

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

1 January 2020

HQVDF

MEMORANDUM FOR COMMANDERS AND STAFF

SUBJECT: Operations and Training Standard Operating Procedures

1. **PURPOSE:** This Standard Operating Procedures (SOP) 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 simplify common O&T matters, in a standard approach, so those leaders can spend more time with troop training, and less time constructing processes. The SOP should optimally be kept on electronic media for quick reference and access to printable procedures and formats. This SOP will be revised annually to reflect changes and improvements.

2. **SCOPE:** The VDF Commanding General (CG) has approved this SOP, which applies to all personnel assigned or attached to the VDF. If this SOP conflicts with a current published directive, the directive controls. In such case, notify the VDF Assistant Chief of Staff, Operations, Plans, and Training (G3) of the conflict. Otherwise, the enclosed formats will replace earlier formats. **Destroy all older formats and copies.**

3. **MISSION:** VDF has two primary missions: (1) support the Virginia Department of Military Affairs (VDMA) (the Joint Forces Headquarters (JFHQ), Virginia National Guard (VANG)), and the Virginia Department of Emergency Management (VDEM) for such purposes and missions as The Adjutant General (TAG) directs; and, (2) provide the Commonwealth of Virginia a reserve of soldiers trained in emergency operations.

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 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.

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(1) Operations Officer. The VDF Operations Officer (OPSO) will coordinate all routine and emergency operational requirements and support.

(2) Training Officer. The VDF Training Officer (TRNGO) will promulgate, and oversee completion of, all Higher Headquarters (HHQ)-mandated training requirements or other internal training requirements as the CG directs. The TRNGO will further coordinate professional military education (PME) matters with the Military Occupational Specialty (MOS) trainers and schools. The TRNGO monitors any VDF-delivered training programs delivered to VANG units.

(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.

(4) Active Detachment (ACTDET). The ACTDET provides general support to the FORHQ staff when planning operations and support.

c. VDF Force Headquarters (FORHQ) Staff Section Leaders and Subordinate Commanders. G3 will coordinate with 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 TS format. After appropriate coordination, the OPSO or a delegatee 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). The TS will include at the bottom MSC significant training/operations events as single-line entries. MSC's will manage their own TS using the **enclosure (1)** format, with copy to the G3 OPSO.

(2) O&T Reports. The OPSO will be responsible to compile from FORHQ and MSC S3s the Weekly Operational Readiness Report (WORR) and Monthly Operational Readiness Report (MORR) (**Enclosure (2)**); and provide them to JFHQ. The OPSO will further be lead on composing any other O&T report the CG may direct from time to time.

(3) Leader's Checklist. The CG directs that FORHQ and MSC junior officers and Non-Commissioned Officer (NCO) leaders 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. MSC leaders may manage the completed forms as desired.

(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 (slide) AAR format will be used for most training, exercises, and operations

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evolutions. The AAR's will be collated and routed to the CG via the G3. If any MSC or FORHQ leader wants to provide a more detailed AAR on any evolution will use the "Memo Thru" format at **Enclosure (4A)**. (Note the "Memo For" format is the basic one used for all administrative communications outside of emails.)

(5) Decision Paper. FORHQ Sections or MSC Cdrs may propose changes to structure, missions, or other significant VDF matters to the CG via a Decision Paper. Use the Enclosure (5) "Memo Thru" format.

5. TRAINING THE VDF:

a. Mission Essential Task List (METL).

(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 formal training and appropriate PME required for advancement.

b. Yearly Training Plan (YTP). The VDF will operate on a calendar year (CY) training plan. The Deputy G3 and TRNGO will produce a draft YTP by 1 December of each CY after receiving the CG's guidance and consulting with the FORHQ staff leaders and MSC Cdrs/S3. After review, the G3 will submit the final draft YTP to the CG for review. The approved YTP will be promulgated to VDF during January. The G3 will coordinate a mid-year YTP Review each June with the CG, FORHQ leaders, and MSC Cdrs/S3s, and publish a revised YTP as needed. **Enclosure (6)** is a sample YTP. YTP training will comport with the Programs of Instruction and Lesson Plans contained in "VDF Regulation 350-1, VDF Training Management."

c. Specialty Training. The CG has directed that VDF will provide online Orientation and in-person Initial Entry Training (IET) for new VDF personnel on VDF missions and expectations, as well as to establish a common baseline of Soldier Mission Training (SMT) for all new VDF personnel via select Civil Support, Incident Management Assistance Resource (IMAR) teams, and High Frequency Radio Resource (HFRR) teams training for all new soldiers not later than 12 months after accession into the VDF. Training will as well reflect basic education contained in VDF Regulation 624-1. The G3 TRNGO will coordinate with the IET, Civil Support/Security (CSS) and Communications (COMM) subject matter experts (SME) to review training validation standards and deliver training. The ACT DET Operations Chief will coordinate student rosters, draft training schedules, coordinate IET and specialty training classes, and record student progress. MSC Cdrs will ensure that each they have a CY training and evaluation schedule to achieve/maintain specialty qualification.

d. Professional Officer Training. FORHQ Special Staff Leaders will ensure the VDF

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members under their professional oversight (lawyers, medical personnel, chaplains, Cyber Security, and Public Affairs) maintain the professional training, certifications, and licenses required by law and report it to the DCO by each CY end. They will as well ensure their Direct Commission Officers personnel complete the Professional Officer Development Course (PODC) within 12 months of accession.

e. Professional Military Education. The Training Officer for officers and PME Chief for enlisted (working with the VDF Command Sergeant Major) will maintain a tracking system, and ensure all soldiers have access to and have completed or made adequate annual progress in, formal required 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. Federal Emergency Management Agency (FEMA) Online Courses. IAW VDF Regulation 624-1 and to better understand the emergency management system, soldiers will complete the following Incident Command System (ICS) courses managed by the Federal Emergency Management System (FEMA).

ICS-100: Introduction to the Incident Command System (E-3 to O-6)

ICS-200: ICS for Single Resources and Initial Action Incidents (E-3 to O-6)

ICS-700: National Incident Management System, An Introduction (E-5 to O-6)

ICS-800: National Response Framework, An Introduction (E-5 to O-6)

ICS-300: Intermediate ICS for Expanding Incidents (E-8/9; CW-3; O-5/6)

ICS-400: Advanced ICS for Command and General Staff (E-9; CW-4/5; O-6)

(1) Additionally, IS-317: Introduction to Community Emergency Response Teams (CERT), is a useful primer for VDF in emergency operations, with six modules: CERT Basics, Fire Safety, Hazardous Material and Terrorist Incidents, Disaster Medical Operations, Search and Rescue, and Course Summary.

(2) The FEMA courses are free online. VDF *will not* require VDF soldiers to pay the membership fee of the State Guard Association of the United States (SGAUS) to earn a Military Emergency Management Specialist (MEMS) badge. However, the MEMS qualifications are almost entirely based on free FEMA online courses. Nonetheless, the MEMS badge is distinctive to the state guard and VDF members should be encouraged to join SAUGUS and earn the badges. The Virginia MEMs Coordinator (currently the Deputy VDF Medical Officer) can provide details.

g. Officer Candidate School (OCS). The OCS Commandant will conduct an annual

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OCS, based on a CY cadence. “VDF Regulation 350-2, Officer Candidate School Management pertains.”

h. Training Instructors. The G3 must arrange competent, professionally delivered training. The G3 will compile and maintain a list of subject matter expert trainers in each MOS subject. These trainers as a Force asset when needed to train. Staff leaders and MSC Cdrs will make such designated personnel within their organizations available to support Force training.

i. Other Training and Training Support. The TRNGO will organize other training as the CG directs. MSC Cdrs and FORHQ staff section leaders will cooperate with the TRNGO’s efforts to schedule and record such training. As well, NSC Cdrs may order such other training as they elect to supplement mandatory VDF training. In that regard, logistics and facility support requests will be provided to the FORHQ/ACTDET per **enclosure (8)** schedules. As regards facilities at Fort Pickett, VA (FPVA) and the State Military Reservation, Camp Pendleton, VA (SMR), the ACTDET requests facilities, training areas, and any ranges at FPVA and SMR. The G4 is in charge of facilities while used at FPVA, but only the ACTDET Unit Administrator (UA) may obligate VDF funds for the Range Facility Management Support System (RFMSS) –generated facilities use. The UA should also be notified of messing and transportation needs per **enclosure (8)**. G1 will provide orders and administrative support as needed. G3 manages Safety Brief and Range Coordination.

j. Records. The G3 will work with the ACTDET to maintain a database tracking all unit soldiers’ Orientation, IET, and MOS qualifications and training progress, and ensure qualifications are recorded in individual record books. MSC leaders and FORHQ staff section leaders will cooperate with the G3/ACTDET efforts to schedule and record such training.

6. SUPPORT OUTSIDE THE VDF:

a. Mission Essential Task List.

(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.

b. The G3 section will be the single coordinating point for VDF O&T support requests from: (1) HHQ/DMA; (2) state and local government organizations; (3) private organizations; (4) VDF FORHQ staff; and (5) VDF subordinate commands. Any persons or organizations from outside VDF seeking O&T support must be referred to G3, and their request must be accompanied by the correct form as outlined directly below.

(1) G3 will get JFHQ clearance to support outside organizations. MSC will be the

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primary instruments 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 Event requests (CSE), in which case **Enclosure (7A)**, **DD Form 2536**, will be used. 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, being fully filled out and signed.

(2) IAW with JFHQ guidance, CSE requests will be forwarded to the JOC for clearance not later than (NLT) 120 days prior to the supported event. Later requests will be considered on a case-by-case basis. Once cleared units will plan as outlined below. *Event arrival will be reported to the JOC (cc G3/OPSO) once the supporting VDF unit is on scene, and event close when all soldiers are recovered after the event.* Email address to use is: ng.va.vaarng.mbx.ngva-joc@mail.mil

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 needs, logistics, coordination with adjacent units, and other issues the MSC cannot handle internally. MSC and FORHQ staff sections 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 needed, contact VDF ACTDET or G4 for assistance.

e. Proficiency. No support should be delivered for which the supporting VDF Soldiers are untrained. G3 will work with the MSCs to keep a data base of which Soldiers have the MOS skills for deployment.

7. OPERATIONS:

a. Mission Essential Task List

(1) Provide qualified soldiers in identified emergency operations-related capabilities and, on order, make them available for deployment to answer emergent needs.

(2) Ensure all fully qualified soldiers are assigned to a National Guard Support Team (NGST) and trained to relevant standards for possible deployment to answer emergent needs.

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b. Reports, Schedules, Records, and Orders

(1) The G3 OPSO will coordinate with the ACTDET and TRNGO to maintain a database, which records each soldier's status in completing required MOS training.

(2) The G3 or OPSO will work with the G1 to issue orders for State Active Duty (SAD) when the JFHQ so directs.

(3) Planning Operations. The FORHQ G3 and MSC S3's plan and ensure operations are executed IAW the plans. Operations orders 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. For larger evolutions a Concept of Operations (CONOPS) is developed, Operational Risk Assessment (ORA) is a required early step in planning, which promotes operational success and soldier safety. **Enclosure (9)** contains the ORA format. **Enclosure (10)** provides general guidance for operational planning, which may be applied from NGST-level, up to VDF Force level. Operations Orders (OPORD) **Enclosure (10)** can be programmatic, meaning one OPORD covers a full year or a large operation, and can be amplified by Warning Orders (WARNO) (including CONOPS) **Enclosure (10)**; Fragmentary Orders (FRAGO) **Enclosure (10)**; and other operational documents as required and IAW the provided formats and Field Manual (FM) 6-0, *Commander and Staff Organizations and Operations*.

(4) Commander's Critical Information Reports (CCIR) and Serious Incident Reports (SIR)

(a) CCIR. TAG and CG need certain kinds of information reported upon the precipitating serious event happening. When the events outlined by JFHQ in **Enclosure (11)** happen, the senior person present should complete and forward a Serious Incident Report (SIR) per the format at the bottom of **Enclosure (11)** to the VDF G1 and G3 (G3 will forward to the JFHQ Joint Operations Center (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 (11)**. When in doubt (for instance a VDF member being arrested off duty), err on the side of filling out a SIR.

(b) Workman's Compensation Form. When a VDF member suffers an injury or significant illness on SAD during UTA/MUTA/CSE/NG support, an **Enclosure (11)** SIR and VDMA Accident Investigation (Workman's Compensation) Form shall be filled out electronically by the immediate supervisor of the injured/ill soldier claiming workman's compensation, within 24 hours. Consult the G1 for details. Fill out the DMA accident report form under direction of the appointed G1 member after assessment of injury by

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qualified VDF medical personnel. Under no circumstances will these two (2) forms – VANG 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; it is a command leadership responsibility.

c. National Guard Support Teams. The VDMA and VDEM are heavily obligated, at a time that rising Commonwealth population and reduced resources create a substantial 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. A list of NGSTs is found at "VDFR 611-3, National Guard Support Teams Management."

(1) Staffing. Per VDFR 611-3 only fully MOS Level 1 or above-trained VDF soldiers – *physically capable of deploying and working long hours* -- will be in a NGST. A fully qualified soldier may further ask to be on an "alternate list" for one other NGST. All other VDF soldiers will be apprised of the NGSTs and encouraged to achieve eligibility. Each NGST will have an Officer-in-Charge (OIC) and Assistant Officer-in-Charge (AOIC), charged with verifying NGST's have a SOP, members are trained with the requisite skills, have accurate recall information, and are physically capable for deployment. The OIC/AOIC will be that officer or SNCO with the greatest expertise in the NGST specialty, rather than necessarily the senior officer. The MSC Cdrs working with the TRNGO still own the responsibility to train the soldiers; the NGSTs are not an alternate command system, but simply on-call mission groups. The OPSO will organize, support, and exercise all the NGSTs. NGST OIC/NCOIC will nonetheless arrange for specialized training the NG requires for a given NGST.

(2) Rosters and Recall. Each NGST OIC will be expected to have an accurate recall roster, including email address(es), telephone number(s) and home address for each NGST member. The OPSO will periodically – but at least semi-annually -- exercise the NGSTs via an Emergency Deployment Recall Exercise (EDRE) by having OICs certify all members accounted for within 24 hours to verify the accuracy of recall information and each member's availability for deployment to meet emergent needs. Any "Grazing Horse" Exercise will suffice for this purpose. NGST OICs will personally notify or direct that the NGST soldiers notify their unit/staff section leader when the NGST OIC needs the soldiers either for training or deployment. Again, the NGST OIC is not an alternate chain of command. Unit commanders must make their soldiers available for specialized NGST training whenever possible, and, when required, make those soldiers available for deployment.

(3) Training. The OPSO and each OIC will identify and accomplish annual training for keeping NGST members qualified to perform the functional capability asserted by the NGST mission statement and key capabilities list.

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(4) Exercises. The G3 and OPSO will arrange an annual NGST Exercise when NGSTs have not exercised with their NGST sponsor or in other effective exercises. The G3 will publish appropriate pertinent orders and brief the CG on upcoming exercises. Exercises will be listed in the YTP.

(5) Deployment Preparations. The standard deployment 72-hour load pack list (**Enclosure 12**) 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 food. Each MSC leader and/or NGST OIC is required to check his/her soldier's pack at least annually.

d. 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 Commonwealth as many soldiers as possible for emergency operations. **Enclosures (13) and (13A)** are a help guide for unit member/family readiness.

e. State Active Duty (SAD) and Emergency Operations. 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 NGST OICs and -- to the extent NGSTs need administrative support -- with FORHQ, ACTDET and MSC.

(1) Long and Short-Term Preparation. The NGST and Disaster Preparedness paragraphs above outline the long-term preparedness MSC and junior leaders should continually emphasize. Short-term preparedness is instead a matter of situational awareness. The VDF G3 Weather Officer will keep Force leaders apprised of weather conditions which might lead to a Gubernatorial Emergency Declaration and SAD. Leaders at all levels should monitor events and on their own initiative may order an Emergency Deployment Readiness Exercise (EDRE), consisting of contact and readiness checks for subordinates in their chain of command, equipment checks, and, and proactive equipment protection measures.

(2) JOC WARNO. When a sudden emergent situation (such as 9/11) or a slower-developing one like an approaching weather event does affect or threatens the Commonwealth, the TAG and J3 will order the JOC to issue a WARNO, which will notify VDF and other VDMA units for "be prepared to" (BPT) missions. Normally the Liaison NGST of Emergency Support Function (ESF) 16 and Regional Liaison Resources (RLR) will be the first VDF BPT missions.

(a) Upon receiving the WARNO, VDF G3 will issue an "Alert 1" directive to NGST leaders and/or MSC. Alert 1 reports -- depending on the speed of emergent events -- may be as short as four hours, or as long as 24 hours.

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(b) Normally G3 will issue selected Incident Management Assistance Resource (IMAR) Teams, High Frequency Radio Resource (HFRR) Teams, Mobile Communications Platform (MCP) Resource Teams, and CSS Access Team Resource BPT guidance. *The VDF model is that these teams are continually organized and trained as functions of Company (Co) COMM PLTs and Co CSS PLTs. Those PLT Leaders and PLT Sergeants form the COMM and CSS NGSTs sub-team backbone.*

(3) Emergency Declaration and Initial SAD. Usually when a threat to the Commonwealth has happened or is imminent, the Governor issues a Emergency Declaration (ED) and JOC will issue an OPORD governing the event. The OPORD issues activation missions and BPT missions. By this time NGST leadership will have 100% Alert 1 and manning rosters complete. MSC leaders, FORHQ, and ACTDET personnel will administratively support the processes. Normally the LNO, Communications Support (including VDEM and JOC Radio Rooms manning), JOC Support, Public Affairs, and COMM (IMAR and HRFF) NGSTs will be named in the Alert 2 activation to SAD and BPT missions. Access Control Teams, Contracting Team, and other NGSTs like professional officers (legal, medical, chaplain, and Cyber Security) will be tasked on a scalable basis, depending on the scope of the impending or actual events.

(4) Operational Phase. After the JOC OPORD is issued and VDF are ordered to SAD, the JOC Support NGST of G3, G1, and both ACTDET and VDF support personnel will begin sustained operations throughout the operational period. The JOC Support NGST will publish a daily situation report during the operation.

(a) A series of JOC FRAGOs govern sustained operations, which the VDF JOC Support NGST will promulgate to VDF with amplifying directions. *Constant change characterizes the operational period, so VDF personnel must display maximum responsiveness and flexibility.* During this period, FRAGOs will lead the JOC Support NGST to activate VDF personnel and equipment, schedule them, issue orders to join VANG Task Forces (TF), and rotate assets in and out of “the fight.” VDF personnel should ensure that employers and home situations are prepared for the members’ activation to SAD.

(b) After a soldier is deployed the NGST OIC/AOIC has the primary responsibility to: (1) work with the JOC Support NGST 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; and, (4) monitor and resolve emerging issues, such as illness suffered by a deployed NGST member

(5) Recovery Phase. The Operational Phase could last days to weeks. Once the initial emergency response is completed, the operation shifts to a Recovery Phase. For VDF this will mean scaled release from SAD. The JOC Support NGST and NGST

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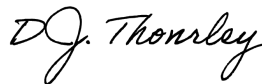
leaders will shift their attention to: (1) recover VDF equipment and ensure it is accounted for, serviced, and stored; (2) get soldiers home, properly paid/reimbursed, and process any duty-related issues, like Worker's Compensation paperwork; and, (3) assemble NGST AARs.

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 destroyed.

AUTHORITY LINE:



D. J. THORNLEY

Lieutenant Colonel (VA)

AC/S Operations, Plans, and Training

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2. Enclosure (2) **WORR/MORR**
3. Enclosure (3) **Leader's Checklist**
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 (DD Form 2536)**
10. Enclosure (8) **Operations Planning Matrix**
11. Enclosure (9) **Operations Risk Assessment Form**
12. Enclosure (10) **Operations Planning Guidance/Formats**
13. Enclosure (11) **CCIR Matrix/SIR Format**
14. Enclosure (12) **72-Hour Load Pack List**
15. Enclosure (13) **Disaster Preparedness and Family Support**
16. Enclosure (13A) **VDEM Family Emergency Kit List**

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Staff Leaders