the VDF Commanding General." In most cases the TS is thereby an adequate basis for Workers Compensation coverage, and individual orders for unit members so ordered to duty are not required.

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(2) O&T Reports. The OPSO will compile Weekly Operational Readiness Report (WORR) and Monthly Operational Readiness Report (MORR) (**Enclosure (2)**) input, and the reports will be forwarded JFHQ. The OPSO will further be lead on composing any other O&T report the CG may direct.

(3) Leader's Checklist. FORHQ and MSC junior officer and Non-Commissioned Officer (NCO) leaders must complete the **Enclosure (3)** Leader's Checklist Form each UTA as a basic troop-leading step. Senior leaders should reinforce the requirement as a troop care matter. The forms will be reviewed and retained as MSC leaders direct.

(4) After Action Reports (AAR). Leaders may be directed to, or may otherwise elect to, analyze significant training or operations in an AAR. The **Enclosure (4)** streamlined (Power Point slide) AAR format will be used for most training, exercises, and operations evolutions. The AARs will be collated and routed to the G3. For more detailed AARs on any evolution (more than two Power Point slides), use the "Memo Thru" format at **Enclosure (4A)**.

(5) Decision Paper. FORHQ Sections or MSC Cdrs may propose changes to structure, missions, or other significant VDF matters via a Decision Paper. The **Enclosure (5)** "Memo Thru" format will be used.

5. TRAINING THE VDF:

a. Key Tasks.

(1) Implement commander's intent for training, and ensure all VDF and HHQ - mandated training and reporting are completed.

(2) Maintain a tracking system, and ensure all Soldiers have completed or are making adequate progress in MOS training, and appropriate PME required for advancement.

b. Yearly Training Plan (YTP). The VDF will operate on a calendar year (CY) training plan. The G3 will produce a draft Yearly Training Calendar for the Force by 15 November, and a draft YTP for the Force by 1 December of each CY after receiving the CG's guidance and consulting with the FORHQ staff leaders and MSC Cdrs/S3. After CG approval, the YTP will be promulgated to VDF by 1 January. The G3 will coordinate a mid-year YTP review each June with FORHQ leaders and MSC Cdrs, and publish a revised YTP as needed. **Enclosure (6)** is a sample YTP.

c. Military Occupational Specialty Training. VDF will train two MOSs: (1) State Civil Support/Security Specialist (CSS); and, (2) State Communications Specialist (COMM). VDF Regulation (VDFR) 611- 1 and VDFR 611-2 respectively promulgate training and validation standards and levels for each MOS. The TRNGO will ensure via MOS Managers that each MOS has a CY training and evaluation schedule to achieve/maintain MOS qualification. The MOS Managers will maintain a data base

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tracking all unit members' course qualifications and training progress, and ensure qualifications are recorded in individual record books as needed (individual certificates for MOS classes successfully completed will not be produced). MSC Cdrs and FORHQ staff section leaders will cooperate with the MOS Managers' efforts to schedule and record such training.

d. Professional Officer/Specialist Training. FORHQ Special Staff Leaders will ensure the VDF members under their professional oversight (law personnel, medical personnel, chaplain personnel) maintain the professional training, certifications, and licenses required by law and report same to the DCO by each CY end.

e. Professional Military Education. PME is formal training required for promotion, and is separate from MOS and other proficiency training. The PME Section (working with the VDF Command Sergeant Major for enlisted members) will maintain a tracking system, and ensure all Soldiers have access to and have completed or made adequate annual progress in, formal training required for promotion. These include Orientation Training; Initial Entry Training (IET); Basic/Advanced Non-commissioned Officer Courses (BNCOC/ANCOC); Senior Non-commissioned Officer Course (SNCOC); Non-Commissioned Officer Development Course (NCOLD); and CG-directed officer training. MSC Cdrs and FORHQ staff section leaders will cooperate with the pertinent trainers' efforts to schedule and record such training.

f. Military Emergency Management Specialist (MEMS). The DCO will appoint the VDF MEMS Academy Representative/Director for Virginia. While VDF *will not* require VDF soldiers to pay the membership fee of the State Guard Association of the United States (SGAUS) to earn a MEMS badge, the MEMS qualifications are almost entirely based on free Federal Emergency Management Agency (FEMA) online courses. Thus VDF will mimic the MEMS courses of instruction where appropriate, but not require SGAUS membership. Nonetheless, the MEMS badge is distinctive to the state guard and VDF members should be encouraged to join SAUGUS and earn the badges.

g. Officer Candidate School (OCS). The OCS Officer-in-Charge (OIC)/Commandant will conduct an OCS, based on a 15-month cadence.

h. Other Training. The TRNGO will organize other training as directed. MSC Cdrs and FORHQ staff section leaders will cooperate with the TRNGO's efforts to schedule and record such training.

6. SUPPORT OUTSIDE THE VDF:

a. Key Tasks.

(1) Service support requests from outside organizations in accordance with (IAW) VDF trained and available resources.

(2) Coordinate all support requests outside VDF capabilities with HHQ.

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b. *The G3 section will be the single coordinating point for VDF O&T support requests from: (1) DMA; (2) state and local government organizations; (3) private organizations; (4) VDF FORHQ staff; and (5) VDF subordinate commands to FORHQ (outside of staff-to-staff support, such as S1-to G1, or MSC to MSC support). Any persons or organizations from outside VDF seeking O&T force-level support must be referred to G3. MSC will be the primary instruments G3 will use for delivering support within their area of expertise, or geographic area of coverage. The **Enclosure (7)** format will be used for all requests except community support events (CSE) requests, in which case **Enclosure (7A), DD Form 2536**, will be used. (Recurring CSE already approved by the LFHQ need not be re-approved.) Verbal or email support requests or written requests not conforming to **Enclosure (7 or 7A)** will be reduced to the **Enclosure (7 or 7A)** format. G3 must route most outside support requests for information or permission to the VANG Joint Operations Center (JOC)/J3 90 days prior to a new CSE, so MSC must plan accordingly. *Note that MSC must provide the opening and closing reports for any CSE to the JOC (ng.va.vaarng.mbx.ngva-joc@mail.mil), cc G3. The opening report will state the MSC reporting, CSE name and location, number of VDF participating, and type of participation. The closing report will cite the opening report and announce mission complete, and troops/equipment home safe.**

c. Proper planning is the key for successful support. See Paragraph 7 below for planning and operations guidance. FORHQ on request will assist MSC Cdrs with VDF-related specialties training support, facilities reservations, logistics, coordination with VANG adjacent units, and other issues the MSC cannot handle internally. MSC should further share training techniques, information, and resources with each other, with the aim to provide the best synergistic effort for the supported organizations.

d. Logistics.

(1) At a minimum, MSC units should, when appropriate to the mission, request hydration, food and billeting support from the supported organization. *VDF should not pay any out-of-pocket costs for support (other than cost to drive to venue), even when requesters claim they lack proper funding.*

(2) Facilities Requests. Supported units are responsible for reserving training facilities. If billeting or other facilities support is otherwise needed, contact VDF Active Detachment (ACTDET) or G4 for assistance.

e. Proficiency. For safety and professional reputation purposes, no support should be delivered for which the supporting VDF Soldiers are untrained. G3 will also work with the MSCs to keep a data base of which Soldiers have the MOS skills for deployment.

7. OPERATIONS:

a. Key Tasks.

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(1) Provide Soldiers trained in designated communications and civil support/security tasks to support DMA, VANG, and VDEM.

(2) Provide Soldiers in professional administrative, legal, chaplain, public affairs, medical-dental, and family support roles to DMA and VANG.

(3) Ensure all fully-qualified Soldiers are assigned to a National Guard Support Team and, on order, make them available for deployment to answer emergent needs.

b. Reports, Schedules, Records, and Orders.

(1) The G3 OPSO will coordinate with the TRNGO to establish and maintain a data base which records each Soldier's status in completing required MOS training.

(2) The Deputy G3 and pertinent National Guard Support Team will work with the G1 to issue personnel orders for State Active Duty (SAD) directives sent to the VDF from the JOC so directs.

(3) Planning Operations. Operational documents must be preceded by some level of operational planning. Clear and timely operations guidance is key for FORHQ and MSC to understand what mission assignments are about, or to communicate those to subordinate units. **Enclosure (8)** contains *required* planning timelines for all significant planning steps and documents. After a Concept of Operations (CONOP) is developed, an Operational Risk Assessment (ORA) is a required early step in planning to promote operational success and soldier safety. **Enclosure (8A)** contains the ORA format. **Enclosure (9)** provides general guidance for operational planning and operations document formats, applied from NGST-level, up to VDF Force level. The G3 and MSC leaders will draft Warning Orders (WARNO) (including CONOP), follow-on Operations Orders (OPORD), Fragmentary Orders (FRAGO); and other operational documents such as Letters of Instruction (LOI) as required and IAW the provided formats and Field Manuel (FM) 6-0, *Commander and Staff Organizations and Operations*.

(4) Commander's Critical Information Reports (CCIR) and Serious Incident Reports (SIR). TAG needs certain kinds of information reported upon a precipitating serious event happening. When the events outlined by JFHQ in **Enclosure 10** happen, the senior person present should complete and forward a Serious Incident Report (SIR) per the format at the bottom of **Enclosure 10** to the VDF G1 and G3 (G3 will forward to the JOC. Immediate reporting is required for injury to/illness/death of VDF member while participating in a VDF activity; death of any VDF member or death of any person that occurs on DMA property (Readiness Center, training base, or facility); or serious crime committed on DMA property. Other incidents require less urgent treatment – but must be reported via SIR within 24 hours – as listed at **Enclosure (10)**. When in doubt (for instance a VDF member being arrested off duty), err on the side of filling out a SIR.

(5) Workman's Compensation Form. When a VDF member suffers an injury or significant illness on SAD during UTA/MUTA/CSE/VANG support, an **Enclosure (10)**

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SIR and VDMA Accident Investigation (Workman's Compensation) Form shall be filled out electronically within 24 hours by the immediate supervisor of the injured/ill soldier claiming workman's compensation. Consult the G1 for details. Fill out the VDMA accident report form under G1 direction after assessment of injury by qualified VDF medical personnel. Under no circumstances will these two (2) forms – the JOC SIR or the DMA Investigation Form (Workman's Comp Form) – be filled out by the injured soldier, a safety officer, G3 personnel, or G1 personnel.

c. National Guard Support Teams (NGST). The DMA and VDEM are heavily obligated, at a time that rising State population and reduced resources create a substantial Commonwealth need for additional military personnel versed in emergency operations. The NGST is the VDFs' "fight tonight" operational capability to support such situations. The NGSTs are pre-configured, task oriented, operational response teams featuring selected skill sets and (as required) equipment, ready to deploy on short notice. An example would be the Emergency Support Function (ESF)-16 Team VDF has been deploying for years. VDFR 611-3 promulgates management standards/processes for NGSTs, and contains the current CY NGST list.

d. Deployment Preparations. The standard deployment 72-hour load pack list (**Enclosure 11**) should be maintained by each Soldier. The list includes all items the Soldier needs to operate in a field environment for three full days, including water and MREs. MREs will come from Force stocks. Each NGST OIC is required to check his/her soldier's pack at least annually.

e. Deployment. When an emergency event requires the JOC to task the VDF with providing the VANG and/or civilian agencies support, the G3 staff will work with VDF commands to notify and coordinate NGST OICs, who in turn will determine his/her Soldiers' availability and report their readiness to the G3 staff. After a Soldier is deployed the NGST OIC/AOIC has the primary responsibility to: (1) work with the FORHQ and unit commanders to get soldiers to the deployment location and rotate them in and out of the field as called for; (2) ensure they are properly utilized and logistically supported; (3) work out a response schedule; (4) monitor and resolve emerging issues, such as illness suffered by a deployed NGST member; (5) recover the soldiers and work with administrative personnel to get the soldiers properly paid/reimbursed, and process any duty related issues, like Workman's Compensation paperwork; and, (6) forward to the G3 a consolidated NGST AAR. The FORHQ will assist with orders and other support requirements as the OICs identify them. The FORHQ will publish a daily situation report during the operation.

f. Disaster Preparedness and Reaction, and Family Readiness. We should anticipate that someday a major natural or man-made disaster could strike our area of operations. A wide-ranging disaster will disable large swaths of infrastructure, and cause major challenges for our Soldiers and their families. In such situations, we have three goals: (1) assess the welfare of our Soldiers and their families; (2) do whatever we can as a unit to find a safe harbor for our Soldiers and their families; and, (3) provide the State as many Soldiers as possible for emergency operations. **Enclosures (12) and (12A)** are help

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guides for unit member family readiness.

8. **MOBILE TRAINING TEAM AND INSPECTION PROGRAM: Enclosure (3)** provides the limited items staff leaders and MSC Cdrs *must* independently assure their subordinates are accomplishing. These areas must be continually attended to if the VDF is to maintain its professional competence and reputation. All leaders will ensure that their organizations and Soldiers are ready for inspection in these areas. As well, MOS skills must be continually maintained and validated. Usually inspections will be announced, but organizations and Soldiers should be prepared for spot inspections in these areas at any time.

9. The G3 will review this directive annually to ensure the basic document and all enclosures are accurate.

10. All formats and procedures in this directive will replace previous versions, which should be discarded.

- 16 Encl: 1. Enclosure (1) **Training Schedule** JUSTIN P. CARLITTI
2. Enclosure (2) **WORR/MORR** Brigadier General (VA)
3. Enclosure (3) **Leader's Checklist** Commanding General
4. Enclosure (4) **Sample AAR Slide**
5. Enclosure (4A) **Sample AAR Memo Thru**
6. Enclosure (5) **Sample Decision Paper**
7. Enclosure (6) **Sample YTP**
8. Enclosure (7) **Sample Support Request (non-CSE)**
9. Enclosure (7A) **Sample CSE Support Request**
10. Enclosure (8) **Operations Planning Guide**
11. Enclosure (8A) **Operations Risk Assessment Form**
12. Enclosure (9) **Operations Order Guidance/Format**
13. Enclosure (10) **CCIR Matrix/SIR Format**
14. Enclosure (11) **72-Hour Load Pack List**
15. Enclosure (12) **Disaster Preparedness and Family Support**
16. Enclosure (12A) **VDEM Family Emergency Kit List**

[Enclosures in Word, Excel, Power Point, and PDF format are attached for easier use]

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Staff Leaders