

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Eustis, Virginia 23604-5779

**\*TRADOC Regulation 10-5**

**21 April 2017**

**Organization and Functions**

**U.S. ARMY TRAINING AND DOCTRINE COMMAND**

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**History.** This publication is a major revision of United States Army Training and Doctrine Command (TRADOC) Regulation (TR) 10-5 dated 27 December 2013. Significant portions affected by this revision are listed in the summary of change.

**Summary.** This regulation prescribes the mission, organization, and functions of the United States Army Training and Doctrine Command (TRADOC), incorporating changes from command and Army decisions.

**Applicability.** This regulation applies to all TRADOC organizations.

**Proponent and exception authority.** The proponent for this regulation is the TRADOC Deputy Chief of Staff, G-3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations.

**Army management control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the Deputy Chief of Staff, G-3/5/7, ATTG-OP, 950 Jefferson Ave. Fort Eustis, VA 23604-5779.

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\*This regulation supersedes TRADOC Regulation 10-5, dated 27 December 2013.

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**Suggested improvements.** Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the TRADOC Deputy Chief of Staff, G-3/5/7, ATTG-OP, 950 Jefferson Ave.,

Fort Eustis, VA 23604-5779. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

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### Summary of Change

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U.S. Army Training and Doctrine Command

This major revision, dated 21 April 2017-

- o Updates Training and Doctrine Command mission statement (para 2-1).
- o Changes Training and Doctrine Command Strategic Plan to Training and Doctrine Command Plan (throughout).
- o Adjusts organization of Training and Doctrine Command depicted in Figures 2-1 and 3-1 to account for realignment of single branch Centers of Excellence and United States Army Reserve Training Commands (para 2-2, para 2-6).
- o Adds Rapid Equipping Force (fig 2-1, para 2-2d(7), tab 2-2, chap 13, and glossary).
- o Changes Signal Center of Excellence to Cyber Center of Excellence (fig 2-1, para 2-2e(2), and glossary).
- o Clarified roles of Core Function Leads and Commanders / Directors of Organizations (para 2.2c, para 2.5b, para 4.3, para 5.3a, and para 6.3).
- o Updates Training and Doctrine Command core functions definitions (paras 2-4 and 2-9b).
- o Clarified Centers of Excellence command and support relationships with Core Function Leads (paras 2-6 and 2-9d).
- o Eliminates U.S. Army Institute for Noncommissioned Officer Professional Development and U.S. Army Sergeants Major Academy from Table 2-2 (para 2-12).
- o Realigns Training and Doctrine Command Deputy Chief of Staff G-9 (Engagement) from U.S. Army Capabilities Integration Center to Training and Doctrine Command Coordinating Staff (fig 3-1 and paras 3-4f and 3-27).

- o Changes organizational name of Initial Military Training to United States Army Center for Initial Military Training (note: Deputy Commanding General Initial Military Training designation remains unchanged) (fig 2-1, para 3-15, chap 6, and glossary).
- o Updates coordinating staff description of Deputy Chief of Staff, G-1/4 (personnel, logistics, and engineering) (para 3-4a).
- o Adds under Deputy Commanding General, Combined Arms, Serves as the senior Training and Doctrine Command representative and co-chair on the Army Lessons Learned Forum General Officer Steering Committee. (para 3(13)b(2)).
- o Updates mission, organization, and responsibilities of all Training and Doctrine Command organizations (chaps 3 through 13).
- o Revises Command Sergeant Major paragraph due to Institute for Noncommissioned Officer Professional Development changes (para 3-10).
- o Clarifies the role of Deputy Commanding General, Futures in the Army and Joint Capabilities Integration and Development System process (para 3-14b(1)).
- o Changes administrative control relationship of the Training and Doctrine Command Command Chaplain from Training and Doctrine Command G-1/4 to Deputy Chief of Staff (para 3-18b).
- o Updates mission, organization, and major functions of the Chief of Public Affairs (para 3-19).
- o Updates mission, organization, and major functions of Deputy Chief of Staff, G-1/4 (para 3-22).
- o Adjusts organization of Training and Doctrine Command Deputy Chief of Staff, G-2 (Intelligence) in accordance with Operational Environment Enterprise Fiscal Year 15 reorganization (para 3-23).
- o Deletes Reserve Component Training Integration Directorate from G-3/5/7 and adds G-31 Personnel Proponency (para 3-24b).
- o Adjusts organization and major functions of Training and Doctrine Command Deputy Chief of Staff, G-6 to reflect the latest reorganization (para 3-25).
- o Adds Acquisition, Management, and Oversight to Deputy Chief of Staff, G-8 and adjusts number of directorates. (para 3-26b).
- o Adds Deputy Chief of Staff, G-9 as a separate paragraph (para 3-27).
- o Clarifies U.S. Army Capabilities Integration Center as a member of the coordinating staff and a field operating agency (para 3-28c).
- o Updates mission and major functions of Internal Review and Audit Compliance (para 3-32).

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- o Changes "the University System" to Army University and adds One Army School System (para 3-33c(2)).
- o Adds the Training and Doctrine Command Liaison Office (Pentagon) to Secretary of the General Staff organization and major functions (paras 3-34b and 3-34c(4)).
- o Adds Deputy Chief of Staff, G-1/4 has operational control/administrative control of the Command Historian, Command Diversity Office, Command Safety Office and the Command Surgeon per Training and Doctrine Command OPERATIONS ORDER 14-011 (paras 3-35 through 3-38).
- o Removes the Sergeants Major Academy as a separate chapter and places it within the Combined Arms Center per Training and Doctrine Command OPERATIONS ORDER 15-018 (fig 2-1, paras 2-2 and 4-2).
- o Incorporates Army learning concepts in accordance with United States Army Training and doctrine Command Regulation 350-70, Army Learning Policy and Systems, and United States Army Training and Doctrine Command Pamphlet 525-8-2, The U.S. Army Learning Concept (chap 4).
- o Updates organization of Combined Arms Center, adding Army University, Sergeants Major Academy, Defense Language Institute and the Sexual Harassment/Assault Response and Prevention Academy and adjusts organization of Combined Arms Center to account for realignment of single branch Centers of Excellence (para 4-2).
- o Updates directorates of United States Army Capabilities Integration Center to incorporate Force 2025 Beyond organization per Training and Doctrine Command OPERATIONS ORDER 14-003 (para 5-2).
- o Updates the mission statement of United States Army Center for Initial Military Training (para 6-1) and the core functional lead responsibilities (para 6-3).
- o Assigns Commanding General, United States Army Center for Initial Military Training operational control of 108<sup>th</sup> Training Command per Training and Doctrine Command ORDER 14-011 (para 6-2).
- o Removes the United States Army Institute for Noncommissioned Officer Professional Development as a separate chapter and places it within the Combined Arms Center and Deputy Chief of Staff, G-3/5/7 Leader Development Integration Division per Training and Doctrine Command OPERATIONS ORDER 15-018 (para 3-24(c)(9)).
- o Updated Asymmetric Warfare Group mission statement (para 9-1) and organization for the completion of the Asymmetric Warfare Training Center (para 9-2).
- o Updates Cadet Command's mission statement and adds Cadet Summer Training to supporting responsibilities of Cadet Command (paras 10-1 and 10-4b(1)).

- o Assigns Commanding General, Cadet Command operational control of 104<sup>th</sup> Training Division (United States Army Reserve) per Training and Doctrine Command ORDER 14-011 (paras 10-2 and 10-3.b.(3)).

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## **Chapter 1**

### **Introduction**

#### **1-1. Purpose**

This regulation is the U.S. Army Training and Doctrine Command (TRADOC) capstone document that defines and delineates organizations, functions, and responsibilities for the command, including the headquarters (HQ) staff and TRADOC organizations.

#### **1-2. References**

Required and related publications and prescribed and referenced forms are listed in appendix A.

#### **1-3. Explanation of abbreviations and terms**

Abbreviations and special terms used in this regulation are explained in the glossary.

#### **1-4. Responsibilities**

a. The Deputy Commanding General (DCG)/Chief of Staff (CoS) will approve changes to this regulation and the supporting regulations.

b. The Deputy Chief of Staff (DCS), G-3/5/7:

(1) Will maintain this regulation for the command.

(2) Will review and coordinate proposed changes and forward recommendations for approval to the DCG/CoS.

(3) Will coordinate the review of this regulation and supporting regulations.

c. The DCS, G-8 will:

(1) Advise and assist organizations on organizational and functional alignment.

(2) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist the DCS, G-3/5/7.

d. HQ TRADOC staff and commanders of TRADOC organizations will ensure definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Critical analysis and review of this regulation will occur every other year. Updates will occur as needed to maintain relevancy and ensure TRADOC remains an agile, adaptive, and innovative organization.

#### **1-5. Scope**

a. This regulation focuses on the organizational structure, core functions, and major responsibilities at the highest levels of TRADOC to include core function leads (CFLs), centers of excellence (CoEs), and subordinate organizations. It describes the supporting and supported operating relationships that create conditions necessary to accomplish assigned TRADOC missions.

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b. All organizations listed in Table 2-3 are required to develop/update separate supporting regulations to describe their organization's structure, core function responsibilities, and relationships with supporting and supported organizations. Development and revision of supporting regulations listed in Table 2-3 will be coordinated with the TRADOC G-3/5/7. Staffing of all TRADOC Regulation (TR) 10-5 regulations listed in Table 2-3 will, at a minimum, include the other DCGs (listed in paragraph 3-2) and the TRADOC staff (coordinating (paragraph 3-4), special (paragraph 3-5) and personal (paragraph 3-3)). TR 10-5 series regulations are available on the TRADOC home page: <http://www.tradoc.Army.mil/tpubs/>.

c. This capstone regulation describes how TRADOC supports the functions assigned to the Department of the Army (DA) in Title 10, United States Code (USC); Department of Defense (DOD) Directive 5100.1; and executes missions directly assigned to TRADOC in Army policy and regulations. Primary Army regulations used in formulating this document include Army Regulation (AR) 10-87 "Army Commands, Army Service Component Commands (ASCCs), and Direct Reporting Units", AR 350-1 "Army Training and Leader Development", AR 71-9 "Warfighting Capabilities Determination", and AR 5-22 "The Army Force Modernization Proponent System".

### 1-6. Policy

a. TRADOC employs tenets of mission command philosophy and professional ethic in its organizational command structure and operations. Responsibility for missions and tasks is delegated to CFLs, CoEs, and subordinate organizations to the maximum extent possible.

b. The HQ TRADOC coordinating staff supports the TRADOC Commanding General (CG) by conducting staff management, planning, policy development and review, coordination, and recommending priorities for funding and manpower. The command group, special staff, and personal staff provide the CG, TRADOC with professional and technical services and advice to enable the execution of TRADOC's assigned missions.

### 1-7. General organizational requirements

Commanders at every level must exercise good stewardship of resources. Each TRADOC organization structures its subordinate elements to facilitate effective and efficient mission accomplishment; assigns specific functional responsibilities to each organizational element to accomplish missions; groups similar functions; eliminates functions and structures that become nonessential; consolidates functions and responsibilities where feasible and economical; and eliminates duplicate or fragmented functions that do not support assigned missions.

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## Chapter 2

### Organization, Functions, and Designation of Responsibilities

#### 2-1. Mission of Training and Doctrine Command

TRADOC recruits, develops, educates, and trains Soldiers, Army Civilians, and leaders; supports unit training; develops doctrine; provides operational environment support; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army.

## 2-2. Organization of United States (U.S.) Army Training and Doctrine Command (TRADOC)

TRADOC's organization, functions, and processes continue to evolve to support an adaptive, learning Army. The resulting organizational configuration reflects the complex and diverse range of missions the Army entrusts to TRADOC. The design balances deep functional expertise with the capacity to adapt and integrate across core functions.

a. TRADOC is an Army Command (ACOM) consisting of HQ TRADOC, four DCGs (responsible for leading the execution of 13 core functions), nine subordinate organizations (performing specialized functions), eight CoEs, and two reserve component (RC) DCGs (see figure 2-1).

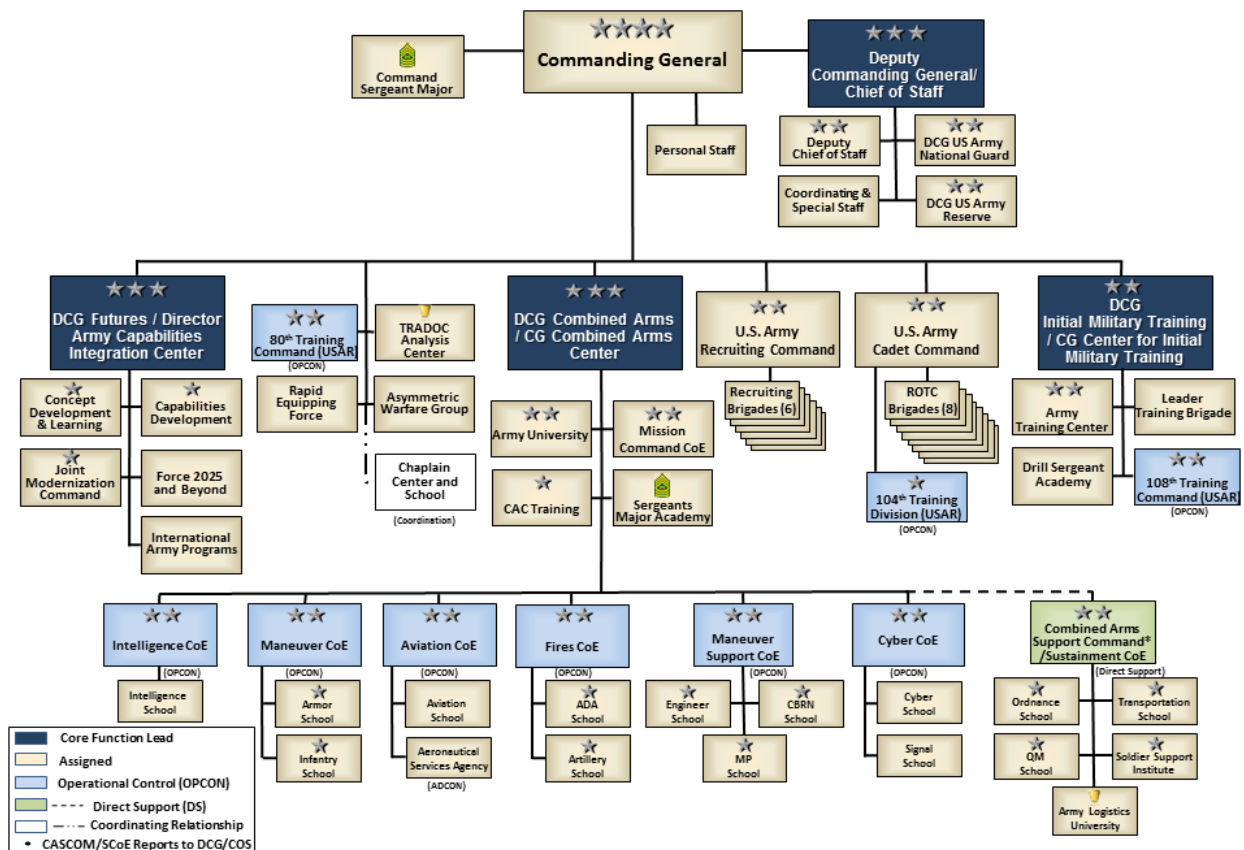


Figure 2-1. TRADOC Organization

b. HQ TRADOC staff includes the DCG/CoS, a Deputy Chief of Staff (DCoS), personal staff, special staff, coordinating staff, and several field operating activities (FOAs) supporting the coordinating staff.

c. DCGs with authorities and responsibilities to lead core functions are:

- (1) DCG/CoS.
- (2) DCG, Combined Arms.

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(3) DCG, Futures.

(4) DCG, Initial Military Training (IMT).

d. Subordinate organizations that perform specialized functions and report directly to HQ TRADOC are:

(1) U.S. Army Combined Arms Center (CAC)

(2) U.S. Army Capabilities Integration Center (ARCIC)

(3) U.S. Army Center for Initial Military Training (CIMT)

(4) U.S. Army Cadet Command (USACC).

(5) U.S. Army Recruiting Command (USAREC).

(6) U.S. Army TRADOC Analysis Center (TRAC).

(7) U.S. Army Asymmetric Warfare Group (AWG).

(8) U.S. Army Rapid Equipping Force (REF).

(9) 80<sup>th</sup> Training Command (The Army School System (TASS)) (operational control (OPCON)).

e. The eight TRADOC CoEs are:

(1) U.S. Army Aviation CoE (ACoE).

(2) U.S. Army Cyber CoE (CCoE) (Formerly Signal CoE (SIGCoE)).

(3) U.S. Army Fires CoE (FCoE).

(4) U.S. Army Intelligence CoE (ICoE).

(5) U.S. Army Maneuver CoE (MCoE).

(6) U.S. Army Maneuver Support CoE (MSCoE).

(7) U.S. Army Mission Command CoE (MCCoE).

(8) U.S. Army Sustainment CoE (SCoE).

## 2-3. Organizing principles

a. Mission command philosophy serves as the foundation for TRADOC's organizing principles and guides its functional relationships (Army Doctrine Publication 6-0 and Army Doctrine Reference Publication (ADRP) 6-0). The CG, TRADOC communicates to subordinate

leaders and staff, both in writing and verbally, the commander's vision, intent, priorities, and guidance. Communication between the commander and subordinates is critical to establish a climate of shared understanding and purpose. Based on mutual trust established through regular communication, subordinate leaders are empowered with broad authority to act on matters relating to the execution of their organizations' assigned missions and exercise disciplined initiative to adapt to changing situations.

b. TRADOC focuses on its directed Army missions by defining these as core functions. Command-wide authority and responsibility for these core functions are delegated to CFLs who are accountable to the CG, TRADOC for managing, integrating, and synchronizing across organizations charged with executing those functions. Traditional command relationships only partially account for the cross-organizational coordination necessary to fully integrate between and among responsible organizations. TRADOC augments traditional relationships with cross-organizational supporting and supported relationships using a matrix approach that includes the establishment of short- and long-term teams assigned by policy, regulation, or through orders. Governance forums provide an additional means to monitor progress and ensure horizontal and vertical integration across organizational lines, as well as facilitate communication and coordination internally and with external partners.

c. Core functions are primarily executed through CoEs. While each CoE has unique attributes, one defining characteristic is all CoEs, except MCCoE, are Army force modernization proponents as directed in AR 5-22. CoEs execute force modernization capabilities development responsibilities in support of warfighting functions and most CoEs also develop and execute doctrine, training, and leader education for assigned branches. Each integrates within their assigned functional area(s) across doctrine, organizations, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P), and laterally across other warfighting functions, and CFLs.

## **2-4. Core functions**

TRADOC has 13 core functions. Core functions are those critical major functions one or more organizations perform or support to accomplish TRADOC's mission. The core functions provide the framework for designing the organization, assigning roles and responsibilities, and directing support relationships.

a. Core function # 1: Initial Military Training. IMT leads, trains and mentors civilian volunteers and enables their development of knowledge, skills, abilities, and attributes into Soldiers who are competent in military skills, individuals of character, and committed to honorably serving our Nation. CIMT establishes standards and oversees training in core competencies; and developing trusted Soldiers/leaders who are grounded in the Army Ethic and are physically, mentally, and socially ready to assume duties in their first unit of assignment.

b. Core function # 2: Leader Development. Leader development is the deliberate, continuous, sequential, and progressive process - founded in Army Values - that grows Soldiers and Army Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, and experiences gained through the training and education opportunities in institutional, operational, and self-development areas.

c. Core function # 3: Education. Design and facilitate a structured process to impart knowledge through teaching and learning to enable or enhance Soldier's and Army Civilian's ability to perform in unknown situations. Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student.

d. Core function # 4: Lessons Learned. Army lessons learned are the deliberate and systematic process of collecting and analyzing field data and disseminating, integrating, and archiving lessons and best practices collected from unified land operations and training events. Included with lessons learned are developing and maintaining a linked issue resolution process to ensure issues identified by the operating force are addressed at the appropriate levels to support current and future force requirements.

e. Core function # 5: Doctrine. Research, write, coordinate, disseminate and inculcate the body of information on how Army units operate as part of the joint force in support of national objectives. This information consists of fundamental principles along with tactics, techniques, procedures, terms and military symbols.

f. Core function # 6: Training Development. The process of developing, integrating, prioritizing, resourcing and providing quality control of the Army's training concepts, strategies and products to support the Army's training of Active Army and RC Soldiers, Army Civilians and organizations across the institutional, self-development and operational training areas.

g. Core function # 7: Training Support. Training support includes the products, services, and facilities necessary to enable realistic, operationally relevant training across all training areas for Soldiers, organizations and units, and Army Civilians anytime, anywhere. It includes the identification, validation, integration, prioritization, and governance processes of current and future training support enablers required to execute Army training strategies and missions.

h. Core function # 8: Functional Training. Functional training is the development of products and conduct of training for Soldiers to perform critical tasks and supporting skills and knowledge required to perform a specialty or functional occupation. This includes training that qualifies individuals for award of a skill identifier, special qualifications identifier, or additional skill identifier. This includes recommending priorities for functional training requirements for funding purposes and assessing which courses are relevant. Army Civilians receive functional training to improve knowledge, skill proficiency and optimize performance.

i. Core function # 9: Concepts Development. Army concepts describe how future Army forces will operate, the capabilities required to carry out Army operations against adversaries in the expected joint operational environment, and how a commander, executing mission command, might employ these capabilities to achieve desired effects and objectives. Army concepts consist of future capabilities descriptions within a proposed structure of military operations for a set period of years in the future. Each concept describes problems to solve, the components of potential solutions, and how those components work together to solve problems.

j. Core function # 10: Requirements (capabilities) Determination. Assess required capabilities to identify gaps, specify risks, and develop DOTMLPF-P solutions against current and programmed requirements.

k. Core function # 11: Capability Integration. The continuing process to identify, assess, prioritize, synchronize, and communicate required capabilities across time, warfighting functions, DOTMLPF-P, resourcing, organizations, and range of military options.

l. Core function # 12: Accessions Support and Integration. TRADOC will exercise authority, direction, and control of USACC and USAREC to ensure and sustain the operational capability and administration of the commands, including the following functions: execution of HQDA allocated funding and resources; equipping; personnel management; logistics; individual and unit training; readiness and discipline.

m. Core function # 13: Operational Environment (OE). The OE is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. Through a process of developing, verifying, validating, accrediting, and providing OE products and services TRADOC provides an authoritative, validated OE contextual baseline for institutional users and operational forces in the areas of training and training development; education; leader development; doctrine development; and capabilities development.

## **2-5. Core function lead**

a. CFL is assigned to a DCG with responsibilities and authorities to lead and direct activities in their designated core function (See Table 2-1). CFLs are directly responsible to the TRADOC command group to manage their assigned areas, coordinate and integrate the combined efforts of their community of practice, while exercising the mission command philosophy to leave day to day activities and priorities of work to the execution agencies, primarily the CoEs. CFLs assemble and disband functional and multi-functional teams, often across organizational lines, for mission execution as necessary. They have responsibility and authority to address any issues within their assigned core function, take the initiative to manage issues using their subject matter expertise, and integrate and recommend priorities for action. CoEs designated to execute core functions routinely respond to the CFL in those areas of assigned responsibility without formal HQ TRADOC taskings. If the CoE's ability to accomplish all work assigned by CFLs exceeds their capacity, the TRADOC G-3/5/7 will arbitrate priorities. CFLs coordinate with the HQ TRADOC staff to provide information required to complete staff actions, recommend priorities, and provide status of key issues for command visibility, guidance, and decisions.

**Table 2-1.**  
**CFL designations**

| <b>Core Function</b>                      | <b>Lead</b>        |
|-------------------------------------------|--------------------|
| Initial Military Training                 | DCG, IMT           |
| Leader Development                        | DCG, Combined Arms |
| Education                                 | DCG, Combined Arms |
| Lessons Learned                           | DCG, Combined Arms |
| Doctrine                                  | DCG, Combined Arms |
| Training Development                      | DCG, Combined Arms |
| Training Support                          | DCG, Combined Arms |
| Functional Training                       | DCG, Combined Arms |
| Concepts Development                      | DCG, Futures       |
| Requirements (capabilities) Determination | DCG, Futures       |
| Capability Integration                    | DCG, Futures       |
| Accessions Support and Integration        | DCG/CoS            |
| Operational Environment                   | DCG/CoS            |

b. CFLs are delegated authorities needed to manage and lead their assigned core functions. The TRADOC DCGs of Combined Arms, Futures, and IMT serve as CFLs and serve as commanding generals or directors of TRADOC organizations; they have organizational responsibilities in addition to CFL responsibilities. CFLs have the following additional authorities over organizations that execute assigned core functions:

- (1) Provide priorities to inform decisions on the allocation of resources.
- (2) Conduct discussions relative to priorities, future work plans, and progress reviews.
- (3) Provide development and integration workload priorities.
- (4) Coordinate and integrate the combined efforts of the community of practice.

## **2-6. Command and support relationships**

a. Command. All organizations outlined in figure 2-1 are assigned to the CG, TRADOC unless identified otherwise.

- (1) MCCoE is assigned to CG, CAC.

(2) The CG, CAC has OPCON of ACoE, CCoE, FCoE, ICoE, MCoE, and MSCoE; and receives direct support from U.S. Army Combined Arms Support Command (CASCOM)/SCoE within the following guidelines:

(a) The CG, CAC in coordination with the other TRADOC CFLs (DCG, Futures/Director ARCIC and DCG, IMT/CG, CIMT) and HQ TRADOC establishes CoE priorities.

(b) The CoEs are in direct support to the DCG IMT/CG, CIMT for the IMT core function.

(c) The CoEs are in direct support to the DCG Futures/Director, ARCIC for concept development, requirements (capabilities) determination, and capabilities integration core functions.

(3) HQ TRADOC retains the authority to task and work directly with the CoEs to accomplish specific missions. These are normally tasks that either:

(a) Fall outside of DCG Combined Arms/CG, CAC core functions (See table 2-1);

(b) Do not name CAC as the lead;

(c) Provides required functional oversight;

(d) Or when the task does not require the synchronization or coordination of warfighting function equities or the coordination of multiple CoE responses.

(4) DCG Futures/Director, ARCIC and DCG IMT/CG, CIMT may task CoEs for those items that fall into their respective core functions, informing the CAC G-33 when they do. If the CoE's ability to accomplish all work assigned by CFLs exceeds their capacity, the TRADOC G-3/5/7 will arbitrate CFL priorities. See paragraph 2-11.b. for additional information on tasking within TRADOC.

(5) The CG, TRADOC retains most administrative control (ADCON) responsibilities for the CoEs while delegating ADCON responsibilities to the CFLs as shown in table 2-2. Any ADCON authorities not the identified in table 2-2 below are retained by the CG, TRADOC.

**Table 2-2.**  
**TRADOC CFL administrative control (ADCON) authorities**

| ADCON                             | TRADOC                                  | CAC                             | ARCIC                                       | CIMT                                               |
|-----------------------------------|-----------------------------------------|---------------------------------|---------------------------------------------|----------------------------------------------------|
| Personnel                         | X                                       |                                 | X<br>Coordination on<br>CDIDs               |                                                    |
| Resourcing                        | X                                       |                                 | X<br>For CFL in<br>coordination<br>with G-8 |                                                    |
| Unit Status<br>Report             | X                                       |                                 |                                             |                                                    |
| Senior<br>Commander<br>Reporting  | X                                       |                                 |                                             |                                                    |
| Strategic<br>Management<br>System | X<br>CASCOM/SCoE                        | X                               |                                             |                                                    |
| Taskings                          | X                                       | X                               | X<br>For CFL                                | X<br>For CFL                                       |
| Awards                            | X<br>CASCOM/SCoE                        | X                               |                                             |                                                    |
| Rating                            | X<br>DCG/COS<br>Rates CG<br>CASCOM/SCoE | X<br>Rate CoE<br>CDRs/Directors | X<br>Senior Rate<br>CDID Directors          | X<br>TRNG BDE CDRs<br>per Current Rating<br>Scheme |
| Bi-weekly<br>Updates              | X                                       |                                 |                                             |                                                    |

b. Support. TRADOC uses the terms supported and supporting to designate assignment of specific responsibilities and relationships. Some supported and supporting assignments are enduring, such as a CFL's relationship with organizations designated to execute those core functions. Others extend only for the duration of a temporary mission or task. Designating supported and supporting roles, as defined below, is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks.

(1) Supported: The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher HQ assigns. The supported organization's responsibility begins with initial assignment and ends with its completion, or if it is an enduring responsibility, until relieved from the responsibility. It includes all aspects of planning, execution, and integration across all applicable DOTMLPF-P areas. The supported organization is responsible for ensuring the supporting organization(s) or staff element(s) clearly understand the assistance required and the authority of the supported organization to request and receive that assistance. Supported organizations can use a matrix approach to leverage the horizontal flow of functional expertise from across the command to produce integrated products. Specifically, the supported organization is authorized to perform, but not limited to, the following functions to enable mission accomplishment:

- (a) Develop, coordinate, and recommend command policy.
- (b) Develop, coordinate, and recommend command guidance.
- (c) Develop, coordinate, and recommend task orders to execute specific missions and tasks, or provide specific support.

(2) Supporting: TRADOC organizations or staff elements are designated as a supporting organization when they provide augmentation or other assistance to a supported organization for a function, task, or role. The augmentation or other assistance includes, but is not limited to, all applicable DOTMLPF-P areas. The supporting organization aids, complements, or sustains another organization and is responsible for providing assistance the supported organization requires. The supporting organization is required to comply with supported organization requirements to ensure completion of a given function, task, or role.

## **2-7. Headquarters staff role**

The HQ TRADOC staff supports CG, TRADOC by providing information and analysis to support decision making, enabling the command to accomplish missions by assisting subordinate organizations, and facilitating communication of the commander's intent, priorities, and guidance within the command and with external organizations. In keeping with mission command doctrine, the staff aids the commander in exercising sufficient control to accomplish objectives while allowing subordinates maximum freedom of action to accomplish assigned tasks. Because of the HQ TRADOC staff's unique position, it is responsible for looking across TRADOC organizations to ensure effective integration and synchronization of TRADOC's efforts in support of the command group.

a. The staff supports CG, TRADOC decision making by collecting and analyzing information, employing management tools to effectively synthesize data, gathering feedback on mission execution through quality assurance (QA) metrics, and managing the command-wide consolidation of resource priorities. The staff facilitates aligning resources with CG, TRADOC priorities using input from CFLs and subordinate organizations. The staff conducts mission analyses that assist in understanding, sets priorities in accordance with CG, TRADOC guidance and intent, implements CG, TRADOC decisions, and assesses progress accomplishing the mission and supporting objectives. In addition, the staff exercises control over their specific areas of expertise within the commander's intent, such as the management of resources, facilities, networks, and manpower.

b. Staff management is a role the staff performs to assist supported organizations. This broader set of HQ TRADOC staff tasks and functions complement the supported, supporting, and major responsibilities this regulation assigns to each organization.

(1) Staff management is the responsibility of the staff to assist, coordinate with, and support CFLs and supported organizations' efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff facilitates coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate.

(2) Staff management requires involvement with the supported organization early and often in the process of working an action in order to assist the supported organization or CFL and remain abreast of activities so CG, TRADOC and others can be informed of the status. The HQ TRADOC staff directors and leaders balance staff management activities and other priority actions by weighing resources available and acceptable risk.

(3) HQ TRADOC staff is responsible for promulgating policy and guidance across TRADOC and to appropriate external organizations and agencies. Additionally, the HQ TRADOC staff is responsible for monitoring compliance in those functions, processes, and tasks to determine if execution of the approved policy or guidance meets CG, TRADOC intent and priorities.

c. The HQ TRADOC staff facilitates CG communication within the command through command, staff, and technical channels; through the use of plans, orders, and direct taskings; and through established governance forums (see paragraph 2.10). The staff issues task orders on behalf of CFLs and other supported organizations to accomplish work efforts. The staff provides command positions and priorities on behalf of the CG to external agencies, and facilitates the coordination and dissemination of strategies, operational concepts, and plans to Congress, DOD, and HQDA.

## **2-8. Army Force Modernization Proponent System**

The Army Force Modernization Proponent System is the process of managing change within the Army. It is the strategic-level process used to transform the Army through interactions between HQDA and designated force modernization and branch proponents. TRADOC determines and validates requirements for the Army and designs, develops, and integrates force capabilities for the Army. TRADOC is responsible for force management within the Army as it relates to DOTMLPF-P requirements. TRADOC executes its proponent responsibilities as directed and does not assign proponents beyond those HQDA designates in AR 5-22. The two categories of proponents within the Army Force Modernization Proponent System are force modernization proponent and branch proponent.

a. Force Modernization Proponent. A force modernization proponent is assigned primary duties and responsibilities relative to DOTMLPF-P requirements for a particular function. This includes executing force management responsibilities (requirements definition, force development, capability developments, doctrine developments, training developments, materiel developments, leadership development and education, personnel developments, facilities developments, and policy) relative to DOTMLPF-P for their particular function. They ensure DOTMLPF-P actions are coordinated across Army organizations, as required. Within TRADOC, force modernization proponent responsibilities are assigned to the Commander CAC, Commander USAREC, Commander CASCOM, and the following CoE commanders: aviation, cyber (includes signal), fires, intelligence, maneuver, maneuver support, and sustainment.

b. Branch Proponent. The branch proponent is the school commandant or chief of an Army branch who executes training, leader development and education, and conducts personnel development responsibilities for their designated branch. Branch proponents support the role of the force modernization proponent. The branch proponent designation is used at TRADOC's multi-branch CoEs (cyber, fires, maneuver, maneuver support, and sustainment) where the commander has force modernization proponenty assigned for multiple designated areas as well as their respective branches. Single-branch CoE commanders (intelligence, and aviation) are

designated as force modernization proponents and under that designation also perform roles associated with a branch proponent. For example, the Maneuver CoE commander is designated the Army force modernization proponent for infantry and armor. The infantry and armor branch school commandants within the Maneuver CoE are designated the branch proponents for their respective areas.

c. TRADOC is the Army supported organization for integrating force capability requirements across the Army. TRADOC validates requirements for all Army force modernization proponents, as reflected by TRADOC's capability integration core function. Force modernization proponents both internal and external to the command follow TRADOC policy to execute their force modernization responsibilities in developing DOTMLPF-P requirements. TRADOC primarily interacts with the following external special branches and specialty functions:

- (1) Commander, U.S. Army Medical Department Center and School.
- (2) Commander/Commandant, The Judge Advocate General's Legal Center and School.
- (3) CG, U.S. Army John F. Kennedy Special Warfare Center and School and U.S. Army Special Operations Center of Excellence.
- (4) CG, U.S. Army Space and Missile Defense/Army Forces Strategic Command.
- (5) Director, Army Chief of Public Affairs Center.
- (6) Commandant, U.S. Army Chaplain Center and School, and Chief of Chaplains
- (7) The Inspector General

## **2-9. TRADOC Centers of Excellence (CoEs)**

a. CoE definition: Designated command or organization within an assigned area of expertise that:

- (1) Executes assigned responsibilities for one or more TRADOC core functions.
- (2) Provides TRADOC the ability to develop and integrate DOTMLPF-P capabilities within and across the Army warfighting functions.
- (3) Performs force modernization proponent responsibilities for the Army where assigned.

b. CoE CG or Director. The CoE CG/Director serves as the Army's expert source of authoritative information within their assigned area (for example, maneuver, aviation, sustainment, etc.) and executes TRADOC core functions in support of that area, to include developing concepts and DOTMLPF-P requirements for Army capabilities. In the role of force modernization proponent, the CoE CG/Director manages change for the Army in one or more designated areas, develops the conceptual vision and requirements for future capabilities, executes force management responsibilities, and integrates across DOTMLPF-P within the

CoE's areas of responsibility and among other warfighting functions. The CoE CG/Director is accountable for ensuring the quality of CoE products and services provided to the force, managing resources and work priorities, and providing expert knowledge and support to deployed forces, units, and the joint force. In many cases, CoEs have routine relationships with external agencies related to their specialty area, to include other Army organizations, DOD, federal agencies, joint organizations, other Services, and foreign partners.

c. School commandant. The school commandant at a multi-branch CoE is assigned branch proponent (AR 5-22) and chief of branch responsibilities (in single branch CoEs, the CoE CG performs these functions). Their primary responsibility is to execute training, leader and professional development and education, and manage personnel proponent requirements. In addition, they may provide branch-specific doctrine input to support the force modernization proponent. Commandants provide command and control for one or more training brigades and ensure the school maintains the highest standards (by working closely with the TRADOC staff and Quality Assurance Office (QAO)), for instructor certification, school accreditation, development and sustainment of courseware, and proper use of TASS personnel and facilities. Commandants ensure the operational relevance of curriculum through the collection, analysis, and integration of lessons learned and development of realistic scenarios that reflect the OE. Commandants employ the Army Learning Model to give Soldiers access and opportunity for learning both in and out of the schoolhouse in a career-long learning construct. School commandants directly impact Army readiness by developing individuals prepared to contribute to operational units.

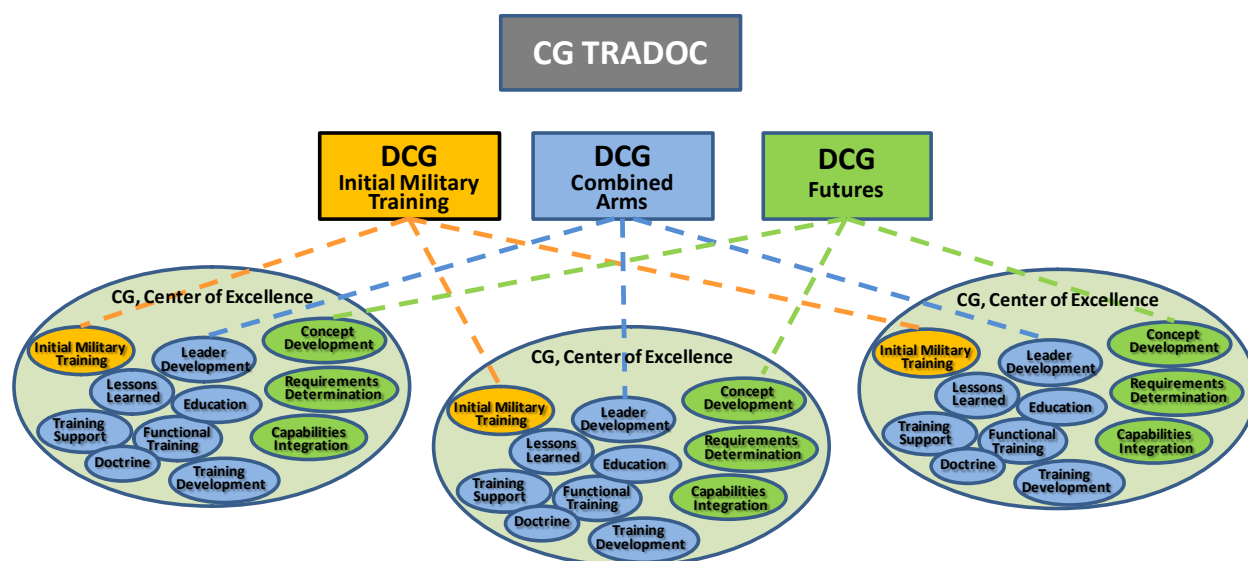


**Figure 2-2. CoE and CFL Relationships**

d. CoE and CFL relationships. Each CoE executes one or more core functions. They accomplish the primary work assigned to the command while being guided and directed by CFLs responsible for their respective core functions. While the CFLs have a command or support relationship with the CoEs, the CFLs are required to synchronize efforts across the CoEs and do not direct CoE work on a day to day basis. CoEs horizontally integrate their efforts with other CoEs and vertically with the CFLs. TRADOC's matrixed-approach aligns core function expertise across organizational boundaries to accomplish directed Army missions. This functional alignment has proven effective, but can result in management challenges at both the

CoE and CFL levels. The CoE CG/Director must integrate all CoE efforts in support of multiple core functions directed by different CFLs who operate under various Army management and resourcing processes. This requires vigilance in managing internal CoE resources and work priorities to accomplish missions, weighing priorities, and taking prudent risks when necessary. All CoE CGs/Directors are accountable to CAC for ensuring missions are accomplished and integrated; however, the other CFLs and HQ staff should be alert to these challenges and take steps to facilitate the success of each CoE.

## **2-10. Governance**

The diverse missions the Army assigns to TRADOC require coordination and synchronization. The CG, TRADOC, through the TRADOC staff, uses the TRADOC Plan and established governance forums to accomplish this and to convey guidance, priorities, and intent across multiple CFL-led communities of practice.

a. The TRADOC Plan provides a framework for and describes how TRADOC will plan, monitor, and accomplish its assigned mission across the Future Years Defense Programs. It is a tool for deliberate planning and prioritization of efforts that maintains TRADOC's capacity to adapt to changes in the strategic environment. The TRADOC Plan identifies TRADOC objectives, lines of effort, and high priority senior leader initiatives. The TRADOC Plan is nested in structure and purpose to The Army Plan and employs the same definitions, functions, and responsibilities outlined in this regulation to set conditions for clear understanding and TRADOC unity of effort.

b. TRADOC leadership conducts governance forums to systemically consider critical senior TRADOC leader decisions and shape issues for HQDA. The CG, TRADOC chairs governance forums attended by command-wide TRADOC leaders and invited representatives from the HQDA staff, Army secretariat, other ACOMs, and other Services. The CG, TRADOC uses these forums to convey commander's guidance, priorities, decisions, and intent in a transparent and inclusive venue.

c. The CG, TRADOC and Assistant Secretary of the Army (ASA) (Manpower and Reserve Affairs (M&RA)), lead the Human Capital Enterprise (HCE) and its bi-monthly forum which oversees the entire lifecycle of Soldiers, their Families, and Army Civilians from accession into the Army through transition from the Army. At the strategic level, the HCE develops and deploys a human-capital strategy to advise the Secretary of the Army (SA) on Armywide personnel issues and priorities that sustain readiness and preserve the all-volunteer force.

## **2-11. Coordination and taskings**

This section provides guidance on coordination and taskings. It is through these procedures that supported and supporting roles are assigned and timelines tracked.

a. Coordination. TRADOC's unique mission and structure make communication and coordination both a priority and a challenge. Communication and coordination are tasks that affect everything TRADOC does. Detailed instructions on coordination can be found in TR 1-11, Staff Procedures.

b. Taskings. Taskings will be assigned to the organization with expertise in that subject area. CFLs are assigned as the supported organization for subjects related to their assigned core

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functions defined in this chapter. As appropriate, a HQ staff office is assigned to support the CFL to facilitate early involvement in the staff management capacity.

(1) The tasking authorities in TRADOC are the Secretary of the General Staff (SGS) (on behalf of the CG, DCG/CoS, DCoS, and Commander's Planning Group (CPG)) and the TRADOC G-3/5/7. SGS and TRADOC G-3/5/7 (G-33) utilize a common tracking system (Command Action Tracking System) for processing, synchronizing, disseminating, and tracking to completion internal and external tasks.

(2) For actions developed within TRADOC that require tasking, the responsibility to develop the tasking lies with the supported organization. The supported organization conducts mission analysis, course of action development, resource implications, decision making, and production of the tasking. It is then processed through the TRADOC G-3/5/7.

(3) The SGS will process, disseminate, and track to completion taskings the CG, DCG/CoS, and CPG develop; all congressional taskings; and White House inquiries. Upon assigning a tasking, the SGS will inform TRADOC G-3/5/7.

(4) All operational and organizational taskings originating from agencies internal and external to TRADOC (non-command group taskings) are processed by the TRADOC G-3/5/7.

(5) TRADOC G-3/5/7 processes actions and taskers that meet one of the following criteria:

(a) Taskings originating from outside TRADOC.

(b) Taskings external to originator's organization; for example, from one TRADOC CFL or subordinate organization to another; from a TRADOC CFL or subordinate organization to the HQ TRADOC staff; from the HQ TRADOC staff to a CFL or subordinate organization; from a TRADOC subordinate organization, or HQ TRADOC staff to a special activity; or from one HQ TRADOC staff office to another.

(c) Taskings external to originator's organization that request formal concurrence/comment. This does not preclude action officer to action officer informal coordination.

(d) Taskings that involve changes in policy or generate new policy.

c. External coordination. The HQ TRADOC staff is the primary interface with external agencies (DOD, HQDA, joint organizations, other Services, and others) to provide TRADOC positions and receive taskings and requests for support. CFLs will interface with external agencies as necessary to carry out their responsibilities and to execute TRADOC approved policies and strategies.

d. TRADOC positions. Command positions on issues, policies, or future concepts being presented to HQDA or other external organizations will be approved by CG, TRADOC or the DCG/CoS, particularly when TRADOC's command position is not in agreement with a recommendation from the originating agency or activity.

e. Memorandums of agreement (MOAs), Memorandums of understanding (MOUs), Service level agreements, and support agreements. The TRADOC Staff Judge Advocate (SJA) will review MOAs, MOUs, and service level agreements and support agreements prior to approval by the designated signatory.

(1) MOA. An MOA will be used to document the specific terms and responsibilities that two or more parties agree to in writing. MOAs between outside organizations and TRADOC organizations which involve command level agreements which apply across TRADOC equities or organizations must be approved and signed, by the DCG/CoS to ensure HQ TRADOC is part of the coordination or decision process for such agreements. Delegated signature authority is delegated to TRADOC subordinate organizations, CFLs, CoE commanders, TRADOC DCGs, personal and special staff officers, and FOAs. Signature authority for MOAs that involve reimbursable support paid by TRADOC will follow the thresholds prescribed in TR 5-14, “Acquisition Management and Oversight,” Table 5-1. MOAs that establish responsibilities for providing reimbursable support will be supplemented with a DD Form 1144, Support Agreement that defines the support, basis for reimbursement for each category of support, the billing and payment process, and other terms and conditions of the agreement.

(2) MOU. An MOU will be used to document issues of general understanding between two or more parties that do not involve reimbursement. Except for significant policy agreements, approval authority for MOUs is delegated to TRADOC subordinate organizations, CFLs, CoE commanders, TRADOC DCGs, personal and special staff officers, and FOAs. Memorandums that define general areas of understanding between two or more parties and do not require reimbursement or other support from the receiver do not require a DD Form 1144, Support Agreement.

(3) Service level agreements and support agreements. Service level agreements and support agreements between outside organizations and TRADOC organizations will be approved and signed using the thresholds outlined in TR 5-14, Table 5-1.

## 2-12. Supporting regulations

Table 2-3 lists this regulation’s required supporting regulations. All TR 10-5 series regulations are posted on the TRADOC home page.

**Table 2-3.**  
**TRADOC 10-5 series regulations**

| Supporting Regulation | Organization    |
|-----------------------|-----------------|
| TR 10-5-1             | HQ TRADOC Staff |
| TR 10-5-2             | ARCIC           |
| TR 10-5-3             | USACC           |
| TR 10-5-4             | CAC             |
| TR 10-5-5             | CASCOM/SCoE     |
| TR 10-5-6             | USACHCS         |
| TR 10-5-7             | TRAC            |
| TR 10-5-8             | CIMT            |
| TR 10-5-9             | REF             |
| TR 10-5-10            | USAREC          |
| TR 10-5-11            | Not Used        |
| TR 10-5-12            | AWG             |

### Chapter 3

#### Headquarters (HQ) TRADOC

HQ TRADOC is comprised of the command group, DCGs, personal staff, special staff, and coordinating staff as shown in Figure 3-1. The HQ TRADOC positions, organizations, and major functions are described in this chapter. Additional details about HQ TRADOC and staff elements is in TR 10-5-1.

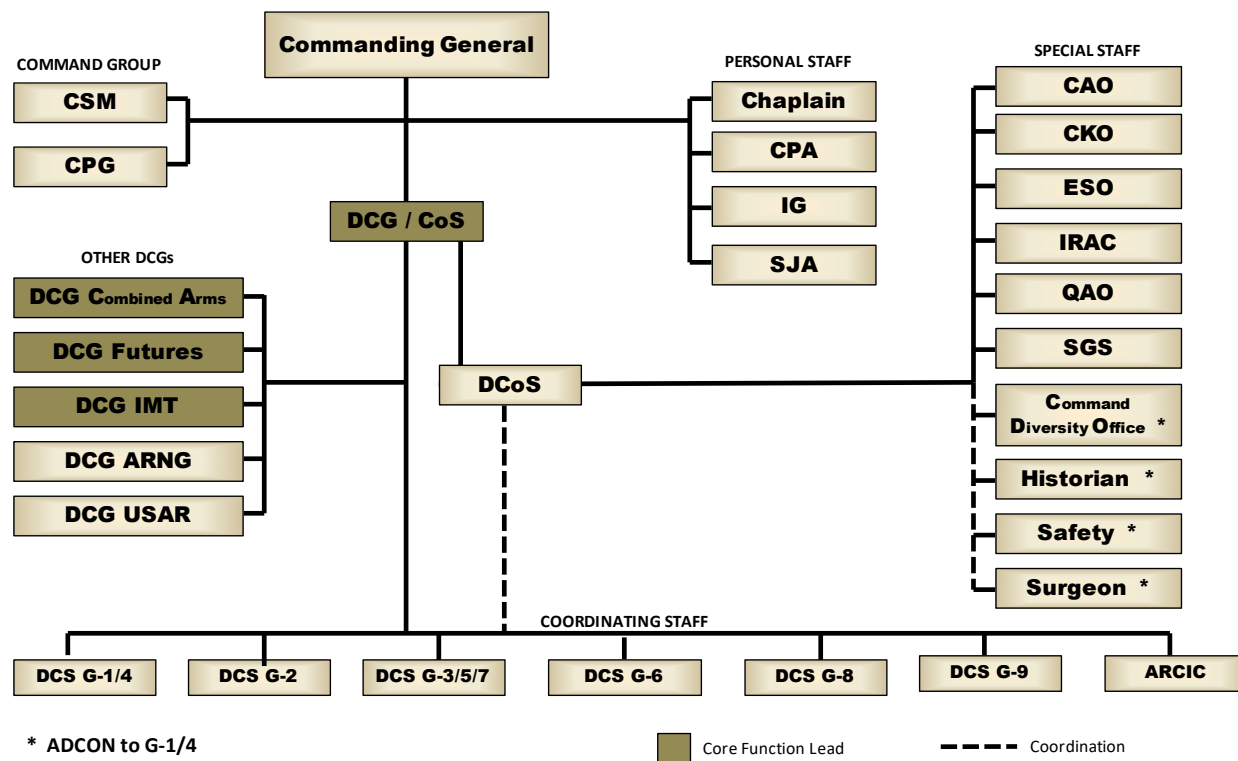


Figure 3-1. HQ TRADOC Organization

#### Section I: HQ TRADOC Organization

##### 3-1. Command group

The command group consists of:

- a. CG.
- b. DCG/CoS.
- c. DCoS.
- d. Command Sergeant Major (CSM).
- e. CPG.

### **3-2. Deputy Commanding Generals**

The five functional or RC DCGs are:

- a. DCG, Combined Arms.
- b. DCG, Futures.
- c. DCG, IMT.
- d. DCG, Army National Guard (ARNG).
- e. DCG, U.S. Army Reserve (USAR).

### **3-3. Personal staff**

The personal staff consists of:

- a. Command Chaplain.
- b. Chief of Public Affairs.
- c. Inspector General (IG).
- d. Staff Judge Advocate (SJA).

### **3-4. Coordinating staff**

The coordinating staff consists of:

- a. DCS, G-1/4 (personnel, logistics, and engineering).
- b. DCS, G-2 (intelligence).
- c. DCS, G-3/5/7 (operations, plans, and training).
- d. DCS, G-6 (command, control, communications, and computers).
- e. DCS, G-8 (resource management).
- f. DCS, G-9 (engagement)
- g. ARCIC (capabilities, force structure).

### **3-5. Special staff**

The special staff consists of:

- a. Congressional Activities Office (CAO).
- b. Chief Knowledge Officer (CKO).

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- c. Executive Services Office (ESO).
- d. Internal Review and Audit Compliance (IRAC).
- e. Quality Assurance Office (QAO).
- f. Secretary of the General Staff (SGS).
- g. Command Diversity Office.
- h. Command Historian.
- i. Command Safety Office.
- j. Command Surgeon.

### **3-6. Field Operating Activities**

The FOAs that directly support HQ TRADOC are:

- a. Army Capabilities Integration Center (ARCIC) (Chapter 5).
- b. Operational Environment Training Support Center, formerly Training Brain Operations Center (G-2) (Paragraph 3-23b(5)).
- c. Training Operations Management Activity (G-3/5/7) (Paragraph 3-24c(3)).
- d. Security Assistance Training Field Activity (G-3/5/7) (Paragraph 3-24c(2)).

## **Section II: HQ TRADOC Command Group**

### **3-7. Commanding General (CG)**

The CG, TRADOC is responsible for ensuring that TRADOC recruits, develops, educates, and trains Soldiers, Army Civilians, and leaders; supports unit training; develops doctrine; provides operational environment support; and designs, builds and integrates a versatile mix of capabilities, formations, and equipment to strengthen the U.S. Army. The CG, TRADOC is the Army designated senior responsible official for leader development and the Army Lessons Learned Program, co-lead for HCE, and responsible for sustaining the operational and administrative capability of USACC and USAREC.

### **3-8. Deputy Commanding General (DCG)/Chief of Staff (CoS)**

The DCG/CoS directs and focuses the daily operations of the TRADOC staff across doctrine, training, and service and infrastructure support and resources. Serves as the CFL for the OE and accessions support and integration core functions with support from G-2 and G-3/5/7, respectively. Serves as the senior TRADOC representative at the Army Training General Officer Steering Committee (GOSC). The DCG/CoS advises the CG in functional areas, including: safety, force protection, installation management, administration, human capital (personnel), supply, maintenance, security assistance, operations, planning, training, communications, interoperability, joint exercises, force modernization, force structure, resource allocation,

management controls, equal opportunity (EO), and Sexual Harassment/Assault Response and Prevention (SHARP).

### **3-9. Deputy Chief of Staff (DCoS)**

The DCoS is advisor and principal assistant to the DCG/CoS, TRADOC. Responsible for synchronizing and orchestrating administrative support activities for the DCG/CoS. Serves as principal coordinator for staff actions with the TRADOC staff and subordinate centers, schools, and agencies to ensure timeliness and accuracy of response. Supervises the TRADOC special staff to enhance support to the DCG/CoS and the staff. Programs and executes the command group budget.

### **3-10. Command Sergeant Major (CSM)**

The TRADOC CSM serves as the commander's advisor on all enlisted matters. The CSM provides direction and oversight of the Noncommissioned Officer (NCO) Education System across the Army; coordinates with TRADOC G-3/5/7 Leader Development Directorate, Army University, and U.S. Army Sergeants Major Academy on NCO development priorities, policies and programs; and serves as the NCO subject matter expert (SME) for Army leader development. As the senior enlisted trainer responsible for the leader and professional development of tactically and technically proficient Soldiers and NCOs, the CSM provides the commander and TRADOC leaders a perspective on the morale and well-being of enlisted Soldiers in TRADOC, the quality and effectiveness of enlisted training and education programs, and programs and policies impacting enlisted Soldiers..

### **3-11. Commander's Planning Group (CPG)**

a. Mission. The CPG conducts strategic engagement planning, coordination, and synchronization. Conducts research to support and advise the CG, TRADOC on the development of the command communications synchronization plan, engagement plan, as well as the commander's narrative, guidance, priorities, and key initiatives.

b. Organization. The CPG works directly for the CG, TRADOC and consists of a single office.

c. Major functions.

(1) CG's engagement planning and execution. Develops, manages, and synchronizes the CG's engagement plan. Prepares the CG for engagements with internal and external audiences. Coordinates and prepares the CG for participation in 4-star level forums/conferences, installation visits, outside the continental United States (OCONUS) trips and other events as required.

(2) Command group research, analysis and writing. Conducts independent and unconstrained research and analysis. Performs quality control on products and initiatives as directed. Researches and develops articles and speeches as required. Attends events as directed by the CG to observe and capture major concepts, lessons or results discussed in professional venues.

(3) Communication synchronization planning and coordination. Directs the development, documentation, and update of communications synchronization conducted by the CG. Supporting organization for ensuring the remainder of the command understands the CG's current strategic priorities and communications by publication of notes, guidance, speeches, articles and priorities.

(4) Event preparation and coordination. Conducts necessary reconnaissance, coordination and on site preparation and support for the CG's engagements.

(5) Special Projects. The CPG accomplishes special projects as directed by the CG.

### **Section III: Functional and Reserve Component DCGs**

#### **3-12. General responsibilities**

In addition to the DCG/CoS, TRADOC has five other DCGs who perform key functions in support of the TRADOC mission. DCG, Combined Arms; DCG, Futures; and, DCG, IMT are CFLs who routinely represent TRADOC in external meetings, boards, forums, or events based on authorities conveyed through assigned core functions. Chapters 4, 5, and 6 discuss the mission, organization, and supported and supporting responsibilities for the CAC, ARCIC, and IMT respectively. DCG, USAR and DCG, ARNG are responsible for advising and assisting CG, TRADOC in matters related to RC issues.

#### **3-13. DCG, Combined Arms**

a. Represents CG, TRADOC as TRADOC's CFL for leader development, education, lessons learned, doctrine, training development, training support, and functional training. The DCG, Combined Arms also serves as the CG, CAC.

b. The DCG, Combined Arms represents CG, TRADOC in the following capacities:

(1) Serves as the senior TRADOC representative and co-chair on the Army Lessons Learned Forum GOSC.

(2) Serves as the Army's responsible official for the Army Combat Training Center (CTC) Program, chairs the semiannual CTC conference, and attends the Chief of Staff, United States Army CTC Huddle.

(3) Serves as the senior TRADOC representative on the Mission Command GOSC.

(4) Serves as the senior TRADOC representative to the Western Hemisphere Institute for Security Cooperation Board of Visitors.

c. Manages the Army Leader Development Program, co-chairs the Army Learning Coordination Council and is a member of the Chairman of the Joint Chiefs of Staff Military Education Coordination Council.

### **3-14. DCG, Futures**

a. Represents CG, TRADOC as TRADOC's CFL for concepts development, requirements (capabilities) determination, and capability integration. The DCG, Futures also serves as the Director of ARCIC.

b. The DCG, Futures represents CG, TRADOC in the following capacities:

(1) Reviews and validates Army DOTMLPF-P force modernization proposals prior to submission to HQDA DCS, G-8 Force Developments Directorate Requirements Integration and Assessments for Army Requirements Oversight Council and Joint Requirements Oversight Council.

(2) Serves as the TRADOC representative on the Army Requirements Oversight Council, the Army Systems Acquisition Review Committee, the Army Marine Corps Board, and the Army Requirements and Resources Board.

(3) Serves as the senior TRADOC representative to the configuration steering boards and the Army-Defense Advanced Research Projects Agency Innovation Group.

(4) Serves as the senior TRADOC representative to the Army-Air Force Integration Forum with the U.S. Air Force Air Combat Command.

(5) Represents TRADOC on the Army's Study Program Coordination Committee and the RAND Arroyo Center Policy Committee.

(6) Serves as the senior TRADOC representative on the Army modeling and simulation (M&S) GOSC.

(7) Serves as a voting member of the Army Geospatial Governance Board.

(8) Serves as a voting member of the Army Space Council with the CG, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and senior leaders of the Army staff.

(9) Establishes TRADOC capabilities determination policy and guidance. Provides direction to execute the Joint Capabilities Integration and Development System (JCIDS) and manages its implementation and execution within TRADOC.

(10) Serves as the senior architecture officer for operational architectures and validates them in coordination with the Joint Staff, other Services, ASA (Acquisition, Logistics, and Technology (ALT)) and HQDA.

(11) Provides the TRADOC position on the validation of the Army science and technology (S&T) investment portfolio.

(12) Serves as co-chair of the Army experimentation program board of directors.

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(13) Serves as TRADOC representative on total Army analysis (TAA) GOSCs and on force feasibility review meetings if the focus is on the operational force.

(14) Serves as the TRADOC representative in the equipping program evaluation group/program objective memorandum (POM) build.

### **3-15. DCG, Initial Military Training (IMT)**

a. Represents CG, TRADOC as TRADOC's CFL for IMT. The DCG, IMT also serves as the CG, CIMT.

b. The DCG, IMT represents CG, TRADOC in the following capacities:

(1) Provides command and control for the U.S. Army Training Center and Fort Jackson.

(2) As the CG, CIMT exercises OPCON of the 108<sup>th</sup> Training Command (Initial Entry Training (IET)).

(3) Exercises direct supervision, management, and oversight for policy and resource prioritization of all matters pertaining to the CIMT.

(4) Revises, updates, and incorporates warrior tasks and battle drills into IMT to ensure institutionalized individual tasks that support the Army warfighting functions.

(5) Establishes officer common core tasks for the Basic Officer Leader Course-Branch, and the Warrant Officer Basic Course.

(6) Serves as TRADOC representative responsible for comprehensive assessments, reporting, researching, developing, and implementing physical readiness efforts across the command.

(7) Serves as TRADOC representative responsible to facilitate appropriate command authority over SHARP program implementation.

### **3-16. DCG, U.S. Army National Guard (ARNG)**

a. The DCG, ARNG facilitates the integration of TRADOC capabilities, concepts, and doctrine in order to support mission ready ARNG Soldiers and units.

b. As the ARNG SME to TRADOC on emerging DOTMLPF-P, DCG, ARNG ensures National Guard missions, skill sets, and capabilities are considered and integrated into total Army and joint transformation. In this capacity, the DCG, ARNG:

(1) Represents and advocates the ARNG leadership's perspective across DOTMLPF-P issues. Coordinates efforts of the ARNG across TRADOC CoEs and schools for unit collective training programs and institutional training programs for officer, warrant officer and enlisted career fields.

(2) Acts as the channel of communication between HQ TRADOC, CoEs, and ARNG Readiness Center. Facilitates communication between HQDA, ARNG, U.S. Army Reserve Command, TRADOC, and U.S. Army Forces Command (FORSCOM).

(3) Participates in HQDA and TRADOC led force generation requirements and processes to determine feasibility, acceptability, and suitability of force design changes that affect ARNG formations and serves on HQ TRADOC committees, workshops, panels and other entities to address RC integration issues.

(4) Facilitates and supports the training of ARNG members attending basic combat training, advanced individual training and NCO academy training as well as supports units in coordination with HQ TRADOC to meet unit, state, Service and theater requirements.

(5) Synchronizes ARNG policy, guidance, and resources within TRADOC CoEs and schools to focus on ARNG student throughput and force structure.

(6) Provides guidance in the formulation, development, coordination of doctrine, policies, concepts, programs, and plans pertaining to or affecting the ARNG.

(7) Manages TRADOC ARNG table of distribution and allowances billets and acts as a conduit for ARNG personnel actions, including active duty operational support requirements, one time occasional tours, Title 10 USC Active Guard and Reserve (AGR), and coordination with States for disciplinary actions.

(8) Serves as co-lead for TR 135-6, The ARNG/USAR Liaison NCO Program at U.S. Army training centers and TRADOC schools.

### **3-17. DCG, U.S. Army Reserve (USAR)**

a. Ensures the USAR is fully integrated in all aspects of TRADOC planning and mission implementation across the full DOTMLPF-P spectrum.

b. As the USARs SME to TRADOC on emerging DOTMLPF-P, DCG, USAR ensures Army Reserve missions, skill sets, and capabilities are considered and integrated into total Army and joint transformation. In this capacity, the DCG, USAR:

(1) Provides CG, TRADOC with consolidated USAR-specific staff recommendations, information, or updates as they directly relate to TRADOC initiatives and functions.

(2) Informs TRADOC and Army Reserve decision support processes to ensure both perspectives are considered in those processes.

(3) Serves as a direct link to Office of the Chief, Army Reserve, U.S. Army Reserve Command, and Human Resources Command (HRC) for USAR issues.

(4) Manages all AGR force structure throughout TRADOC and serves as approval authority (in coordination with ARCIC) for all TRADOC USAR AGR force structure modifications in advance of submission to Office of the Chief, Army Reserve.

(5) Manages all AGR, USAR, and Title 10 USC manning and AGR force structure issues throughout TRADOC.

(6) Participates in development and refinement of TASS related training strategies.

(7) Synchronizes USAR policy guidance, priorities and resources within TRADOC CoEs and schools and aligning the efforts of USAR staff across TRADOC.

(8) Participates in HQDA- and TRADOC-led force generation requirements and processes to determine feasibility, acceptability and suitability of force design changes that affect USAR formations.

(9) Serves as co-lead for TR 135-6, The USAR/ARNG Liaison NCO Program at U.S. Army training centers and TRADOC schools.

#### **Section IV: HQ TRADOC Personal Staff**

##### **3-18. Command Chaplain**

a. Mission. Access, train, lead, and resource TRADOC Unit Ministry Teams to provide religious support across the family support organization to the Army Family.

b. Organization. The Command Chaplain consists of a single office with support staff. The DCoS has administrative control of the Command Chaplain.

c. Major functions.

(1) Religious support responsibilities. Facilitates Soldier “free exercise rights” and religious accommodation within TRADOC.

(2) Advise commander on religious matters. Advises CG, TRADOC on religious, moral, and ethical matters within TRADOC.

(3) Manage chaplaincy personnel. Exercises staff supervision and functional direction of religious support personnel and activities within TRADOC.

(4) TRADOC liaison to the Office of the Chief of Chaplains. Conduit for Office of the Chief of Chaplains guidance and policy within TRADOC and subordinates.

(5) Execute Chief of Chaplains initiatives. Army supported organization for initiatives in support of the Chief of Chaplains Strategic Campaign Plan.

##### **3-19. Chief of Public Affairs**

a. Mission. TRADOC Public Affairs mission is to establish and sustain a command-wide synchronized communication program that enables the command’s mission and the commanding general’s priorities, while informing internal and external publics, and fulfilling the Army’s obligation to keep the American people and the Army informed as established in Title 10, USC.

b. Organization. The Chief of Public Affairs consists of a single office with support staff. The office is organized around the public affairs major functions.

c. Major functions:

(1) Advisor to the commander and staff. Principal staff assistant and advisor to the CG, TRADOC in execution of public affairs responsibilities, while assisting the commander in understanding the information needs and expectations of Soldiers, family members, the home station community, and all other affected publics.

(2) Public information. Develops and sustains positive relations with traditional, nontraditional and social media outlets; facilitates HQ TRADOC engagements.

(3) Command information. Synchronizes internal news and information to promote awareness and understanding of command-wide missions, initiatives, and successes to help members of the command understand organizational goals, operations and significant developments.

(4) Community engagement. Develops and sustains positive relations with the community to enhance the understanding and support for the Army, Soldiers, operations and activities. Orchestrates an effective command-wide community relations program to support the commander's communication objectives. Assists in identifying key leaders and recommending opportunities for military engagement. Maintains ADCON of the TRADOC Band.

(5) Public affairs planning. Generates and implements strategic, operational, and tactical public affairs plans. Synchronizes an externally-focused command-wide communication program in support of TRADOC plans and orders.

(6) Public affairs administration. Serves as the functional public affairs chain of command between subordinate units, HQ TRADOC, the U.S. Army Office of the Chief of Public Affairs and Office of the Assistant Secretary of Defense for Public Affairs.

(7) Public affairs assessment. Assesses the information environment with primary emphasis placed on identifying, measuring and evaluating the implications of the external information environment that public affairs does not control, but can inform through a coherent, comprehensive public affairs strategy and its early integration into the commander's planning and decision making process.

(8) Public affairs training. Oversees public affairs officer training programs of instruction at all CoEs and schools; orchestrates a command-wide professional development and training program for all TRADOC public affairs officers (unresourced requirement).

(9) Communications strategy. TRADOC office of primary responsibility for developing and enabling a consistent communication strategy across the command.

### **3-20. Inspector General (IG)**

a. Mission. The TRADOC IG serves as an extension of the CG, TRADOC by providing an independent and impartial assessment of the morale, welfare, and discipline of the command and reports on other matters that impact upon the economy and/or efficiency of the command.

## TRADOC Regulation 10-5

b. Organization. The IG consists of a single office with support staff. This staff consists of an Assistance and Investigations Branch and an Inspections Branch.

c. Major functions.

(1) Inspections. Conducts tailored inspections to meet TRADOC Commander's needs; focused on systemic issues and root causes for noncompliance with DOD, Army or TRADOC policy.

(2) Assistance. Receives, inquires into, records and responds to complaints or requests for assistance either brought directly to the IG or referred to the IG for action concerning matters of Army interest.

(3) Investigations. Conducts a formal fact-finding examination into allegations, issues, or adverse conditions that provides the directing authority a sound basis for making decisions and taking action. IG also conducts investigative inquiries which are informal fact-finding examinations by an IG into allegations, issues, or adverse conditions that are not significant in nature (as deemed by the command IG or directing authority) and when the potential for serious consequences (such as potential harm to a Soldier, Army Civilian, their Families or negative impact on the Army's image) are not foreseen.

(4) Teaching and training (incorporated into all the above). Conducts training on Army systems, processes, procedures, and standards of conduct and professional behavior.

### **3-21. Staff Judge Advocate (SJA)**

a. Mission. Provides legal support to the CG, DCGs, DCoS and all staff directorates at HQ TRADOC. SJA performs The Judge Advocate General designated duties and responsibilities under the provision of AR 27-1. Provides accurate, timely and practical legal advice at the ACOM level in the areas of ethics, environmental law, base realignment and closure, contract law, fiscal law, labor law, military justice policy, Soldier and Army Civilian adverse administrative actions, military and Army Civilian personnel law, IMT policy, operational law doctrine, domestic operational law, and a myriad of complex legal issues regarding operations at TRADOC CoEs and schools; and monitors force structure/budget for delivery of efficient legal services and activities throughout TRADOC.

b. Organization. The office of the SJA consists of four divisions: Executive/ Administrative Division, Administrative and Civil Law Division, Military Law Division, and the Contract and Fiscal Law Division.

c. Major functions.

(1) Administrative and civil law. Provides administrative and civil law support to HQ TRADOC command and staff.

(2) Criminal law and discipline. Provides legal advice to commanders, staff, and law enforcement.

(3) Contract and fiscal law. Provides contract and fiscal law support to HQ TRADOC command and staff.

## **Section V: HQ TRADOC Deputy Chiefs of Staff (DCSs)/ Coordinating Staff**

### **3-22. DCS, G-1/4**

a. Mission. The TRADOC DCS, G-1/4 provides support and advice on TRADOC's military and civilian Human Resources (HR), logistics, engineering, environmental, strategic and human capital initiatives, and integration of base support.

b. Organization. The G-1/4 consists of five directorates: Adjutant General; Civilian HR; Engineer; Integration and Support; and Logistics. G-1/4 exercises OPCON/ADCON for the following special and personal staff, and other elements; Command Diversity Office; Historian; Retention; Safety; Surgeon; and HQ TRADOC Library.

c. Major functions.

(1) Personnel readiness management. Manages the distribution of Soldiers and the recruitment and development of Army Civilians to TRADOC CoEs and schools and activities based on documented requirements and authorizations, commander's priorities, and anticipated needs.

(2) Provides overall management of the ACOM retention program including promotion, implementation, and identification of signs which could potentially impede the retention effort.

(3) Essential personnel support/services. Provides timely and accurate military HR functions, policies, programs, and systems. Coordinates programs which directly influence Soldier well-being.

(4) Assesses/evaluates TRADOC's Civilian Human Resource Program via data analysis, surveys, on-site visits, and stakeholder input. Directs corrective action and recommends program improvements.

(5) Provides comprehensive, timely, and state-of-the art civilian human resources programs, policies, and processes across all HR life cycle functions which achieve a return on investment. Proactively partners with other ACOMs and HQDA to leverage best practices, influence outcomes to support TRADOC's mission, and to reduce costs.

(6) Logistics management. Provides supply, maintenance, and logistic services management and oversight of all TRADOC units. Reviews, evaluates, and leverages maintenance support services to improve and maintain equipment readiness across the command. Reviews equipment requirements and coordinates internal and external actions to improve equipment on-hand posture for TRADOC CoEs and schools. Provides oversight and coordination for all logistics services provided by the U.S. Army Materiel Command, Logistics Readiness Centers and Fleet Management.

## TRADOC Regulation 10-5

(7) Plans, coordinates and provides engineer support to TRADOC CoEs and schools. Provides general and engineering advice. Manages the TRADOC energy and environmental programs.

(8) Interfaces with Army staff and commands on base services support and policy issues in support of mission priorities and Army force management initiatives; advocates TRADOC's mission in enterprise forums and synchronize the Ready and Resilient Campaign and its associated lines of effort as a comprehensive and integrated process to achieve the desired campaign end state across TRADOC.

(9) Provides strategic plans and initiatives that increase readiness and efficacy of TRADOC's military and civilian workforces, supports HQ TRADOC, CoEs and schools, and facilitates transformational change. Provides strategic vision, and synchronizes the development and implementation of a comprehensive human capital strategic plan through ongoing and new initiatives in accordance with TRADOC priorities.

(10) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the accessions support and integration core function.

(11) HQ TRADOC Library. Provides academic, technical, capability development and doctrinal research support to the HQ TRADOC staff, subordinate units co-located with HQ TRADOC, and other authorized users.

### **3-23. DCS, G-2**

a. Mission. The TRADOC DCS, G-2 develops, verifies, validates, accredits, and provides OE products, services, and support to training, leader development, education, and capabilities development for the Army. The G-2 manages the development and provision of OE outputs through the command's OE Enterprise (OEE) on behalf of the TRADOC DCG/CoS who serves as the OE CFL. Supported OEE users include all TRADOC organizations and their respective staffs in the performance of their core functions. The G-2 supports TRADOC's mission to support training in units.

#### **b. Organization.**

(1) The Office of the G-2 consists of the G-2, the Deputy G-2, Mission Sustainment Directorate, Mission Support Directorate, and the OEE representative to the TRADOC G-9. The G-2 provides staff oversight and ADCON of the Devil's Advocate Red Team.

(2) The G-2 provides OE support through four operational entities: the G-20 (Culture and Critical Thinking Element); the G-22 (Analysis and Control Element (ACE)); the G-23/5 (OE Enterprise Plans and Operations Directorate); and, the G-27 (OE Training Support Center, formerly the Training Brain Operations Center).

(3) The G-2 manages the OEE using four senior personnel: the G-2 Chief of Staff, responsible for coordinating all support activities in the G-2 (budget, personnel, security and administration); the G-2 Senior Advisor, Training Support, responsible functionally for delivering the OE and assessing the results (deliver and assess the OE); the G-2 Senior Advisor, Analysis, responsible for analysis and content of all OE products and services (understand and

describe the OE); and, G-2 Senior Advisor, Plans and Policy, responsible for developing plans and policy for the G-2; and, G-2 Senior Advisor, Intelligence, Surveillance and Reconnaissance (ISR) and Capabilities Development.

c. Major functions.

(1) Serve as the TRADOC senior intelligence officer.

(2) Supports TRADOC DCG/CoS who is CFL for OE. The OE is a TRADOC core function and fundamental enabler of many other core functions.

(3) Manages the OEE for DCG. The OEE is the Army's principal means for the delivery of common and/or consistent OE output (in the form of products, services, and/or support) across the key areas of TRADOC's mission (leader development, training and education (including operational force training support), and capability development)). The OEE is: 1) Army OE users; 2) OE capability providers (including internal and external support organizations); and 3) enterprise management that governs enterprise operations. Most of the TRADOC G-2 is involved either in the actual development and delivery of enterprise output or in supporting the development of enterprise outputs. TRADOC G-2 establishes OEE policies and investment priorities and engages critical OE stakeholder communities through key decision forums.

(4) Supported organization for the development of Intelligence Community-validated threats and OE projections to underpin how the Army is organized, trained, equipped and operates. Develops and maintains baseline and supporting functional and regional OE assessments and other appropriate OEE output products and services that: inform capabilities development and related activities; and support the establishment of representative conditions for individual and collective training across the Army.

(5) Supported organization for TRADOC open-source foreign perspective studies effort with a focus on generating outputs that enhance the Army's understanding of little-researched or poorly understood OE trends, problems, or implications for the Army.

(6) Supported organization for event-specific, mission-focused training support to units and institutional training by providing a challenging and realistic training and leader development environment that replicates the complexity of the OE tailored to specific user needs.

(7) Supported organization for development and provision of Intelligence, Surveillance, and Reconnaissance integration training, aimed at area of responsibility-focused, operating force unit-tailored training in employment of organic and non-organic Intelligence, Surveillance, and Reconnaissance capabilities.

(8) Supported organization for Army and joint red team training development and training.

(9) Supported organization for OE M&S portrayal and integration efforts, including OE visualization and gaming representation of real or training scenarios, across each M&S domain.

## TRADOC Regulation 10-5

(10) Ensures OE compliance of M&S outputs for: requirements determination; capability development; prototype development; conceptualization; M&S OE representations in support of training and analysis which are bound by operational variables, (political, military, economic, social, information, infrastructure, physical environment and time (PMESII-PT)); and OE M&S support to testing, evaluation, experimentation, and directed studies.

(11) Serves as the Army's responsible official for development, management, administration, integration, and approval functions of the Opposing Force Program as prescribed in AR 350-2. Supported organization for validation and accreditation efforts in support of OE and opposing force training and testing representation in live, virtual, constructive, and gaming environments.

(12) Serves as TRADOC's command security manager in accordance with AR 380-5. Provides intelligence support for force protection, current operations, operational security, and intelligence oversight compliance. Manages TRADOC's Foreign Disclosure Program and coordinates command counterintelligence activities.

(13) Supports the TRADOC- U.S. Air Force Weather Office.

(14) Serves as career program manager for career program (CP) 35 for TRADOC CoEs, schools, and activities. Serves as Defense Civilian Intelligence Personnel System Manager for TRADOC, responsible for Army Civilian personnel administration for Intelligence and Security career professionals at TRADOC.

(15) Manages the Devil's Advocate Red Team Directorate and provides red teaming support to TRADOC to reduce risk. Supporting organization for leaders and their staffs in challenging organizational designs, programs, concepts, thinking and assumptions, and provides alternative perspectives, approaches and solutions.

### **3-24. DCS, G-3/5/7**

a. Mission. The TRADOC DCS, G-3/5/7 develops and recommends command priorities; manages enterprise training and education operations and requirements; integrates concepts, policies, and plans; and continuously directs operations across TRADOC in support of CG, TRADOC priorities and objectives.

b. Organization. The G-3/5/7 consists of 10 directorates. The directorates are: Priorities, Analysis, and Requirements; Security Assistance Training Field Activity; Training Integration; Training Operations Management Activity; G-31 Personnel Proponency; G-33 Current Operations; G-34 Protection; G-35 Plans; G-5 Strategic Plans and Policy Analysis; and Leader Development Integration.

c. Major functions.

(1) Command priorities. Develops and recommends priorities for the command. Develops and recommends, in coordination with CFLs and CoEs, overarching prioritizations for multiple requirements including TRADOC missions, POM, unfinanced requirements (UFR), functional training courses, and others as directed. Manages the Risk Assessment Review Board. Analyzes, integrates, and synchronizes command requirements and solutions in accordance with CG

TRADOC priorities and develops metrics to support decision making of command and staff requirements.

(2) Security Assistance Training Field Activity. Brokers and manages Army institutional training solutions for approved partner nation requirements under Security Assistance (Title 22, USC) and select Security Cooperation (Title 10, USC) programs.

(3) Training Operations Management Activity. Manages TRADOC's institutional training and education operations. Validates and integrates documentation, programming, and adjustments of institutional training and education mission and resources. Ensures TRADOC execution of annual institutional training and education mission. Integrates and synchronizes mobile training team courses in support of Army requirements. Coordinates RC training base augmentation, training ammunition management, and Inter-Service Training Review Organization training.

(4) Institutional and collective training. Develops and assesses training strategies and policies, manages and validates requirements, and recommends resource priorities for training programs and processes. Provides staff management and oversight for the integration and synchronization of TRADOC's collective training, functional training, IET, aviation training and standardization, education development policies, lessons learned, and other special programs for active and RC Soldiers.

(5) RC training. Manages policies, processes, and programs impacting RC schools, integration of TASS, and implementation of the One Army School System for TRADOC.

(6) Operations and Readiness. Provides command-wide support and oversight of current operations and ensures timely and accurate command and control reporting to higher, lower, and adjacent HQ. Runs the TRADOC Operations Center. Publishes, tracks, and maintains all command-level orders, directives, and taskings. Manages TRADOC-wide readiness reporting and RC mobilization activities.

(7) Protection. Integrates and synchronizes all components of the TRADOC Protection Program and provides expertise in law enforcement, criminal intelligence, antiterrorism, physical security, emergency management, and critical infrastructure risk management.

(8) Plans. Develops and coordinates TRADOC actions for The Army Plan, TRADOC Plan, and other plans that enable TRADOC to support the Army.

(9) Leader development and education. Provides staff management and support to the Army's leader development and education programs (military and Army Civilian), the TRADOC branch and functional area personnel development programs, and supports the HCE. Provides future planning and strategy for the enlisted cohort and Noncommissioned Officer Professional Development System. Provides support to the TRADOC CSM for policy and initiative development.

(10) CP 32. Serves as the Army's functional chief representative of CP 32 and manages this Army Civilian CP for capability developers, training developers, and doctrine developers.

## TRADOC Regulation 10-5

(11) Strategic planning and policy analysis. Conducts independent critical reviews and analyses of strategic plans and initiatives that impact the Army and the command; assembles Army and command-wide ad hoc groups, as needed, to frame strategic problems and facilitate rapid decision making; conducts initial strategic planning, synchronization, and recommends process improvements.

(12) Accessions support and integration. Supported organization for cross-staff coordination of the accessions support and integration core function in support of the DCG/CoS.

(13) Joint staff integration and coordination. Coordinates and synchronizes relevant activities and issues with the Joint Staff J6 and J7 and, as appropriate, across TRADOC, with HQDA, FORSCOM, and other Services to facilitate support for key joint initiatives.

(14) Liaison officers. Provides support to and integration of liaison officers into TRADOC plans, operations, and processes. This includes liaison officers from TRADOC to FORSCOM and Marine Corps Combat Development Command and liaison officers from CAC and AWG to HQ TRADOC.

### **3-25. DCS, G-6**

a. Mission. The TRADOC DCS, G-6 is the senior advisor to CG, TRADOC for all information technology (IT) and information management (IM) matters necessary for the execution of TRADOC's mission. The G-6 develops and integrates TRADOC-wide IT and IM plans, policies, and procedures that enable the accomplishment of TRADOC's missions through the effective application of command, control, communications, and computer capabilities.

b. Organization. The DCS, G-6 consists of the G-6, Deputy G-6, an administrative office and three directorates. The directorates are Cybersecurity, Information Integration, and Operations.

c. Major functions.

(1) Command, control, communications, and computer operations. Provides staff management to TRADOC activities on the use of IT, including wired and wireless devices, networks, video teleconferencing, and telephony. Coordinates implementation of command wide IT initiatives.

(2) Cybersecurity. Provides staff management to TRADOC activities on the secure use of IT. Responsible for development and implementation of policy to ensure compliance with the Federal Records Act, Freedom of Information Act, Privacy Act, Administrative Procedure Act, and Executive Order 12958. Responsible for preparing, publishing, and managing TRADOC administrative publications and forms..

(3) Information integration. Develops and maintains TRADOC enterprise collaboration environment. Identifies and incorporates IT solutions to improve business processes and increase efficiency across TRADOC. Develops TRADOC policies and procedures regarding IM/IT to implement DOD, HQDA, and TRADOC objectives. Develops and enforces the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Provides staff management of contracting and acquisition of IT assets and services.

(4) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the accessions support and integration core function.

(5) Manages the CP 34 program for TRADOC.

(6) Primary coordinating staff for all U.S. Army Network Enterprise Technology Command, U.S. Army Cyber Command, and Chief Information Officer/G-6 activities.

(7) Provides governance for the Reporting and Acquisition Decision, and Information Technology Enterprise Review Board.

(8) Serves as the TRADOC voting member on the following: Army Chief Information Officer Executive board, Army Enterprise Network Council, Information Technology Enterprise Review Board, Command, Control, Communications, Computers and Information Management working group and other select IT boards.

### **3-26. DCS, G-8**

a. Mission. The TRADOC DCS, G-8 formulates, allocates, administers, and reviews the utilization of TRADOC funding and manpower program to execute TRADOC missions, and serves as principal advisor to the CG, TRADOC and TRADOC's command and staff on finance, resource, and management matters.

b. Organization. The DCS, G-8 consists of five directorates: Planning, Analysis, and Evaluation; Budget; Manpower and Force Analysis; Finance and Accounting; and Acquisition, Management, and Oversight.

c. Major functions.

(1) Resource management. Serves as the principal management and financial advisor to CG, TRADOC; supporting organization for CFLs, subordinate organizations, and staff with finance, resource, and management matters; and is responsible for long-range planning, programming, receipt, distribution, and execution of all resources assigned to TRADOC. Performs acquisition management and oversight, as well as overall resource integration and coordination for TRADOC.

(2) Allocate resources. Manages the allocation of funds and manpower authorizations based on the command's priorities.

(3) Force structure and documentation. Manages force structure and documentation of manpower and equipment requirements and authorizations.

(4) Acquisition management and oversight. Validates and documents TRADOC contract requirements and enhances management controls over the TRADOC acquisition process.

(5) Develops and integrates the command's overall position for the TAA.

(6) Manages command business process improvement using Lean Six Sigma.

(7) Supporting organization to DCG/CoS and TRADOC G-3/5/7 for the accessions support and integration core function.

(8) Provides accounting, fiscal policy, and enterprise resource planning/financial system support, and oversees financial management programs to include the management of internal controls.

(9) Serves as the strategic lead for achieving and sustaining audit readiness (includes General Fund, Military Payroll, and General Equipment) across TRADOC.

### **3-27. DCS, G-9**

a. Mission. Describe TRADOC positions in the National Capital Region (NCR) to shape the future force and build a common visualization and understanding with HQDA, other Services, Office of the Secretary of Defense (OSD), Joint Staff, and Congress.

b. Organization. The DCS, G-9 is a single office with support staff. This staff consists of the DCoS G-9, an Assistant DCoS G-9, an operations officer, analysts, military strategists, and contractor support staff.

c. Functions.

(1) Build and Maintain Relationships. TRADOC G-9 establishes and sustains relationships in the NCR with stakeholders across unified action partners and the institutional Army.

(2) Sustain Dialogue. Represents TRADOC in NCR to ensure core functions and initiatives align with HQDA priorities. Provides framework, structure, and plans for TRADOC command level engagement efforts to communicate and facilitate TRADOC's role in Army and joint activities. Engages in discourse to shape the Army Plan, Army's programmatic related strategy and policy products, and OSD Guidance for Developing Forces, Quadrennial Roles and Missions Report, and Defense Strategic Review.

(3) Monitor. Follows mainstream media outlets, social media fora, national security related blogs, and think tank dialogues with respect to strategy, policy, and decisions that impact current and future force development activities. Follows Government Accountability Office, Congressional Budget Office, and Congressional Research Service reports and findings that impact current and future force development activities.

(4) Assess. Provides analyses and objective reviews to support senior leader engagements, strategy and policy decisions, and Army initiatives. Also synthesizes data captured from TRADOC engagement and communication efforts to assess the effectiveness of TRADOC's outreach initiatives using an outcome based communications methodology.

### **3-28. U.S. Army Capabilities Integration Center (ARCIC)**

a. Mission. The ARCIC supports the CG, TRADOC and serves as principal advisor to the CG and TRADOC's command group in the exercise of the CG's responsibilities to design,

develop, and integrate all aspects of the force into the joint force, from concept development, to force structure, to capabilities development and integration in accordance with HQDA General Order 2006-04.

b. Organization. The ARCIC's composition is addressed in Chapter 5.

c. Major functions. ARCIC's responsibilities as a member of the coordinating staff and a FOA are:

(1) Develops, reviews, and makes recommendations on TRADOC, Army and joint policy and guidance for force structure, current and future force capabilities and special initiative areas assigned by CG, TRADOC or the command group.

(2) Develops plans and orders in coordination with TRADOC staff in support of HQ TRADOC, Army, Joint, and DOD strategic plans including assigned special initiatives by the TRADOC command group.

(3) Conducts staff research, analysis, and makes recommendations in support of CG, TRADOC, command group, and other coordinating staff for areas of subject matter expertise impacting TRADOC and Army futures, as well as special Army, Joint, and Defense initiatives worked with other ACOMs, combatant commands (CCMDs), and TRADOC subordinate organizations.

(4) In coordination with TRAC and TRADOC G-2 develops, approves, and uses Army scenarios to support TRADOC analyses, experiments, and studies in support of TRADOC missions.

(5) Conducts broad studies of future warfare to isolate those issues vital to development of the Army's future force.

## **Section VI: HQ TRADOC Special Staff**

### **3-29. Congressional Activities Office (CAO)**

a. Mission. The CAO provides comprehensive and relevant analysis of congressional and legislative activities of interest which impact HQ TRADOC; proposes and facilitates key stakeholder interface with Congress to effectively communicate the Army story; and provides counsel on and serves as the HQ TRADOC SME for all routine and special interest congressional actions and inquiries.

b. Organization. The CAO consists of a single office located at HQ TRADOC. The staff includes a Director; Congressional Activities analyst and Congressional Activities specialist providing guidance and support to a network of legislative coordinators within HQ TRADOC command and staff elements and at TRADOC CoEs and schools. The CAO reports to the DCoS.

c. Major functions.

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(1) Congressional activities advisor. The CAO serves as the primary advisor to HQ TRADOC command and staff elements with regards to plans, policies, and procedures for TRADOC's congressional activities and responsibilities.

(2) Congressional engagement. Responsible for coordination with HQDA Office of Congressional Legislative Liaison and the Budget Liaison Office; coordinates all congressional and staff delegation visits to TRADOC CoEs and schools and TRADOC command and staff visits to Capitol Hill.

(3) Legislative network coordinator. Manages TRADOC Legislative Coordinator Network, a network of action officers responsible for managing congressional and legislative functions at HQ TRADOC, CoEs, schools and activities.

(4) Congressional requirements. Coordinates all Congressional actions, inquiries, responses, and reports for TRADOC.

### **3-30. Chief Knowledge Officer (CKO)**

a. Mission. The office of CKO fosters the collaborative environment required to fully integrate ongoing efforts supporting core functions, competent professionals, enterprise solutions and efficient use of resources. Office of the CKO is TRADOC's supported organization for all command knowledge management-process improvement (KM-PI) efforts, governance, and strategy. The office serves as the pivotal coordination and communication body to organize and align KM-PI across TRADOC and collaborates with HQDA, ACOMs and enterprise partners to build successful KM-PI capabilities and to increase organizational efficacy.

b. Organization. The Office of the CKO is a TRADOC special staff office consisting of two divisions; Products and Services and Operations, Plans and Training, which reports directly to the DCoS.

c. Major functions.

(1) Provides leadership, direction and clarity for developing and implementing a holistic KM-PI strategy and governance to support strategic goals, core functions and CG priorities.

(2) Organizes and aligns KM-PI initiatives across TRADOC in collaboration with HQDA, ACOMs and enterprise partners.

(3) Facilitates process improvement to eliminate redundancies, increase efficacy, and optimize resource utilization.

(4) Implements performance management and measurement processes to enhance decision making and to facilitate enterprise solutions.

(5) Encourages knowledge sharing to enhance training, education, leader development, and lifelong learning.

(6) Implements robust enterprise search capabilities to facilitate rapid access to knowledge content and KM-PI products and services.

(7) Creates a collaborative culture to empower commanders, leaders, staffs, Soldiers, Army Civilians and organizations.

### **3-31. Executive Services Office (ESO)**

a. Mission. The ESO is responsible for all protocol aspects and extending official courtesies for TRADOC events hosted by the CG, DCG/CoS, and DCoS. Provides advice and guidance to the TRADOC staff, CoEs, and schools, on protocol technical matters.

b. The ESO is organized as a single office and works directly for the DCoS.

c. Major functions.

(1) Protocol advisor. Serves as the primary advisor for TRADOC pertaining to protocol policies and procedures and official courtesies.

(2) Distinguished visitor support. Serves as the interface for both international and domestic guests visiting TRADOC; responsible for planning and execution of the protocol aspects of these visits.

(3) Event support. Responsible for coordinating all protocol aspects of conferences, ceremonies, receptions, and other special events hosted by the CG, DCG/CoS, or DCoS.

(4) Engagement. Communicates with subordinate organizations to maintain a distinguished visitor and significant events report allowing visibility of engagements at HQ TRADOC and throughout the command. Maintains an official list of community leaders recommended for inclusion at command events. Coordinates with Army Protocol Office.

### **3-32. Internal Review and Audit Compliance (IRAC)**

a. Mission. IRAC provides a full range of professional internal review and audit services to the command. The IRAC mission is to support the TRADOC leadership and organizations in improving accountability and compliance in the execution of their missions.

b. Organization. The IRAC office is a single office on the special staff and reports to the DCG through the DCoS.

c. Major functions.

(1) Advisor on audit issues to commander and staff. Serves as TRADOC's principal advisor on all audit matters.

(2) Provides internal review evaluation services. Provides a full range of internal review and audit services to support all TRADOC organizations.

(3) Supports command audit readiness. Serves as command focal point and tactical lead for financial audit readiness. Coordinates and assesses financial audit readiness efforts within

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TRADOC activities and ensures corrective actions are timely, properly implemented, and sustained.

(4) Liaison with external audit organizations. Serves as the principal office for liaison with external audit organizations including United States Government Accountability Office, DOD Office of the IG, and United States Army Audit Agency.

(5) Audit compliance. Facilitates command compliance with appropriate audit recommendations.

### **3-33. Quality Assurance Office (QAO)**

a. Mission. The QAO executes the Army QA program that ensures Army standards are met in the development, education, and training of Soldiers, Army Civilians, and leaders to strengthen the U.S. Army as America's Force of Decisive Action.

b. Organization. The HQ TRADOC QAO is a special staff element consisting of a director and three divisions: Plans and Operations Division; Program Management and Accreditation Division; and RC Accreditation Division. Additional staff includes a QAO Sergeant Major.

c. Major functions.

(1) HQDA lead agent for the Army QA program. As a special staff HQ TRADOC office, serves as the HQDA assigned lead agent for the development and management of the Army's QA program.

(2) Establishes an Army QA program that supports CG, TRADOC, and Army leaders responsible for Army training and education initiatives/programs (e.g., Army University, the Army Learning Model), and One Army School System.

(3) Develops the policies, procedures, objectives, and accreditation standards for the Army's QA program, to include establishing the roles and responsibilities for the supporting center/school, QA offices and elements and managing development of accreditation standards that assess implementation of staff and core functions.

(4) Represents HQDA as the assigned lead agent accrediting organization for all Army training and education institutions (TRADOC CoEs and schools, Army University, non-TRADOC schools/colleges, multifunctional training brigades/regiments, 80th Training Command, ARNG Warrior Training Center, Professional Education Center, and regional training institutions, NCO Academies, military and civilian (with the exception of the U.S. Military Academy)). This includes planning, organizing, coordinating, scheduling, and leading teams of evaluators from HQ TRADOC; DCG, IMT; and CAC staffs on all Army accreditation visits.

(5) Exercises staff management of the center/school QAOs to ensure implementation of major QA program functions: internal and external evaluations, (the latter at commander's discretion), conduct of self-assessment, and evaluation of all functionally aligned RC learning institutions.

(6) Manages the identification and resolution of accreditation impact issues for both the active and RC evaluated institutions.

(7) Provides Army QA program training and support for Army QA program evaluator training and education, certification, evaluation tools and products, Army QA program SharePoint and milSuite sites.

(8) Identifies and shares Army accreditation trends and “best practices” across the Army’s learning institutions.

(9) The Director, QAO serves as the HQ TRADOC organizational inspection program coordinator.

### **3-34. Secretary of the General Staff (SGS)**

a. Mission. SGS coordinates command group operations and is the key advisor for the command group on administrative policies and communications (correspondence management), staff action management, coordination recommendations, administrative support, and IM support. The SGS is critical to the dissemination of information throughout the command. The SGS manages and administers the budget, travel, security, logistical, and IT support, and HR management for the CG, the DCG/CoS, DCoS, and the personal and selected special staff.

b. Organization. The office of the SGS consists of three divisions and one office: Staff Actions Division; Administrative Support Division; Information Management Division; and the TRADOC Liaison Office (Pentagon). The SGS works directly for the DCoS.

c. Major functions.

(1) Staff actions management. Provides administrative support to the CG, TRADOC, DCG/CoS, and DCoS by tasking all nonoperational taskers, coordinating, synchronizing with TRADOC G-3/5/7, and tracking all staff actions generated by the CG, DCG/CoS, and DCoS; additionally tasks, coordinates, and tracks all White House and congressional inquiries. Reviews all correspondence sent to the command group for administrative completeness and correctness, appropriate coordination, proper level of signature, and compliance with established policies. Schedules and conducts monthly staff officer orientation briefings, manages TRADOC policy memorandums and delegations of authority, conducts bi-monthly executive officers’ meetings, and maintains the Staff Action Officer Resource Center and SGS Website.

(2) Administrative and logistical support. Provides direct support to the HQ TRADOC command group and selected personal and special staff in the areas of security, HR management (military and Army Civilian), resource management (budget, manpower, travel, internal controls), records management, facilities management, and logistics services. Manages and serves as Representation Fund Custodian for the SA miscellaneous expenses and official representation contingency funds for the CG.

(3) Information systems support. Provides expert management, advice, planning, and funding coordination of all IM and IT requirements for the command group, personal staff, and selected special staff.

(4) The TRADOC Liaison Office (Pentagon) provides HQ TRADOC resident Pentagon representation and liaison with HQDA, the Joint Chiefs of Staff, DOD, and other agencies within NCR. Supports TRADOC elements, as required, in the coordination with HQDA staff on matters related to TRADOC Soldiers, Army Civilians, and Family members. Coordinates common issues, actions, and initiatives with other liaison offices, HQDA, other ACOMs, and other Services to ensure taskings and support requirements that affect TRADOC receive proper disposition. Supports visiting TRADOC general officers and Senior Executive Service personnel during travels to the NCR including assistance with transportation, parking, billeting, flights, access, security processing, classified storage, office and meeting space, congressional testimony, and computer and telecommunications access.

### **3-35. Command Diversity Office**

a. Mission. The TRADOC Command Diversity Office serves as the command advisor for all Equal Employment Opportunity (EEO), EO, and SHARP matters relating to applicants for employment, former employees, Army Civilians, and military personnel and their family members. Ensures workforce can succeed in an environment free from race, color, national origin, religious, gender, age, or disability discrimination or reprisal. Provides advice, education, and training to the TRADOC leadership and workforce relating to any form of unlawful discrimination, sexual harassment, and/or sexual assault.

b. Organization. The Command Diversity Office consists of a single integrated office, and the TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

(1) Advise. Serves as TRADOC's principal advisor on all EEO, EO and SHARP Program matters.

(2) Comply. Conducts organizational EEO, EO, and SHARP program evaluations as requested or through on-going staff assistance visits. Evaluations will include an analysis of a command climate survey, results of statistical profiles, EEO/EO complaint examination, and completion of required EEO, EO, and SHARP training requirements.

(3) Execute. Processes EEO discrimination complaints where aggrieved is not located on an installation, camp, or station or is an applicant/former employee. Educates, trains, completes and conducts to match processes relating to EEO, EO, and SHARP Program principles. Completes all reporting and training requirements within established timelines. Conducts on-going analysis relating to unlawful discrimination complaints, sexual harassment, and sexual assaults.

### **3-36. Command Historian**

a. Mission. The TRADOC Command Historian serves as the command advisor for all military history and heritage matters. The TRADOC military history and heritage program collects, interprets, and instructs military history and heritage; acquires, preserves, conserves, and makes available to public and private historical researchers both historical property and

historical documents; and emphasizes the human dimension of the Profession of Arms and the military art and science.

b. Organization. The Command Historian's office consists of a single office. The Command Historian supervises the TRADOC military history and heritage office, which includes program managers or SMEs for TRADOC-wide field history and education; museums, artifacts, and historical property; historical archives; and research historians. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

(1) Advises the commander on military history and museum matters. Advises CG, TRADOC on mission, policy, procedural, educational, and statutory responsibilities regarding military history and museum functions.

(2) Provides staff management. Provides staff management for TRADOC's military history and museum functions.

(3) Supported organization for development of baseline history and heritage curriculum standards. Serves as the supported organization in developing baseline curriculum standards for leader and professional development, and education in military history and heritage in TRADOC.

(4) Provides historical services to HQ TRADOC.

### **3-37. Command Safety Officer**

a. Mission. The TRADOC Command Safety Officer serves as the command advisor for all safety issues. Integrates safety and risk management doctrine and policy for the command. Monitors, assesses, analyzes, and develops policy, programs, training, and initiatives to influence Army culture and enable Soldiers and leaders to make informed risk decisions.

b. Organization. The command safety office consists of a single office. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

(1) Safety program management. Serves as the principal advisor, technical consultant, and coordinator on safety and risk management to the CG, TRADOC and Director, ARCIC. Coordinates with the Army safety staff (U.S. and federal agencies) to ensure compliance with applicable laws, federal codes, and regulations. Supports TRADOC CoEs, schools, and organizations in the application of system safety principles and requirements into training, capability development, and operational aspects of their mission areas.

(2) Education, training, and promotion. Provides safety education, training, awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout TRADOC.

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(3) Inspection, survey and assessments. Executes, evaluates, and assesses TRADOC's accident prevention efforts, effectiveness of composite risk management integration, and the accomplishment of program goals and objectives.

(4) Accident reporting and investigations. Performs accident reporting, investigation, and records management. Administers an accident notification and reporting program for TRADOC to ensure timely and accurate notification, investigation, and reporting of accidents.

(5) Hazard analysis/countermeasure development. Conducts hazard analysis and develops countermeasures. Develops and publishes findings, recommendation, and lessons learned.

(6) Provides TRADOC safety program assistance and services to include occupational health and safety administration, aviation safety, radiation safety, range safety, ammunition and explosives safety, chemical surety, transportation, safety, military training and operations, off-duty and privately owned vehicle safety, risk management, branch safety, and systems safety.

(7) Oversees implementation of the commander's safety and occupational health program.

(8) Supported organization for risk management integration. Integrates risk management into military operations/training, doctrine, training, leader development, and capability developments.

(9) Serves as TRADOC CP 12 Manager for all TRADOC civilian safety and occupational health professionals.

### **3-38. Command Surgeon**

a. Mission. The TRADOC Command Surgeon serves as the command advisor for all medical matters. Promotes the integration of force health protection principles and provides staff supervision over all aspects of healthcare throughout the command facilitates and coordinates unit, individual, and leader development medical training curriculum in a disciplined combined arms training environment. Advises on future force medical research development and medical capabilities integration to provide healthy and physically fit Soldiers.

b. Organization. The office of the Command Surgeon is organized into three functional support areas: administration; operations; and clinical care. The TRADOC G-1/4 has OPCON/ADCON of this office.

c. Major functions.

(1) Special staff: Provides leadership, direction and clarity of medical and health initiatives and issues in support of Army and TRADOC strategic goals and priorities.

(2) Army recruiting. Provides support for the Army recruitment medical screening criteria.

(3) IMT and leader development. Provides support to IMT and unit training, and leader development and education.

(4) Health and welfare of the command. Promotes and monitors the health and welfare of the command.

(5) Medical integration. Provides support to U.S. Army Medical Department Center and School to assist in the development and integration processes of current and future capabilities.

## **Chapter 4**

### **U.S. Army Combined Arms Center (CAC)**

#### **4-1. Mission of CAC**

The CAC designs, integrates and implements leader development and the Army Leader Development Program; synchronizes and delivers education; synchronizes branch and warfighting function proponent's doctrine, training, and leadership and education integration; develops and integrates doctrine; collects, analyzes, and disseminates Army lessons learned; manages the Army training support system enterprise; manages the Army training and education development enterprise and manages the Army combat training center program to build adaptive, innovative and agile Soldiers, leaders and units in order to dominate and win in the conduct of unified land operations

#### **4-2. Organization of CAC**

CAC consists of a HQ element and five non-CoE organizational elements: CAC Training, Army University, U.S. Army Sergeants Major Academy, Defense Language Institute Foreign Language Institute and the SHARP Academy. Additionally, MCCoE is assigned to CG CAC; CG, CAC has OPCON of ACoE, CCoE, FCoE, ICoE, MCoE, and MSCoE; and CG, CAC receives direct support from CASCOM/SCoE.

#### **4-3. Core Function Lead (CFL) responsibilities of CAC**

The DCG Combined Arms also serves as the CG, CAC and has the following responsibilities:

a. Leader development. Conducts Army level leadership and leader development studies, analysis, assessment, and evaluations; develops and maintains the Army Leader Development Strategy; supports CG, TRADOC by managing the Army Leader Development Program; develops, executes and manages Army self-awareness and developmental tools; and provides leader tools for use to support unit and individual self-development programs.

(1) Develops and maintains the Army Leader Development Strategy.

(2) Administers the Army Leader Development Program as the sole management process for program execution, approval, and incorporation of new initiatives, and recommendations for prioritization of resources through the Army Leader Development Forum.

(3) Conducts Army level research and studies, analysis, assessments, and evaluations to identify leader development trends, requirements, and training and education strategies, and to develop and promote leader development practices and techniques.

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(4) Develops concepts, recommends policy and guidance, identifies requirements, programs resources, conducts liaison, and coordinates leader development DOTMLPF-P actions to ensure the vertical and horizontal integration of initiatives across the Army.

b. Learning. CAC manages, develops, sustains and synchronizes learning concepts, strategies, policy, processes, systems, and requirements; recommends priorities and products to enable institutions and units to educate, train, and develop Soldiers and Army Civilians across the institutional, operational and self-development areas in support of Army readiness.

(1) Develops and maintains the Army Learning Concept.

(2) Sustains the Army learning policy in TR 350-70 (Army Learning Policy and Systems), supporting pamphlets and TR 350-10 (Institutional Leader Training and Education).

(3) Identifies staff and faculty learning (training and education) requirements and manages staff and faculty development for Army CoEs and schools.

(4) Provides oversight for constituent schools and programs to meet all relevant standards and requirements and maintain civilian accreditation and credentialing.

(5) Manages institutional research to ensure it conforms to prevailing standards of quality, ethics, and relevance.

(6) Evaluates, recommends and executes Army learning programs for learning systems for all cohorts to develop the joint mindset, ensuring professional military education is progressive, integrated, mutually supporting and sequential across a career continuum.

(7) Promotes innovation in learning sciences; systematically monitors and shares best practices in adult learning, higher education, and corporate training.

(8) Prioritizes Army learning requirements and submits them to HQ TRADOC in support of POM development.

(9) Co-chairs the Army Learning Coordination Council.

c. Lessons learned. CAC collects, analyzes, integrates, disseminates, and archives Army and unified action partners lessons learned to support current operations and all aspects of capability development. Coordinates with ARCIC on lessons learned applications with capability developments implications. Ensures information is archived in a manner where it is both easily accessible and searchable by operating and generating forces.

(1) Monitors and coordinates the DOTMLPF-P collection, analysis, production and dissemination efforts for lessons learned across the Army to avoid duplication of effort where their activities overlap.

(2) Submits to HQDA DCS, G-3/5/7 no later than 1 September, annually, the Armywide consolidated recommendations for Army Lessons Learned Program activity by agency and resulting product, and a program unfunded requirement summary.

(3) Establishes and maintains the Army Lessons Learned Forum for Army issue resolution and information exchange.

(4) Resolves identified issues derived from observations and lessons by assigning supported and supporting agents as required to coordinate the efforts of subordinate proponents.

(5) Develops organizational procedures to collect, analyze, and disseminate operationally relevant lessons and best practices to the Army and unified action partners across the range of military operations and at all levels of war.

(6) Represents the Army in Joint Lessons Learned program activities.

d. Doctrine. CAC develops and maintains the body of thought on how Army forces operate as an integral part of a joint force.

(1) Establishes the Army's view of the nature of military operations, the fundamentals by which Army forces conduct operations, and the methods by which commanders exercise mission command.

(2) Serves as the basis for decisions about organization, training, leader development, materiel, personnel, and facilities.

(3) Establishes a common frame of reference and a common cultural perspective to solve military problems.

e. Learning product development. CAC manages, develops and sustains training and education development concepts, strategies, policy, processes, requirements, systems, recommends priorities, and products to enable institutions and units to train, educate and develop Soldiers and Army Civilians across the institutional, operational and self-development training areas in support of Army readiness.

(1) Executes learning product development capability functional proponent responsibilities for automated training and education development software.

(2) Supports QAO accreditation of CoEs and schools.

(3) Manages, integrates and provides quality control of all learning products including training functional proponent-developed combined arms training strategies.

(4) Manages mandatory and TRADOC common core learning requirements and products.

(5) Conducts studies to identify current and future learning (training and education) development trends, requirements, and strategies, and develops learning practices and techniques.

(6) Coordinates learning development DOTMLPF-P actions to ensure the vertical and horizontal integration of initiatives across the Army.

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(7) Manages and deconflicts the overlap among the operational, institutional, and self-development training areas. Develops, modifies and supervises government produced products in support of learning activities in all delivery channels.

(8) In coordination with TRADOC and HQDA, identifies and prioritizes TRADOC's learning and education development workload requirements and submits them to HQ TRADOC Staff in support of POM development.

(9) Prioritizes learning development products for recommended resourcing based on Command Training Guidance, TRADOC Budget Guidance, and applicable HQDA guidance to meet budget milestones and priorities.

(10) Responsible for learning development resource management, technical supervision and integration of projects assigned to learning development through an automated system.

f. Training support. TRADOC provides training support for the Army. CAC manages the Training Support System (TSS) which is the training system products (instrumentation, tactical engagement simulation systems, training ammunition requirements, integrated training environment, and training aids, devices, simulations and simulators), services (training support contracts, training information infrastructure, and operations), and facilities (ranges, training areas, mission training complexes, simulations centers, training support centers) that are necessary for creating the conditions to realistically portray the operational environment and enable training strategies. CAC is the supported organization for TRADOC management of the TSS-Enterprise which identifies, validates, and prioritizes, training support requirements, and manages the fielding of TSS products, services, and facilities Armywide. CAC manages the CTC Program in support of operational Army force readiness and leader development, to include requirements, resourcing, policy, and standardization.

(1) Manages Army Training Management System, Army Training Network, and Digital Training Management System.

(2) Programs resources, conducts liaison, and coordinates training support DOTMLPF-P actions.

(3) Identifies, validates, integrates, and prioritizes TSS requirements to ensure training is fully integrated into capability documents.

(4) Manages the fielding of TSS products, services, and facilities Army-wide.

(5) Manages the Combat Training Center Program in support of operational Army force readiness.

(6) Conducts research and studies to identify current and future training support trends, requirements, and training strategies, and develops training support practices and techniques.

(7) Provides training-related TRADOC capabilities managers to represent the user in capability developments.

g. Functional training. The DCG, Combined Arms manages, administers, and governs the processes to execute training courses for Army personnel (military and Army Civilian) that require functional skills and qualifications for the performance of their duties. This includes the analysis of new learning requirements due to organizational design and equipment or system changes.

- (1) Approves functional training course priorities in coordination with TRADOC G-3/5/7.
- (2) Advocates for functional training course resources.
- (3) Forecasts requirements for future fiscal years.
- (4) Analyzes new learning requirements due to organizational design and equipment or system changes.
- (5) Provides analysis and management oversight of the Army functional training processes and activities.

h. Force modernization responsibilities. CG, CAC executes training functional process and AR 5-22 designated force modernization proponent responsibilities through the MCCoE and CAC Training. CG CAC and Center for the Army Profession and Ethic is the force modernization proponent for the Army Profession, the Army Ethic, and character development. Additionally CG, CAC is force modernization proponent for Army knowledge management, airspace command and control, information operations, military deception, operation security, personnel recovery, security force assistance, unified land operations, mission command, and combined arms operations (echelons above brigade).

#### **4-4. Supporting responsibilities of CAC**

The CAC has the following supporting organization responsibilities:

##### **a. CFL support responsibilities:**

- (1) IMT. Supporting organization to CIMT in synchronizing its efforts in support of the Army leader development enterprise.
- (2) Concept development. Supporting organization to ARCIC and proponents in developing concepts and operation and organizational plans.
- (3) Requirements (capabilities) determination. Supporting organization to ARCIC in determining DOTMLPF-P implications during capabilities analyses in support of the Army concept framework and capabilities based assessments. Conducts capabilities analyses, as required, for capabilities that enable training and leadership and education, in support of the requirements determination/capabilities development, and capabilities integration core functions led by ARCIC.
- (4) Capability integration. Supporting organization to ARCIC through development of the Army experimentation plan and Force 2025 and Beyond (F2025B) Maneuvers/Army Campaign of Learning, to include recommending priorities. Conducts and supports experiments in

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accordance with the F2025B Maneuvers Campaign of Learning. Supporting organization to ARCIC in exploring innovative methods of operation and conducting mission command experiments to substantiate the effects of proposed warfighting capabilities. Supporting organization to ARCIC with Army DOTMLPF-P integration responsibilities through integration activities for the doctrine, training (to include training development and training support), and leadership and education areas. Supporting organization to analyze new training requirements due to organizational design and equipment or system changes.

b. Other major responsibilities/functions:

(1) Organizational design. CAC, in coordination with ARCIC, is responsible for design of organizations for divisions, corps, armies, and ASCCs.

(2) Future warfare studies. Supporting organization to ARCIC through Army Title 10 USC wargames and other service programs.

(3) S&T. Supporting organization to ARCIC as domain lead (TR 71-20) for advancements in training and leadership and education through participation in ARCIC experimentation, research and studies, and S&T processes.

(4) Accelerated development. Supporting organization to ARCIC through capabilities gap analysis.

(5) Studies and analysis. Supporting organization to ARCIC through input to the development of TRADOC studies and analysis plan.

(6) Operational Taskings. Supporting organization to TRADOC G-3/5/7 for worldwide individual augmentee system and the Overseas Contingency Operation. Executes other operational taskings as assigned.

(7) Resources. Supporting organization to TRADOC G-8 by providing planning, programming, budgeting, and execution process products and priority recommendations.

(8) M&S. Supporting organization to ARCIC by identifying and prioritizing CAC M&S requirements, identifying CAC M&S gaps, and participating in M&S governance activities.

(9) CAC Force Modernization Proponencies. Supporting organization to ARCIC by executing AR 5-22 assigned force modernization proponent responsibilities for concept development, capabilities determination, and capabilities integration through the MCCoE.

(10) Leads and conducts integration of Human Dimension across TRADOC.

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## Chapter 5

### U.S. Army Capabilities Integration Center (ARCIC)

#### 5-1. Mission of ARCIC

ARCIC was established by the SA in HQDA General Order 2006-04 to support the CG, TRADOC in the design, development, and integration of force capability requirements for the Army. The ARCIC performs TRADOC coordinating staff functions delineated in Chapter 3 and

Director, ARCIC exercises CG, TRADOC delegated responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept to capability development. As part of TRADOC's coordinating staff, ARCIC conducts staff management and develops and reviews policy and guidance for its core functions of concept development, requirements (capabilities) determination, and capabilities integration. ARCIC is the supported organization for the development and integration of force capabilities in collaboration with force modernization proponents across the DOTMLPF-P for the Army. ARCIC executes its mission within a unified action partners environment to support the joint force commander in accordance with ARCIC's assigned responsibilities.

## **5-2. Organization of ARCIC**

ARCIC consists of the following: Concept Development and Learning; Capabilities Development; Force 2025 and Beyond; and International Army Programs; the U.S. Army Joint Modernization Command; a Deputy Director; CoS; and CSM. The office of the CoS consists of the Assistant CoS, ARNG; the Assistant CoS, USAR; Mission Sustainment Division; Architecture, Information Management and Knowledge Element; and the Studies and Analyses Division. The Director, ARCIC/DCG, Futures receives direct support from TRADOC CoEs for DCG, Futures core functions.

## **5-3. CFL responsibilities of ARCIC**

a. The Director, ARCIC also serves as the DCG, Futures. ARCIC's performance of its assigned core functions supports the Army's concept and capabilities developments processes, products, integration, prioritization, and synchronization (described in TR 71-20).

(1) CoEs support concept development, requirements (capabilities) determination, and capabilities integration through their force modernization proponent responsibilities, and execute their support primarily through their Capability Development and Integration Directorates (CDIDs). Force modernization proponents develop functional concepts and determine DOTMLPF-P capability gaps and resource informed solutions in line with their force modernization pronency functions and continuously conduct integration responsibilities.

(2) ARCIC uses a collaborative approach to capabilities development and integration. The use of temporary teaming arrangements via integrated capabilities development teams or MOUs allows TRADOC to maximize integration efforts using limited resources. Proponent led teams also use a collaborative approach to conduct capabilities integration during the concept and capabilities developments cycle. These teams efficiently expedite the JCIDS and acquisition processes through the early involvement of key stakeholders and SMEs from different agencies and services. Team membership varies but includes appropriate representation from across the Army, CCMDs, DOD organizations, and other federal agencies. Industry and academia participate as needed.

b. Descriptions of ARCIC's three CFL responsibilities are:

(1) Concept development. ARCIC is the supported organization for Army concept development and supports HQDA in joint concept development in collaboration with force modernization proponents. ARCIC develops and manages the Army Concept Framework family of concepts; develops the Army Capstone Concept; and directs, manages, and synchronizes the

development of concepts of operations and Army Functional Concepts. ARCIC is the TRADOC supported organization and integrator for M&S support to concept development. It also integrates unified land force capabilities in the development of joint concepts in coordination with HQDA, DCS, G-3/5/7, Joint Staff J-7, and CCMDs. Army concepts consist of future capability descriptions within a proposed structure of military operations for a period of 6-18 years in the future. The Campaign of Learning F2025B Maneuvers is used to gather insights from lessons learned, experimentation, S&T, wargames, M&S, combatant commanders' feedback and similar venues to inform concept development

(2) Requirements (capabilities) determination. A capabilities based assessment determination assesses required capabilities to identify gaps, assess risk, prioritize, and develop DOTMLPF-P solutions to resolve or mitigate the gaps identified as having unacceptable risk. ARCIC develops, coordinates, and recommends policy and guidance to execute the JCIDS and manages its implementation and execution within TRADOC. ARCIC coordinates, synchronizes, and integrates Army capabilities developments with other ACOMs, CCMDs, the Joint Staff, and other Service developments for accelerated and deliberate capabilities in order to adapt, evolve and innovate in support of warfighter needs.

(3) Capabilities integration. ARCIC integrates DOTMLPF-P capability developments to support required capabilities. Capabilities integration is the continuous process to identify, assess, prioritize, synchronize, and communicate required capabilities across time, functions (whether they are warfighting functions or not), DOTMLPF-P, resourcing, organizations, and range of military operations. ARCIC designs and manages the integration construct to ensure the full range of solutions across all DOTMLPF-P areas interoperate in a manner consistent with the appropriate concepts, and that adaptive and affordable solutions are fielded in an integrated manner. Develops, manages, integrates, and approves force development processes and products via published policy, guidance, and/or tasking order.

c. Other major supported responsibilities/functions:

(1) Organizational design. TRADOC supported organization for JCIDS-derived operating force organizational design solutions and their input into the TAA process, and table of organization/modified table of organization development; developing and providing guidance and formulating plans, policy, priorities, and procedures for execution of TRADOC force design goals and objectives; and conducting the force design update process to determine operating force organizational design requirements for divisions, corps, armies, and other Army units.

(2) Future warfare. TRADOC supported organization for the study of future warfare. Develops the Army's vision of future conflict and the conduct of future joint land operations. Plans and executes the Chief of Staff of the Army (CSA) Future Study Plan Unified Quest; and manages the Army's F2025B Maneuvers Campaign of Learning in support of future warfare studies. Supports Army wargames, joint wargames and other service wargames and warfare studies programs. Plans and coordinates Army participation in joint wargames.

(3) Studies and Analysis. Manages and supports development of the TRADOC Studies and Analysis Program by assisting in the development of analytic commanders critical information requirements and by synchronizing and integrating the future warfare study and experimentation events into the overall program.

(4) S&T. TRADOC supported organization for the validation of Army S&T research and development priorities. Leads TRADOC interaction with S&T research and development communities across the Army, other Services, other government agencies, industry, and academia. Leads efforts to inform S&T communities of Army needs and influence S&T community efforts to meet those needs. Validates Army S&T priorities by participation in the Army S&T process. Conducts technology reconnaissance for the ARCIC, and provides S&T expertise to ARCIC and TRADOC leadership.

(5) M&S. Serves as the TRADOC supported organization for M&S efforts to support core functions and lines of effort. Identifies, assesses, recommends and integrates M&S requirements to support Army concept development, capabilities development, and capabilities integration. Assists HQDA M&S office in development and implementation of Army and DOD M&S policy, procedures, and processes and resolution of Armywide M&S issues. ARCIC is the supported organization for M&S efforts and the training user communities ensure their capability development efforts and their support of the Army's TSS-Enterprise are in line with established policy and guidance for M&S. Promotes a collaborative M&S culture throughout TRADOC and the Army to increase interoperability and reuse, and reduce redundancies.

(6) Scenario development. Directs the development and use of Army scenarios to support experiments, studies, and analysis for capabilities development. Assists HQDA in the development of OSD defense planning scenarios including multi-Service force deployment documentation. Coordinates with the TRADOC G-2 for the relevant joint OE for all joint and Army concept development, experimentation, scenario development, and analysis.

(7) Experimentation. TRADOC supported organization for experimentation program efforts and synchronizes experimentations with organizations across the experimentation and capabilities development community of practice to produce coordinated DOTMLPF-P recommendations and supports iterative learning update to operational and organizational concept development. The community of practice includes TRADOC battle labs, force modernization proponents, TRAC, Joint Staff J-7, other Service experimentation offices, interagency and multinational experimentation agencies, Army Staff, Army Test and Evaluation Command, U.S. Army Research, Development, and Engineering Command, and other organizations as required. Approves experimentation plans and reports of results. TRADOC supported organization for development and integration of joint interdependency in Army, joint, multi-Service, interagency, and multi-national experimentation, S&T, war-gaming and future warfare studies.

(8) Architecture integration and management. TRADOC supported organization for development of operational architectures for all joint and Army warfighting concept development, experimentation, and analysis. Supports the CG, TRADOC's role as the Army's operational architect by providing guidance and direction for development, integration, validation, and maintenance of architectures in support of approved concepts and capabilities.

(9) International activities. Supported TRADOC organization managing TRADOC international activities to synchronize the exchange of DOTMLPF-P solutions and information with allies and friends. This includes management of the TRADOC international activities to integrate building partnership programs and processes, synchronize efforts, establish knowledge

management, and efficiently and effectively support joint and Army building partnerships enterprise goals and objectives.

(10) Network Integration Evaluations. Execute the Army's Network Integration Evaluations in support of HQDA senior leader tasks and guidance in order to test, synchronize, consolidate, evaluate and integrate Army emerging capabilities and network modernization efforts in support of Army transformation. ARCIC manages Network Integration Evaluations efforts through the Brigade Modernization Command based at Fort Bliss, TX.

#### **5-4. Supporting responsibilities of ARCIC**

ARCIC has the following supporting organization responsibilities:

- a. CFL support responsibilities/CoE missions. ARCIC supports DCG/CoS, CIMT, CAC and the CoEs in the execution of their core functions and missions as delineated in TR 71-20.
- b. Operational Taskings. Supports TRADOC G-3/5/7 in the execution of the worldwide individual augmentee system, the Overseas Contingency Operation, and priority recommendations. Executes other operational taskings as assigned.
- c. Resources. Supports TRADOC G-8 by providing planning, programming, budgeting, and execution process products and priority recommendations.
- d. TRADOC G-1/4, G-2, G-3/5/7, and G-6. ARCIC supports the staff by synchronizing, coordinating, and communicating key issues they need for actions in their staff sections, recommending priorities, and giving them situational awareness to work their assigned functions.

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## **Chapter 6**

### **U.S. Army Center for Initial Military Training (CIMT)**

#### **6-1. Mission of CIMT**

CIMT leads, trains and mentors civilian volunteers and enables their development of knowledge, skills, abilities, and attributes into Soldiers who are competent in military skills, individuals of character, and committed to honorably serving our Nation. CIMT establishes standards and oversees training in core competencies; and developing trusted Soldiers/leaders who are grounded in the Army Ethic and are physically, mentally, and socially ready to assume duties in their first unit of assignment.

#### **6-2. Organization of CIMT**

CIMT consists of a HQ element, located at Fort Eustis, VA, which directs the aspects of IMT at Army training centers and CoEs. These Army training centers and CoEs develop, refine, and support IMT through policy, doctrine, education, research, QA, and training support to ensure IMT produces trained and educated Soldiers, warrant officers, and junior officers. CIMT also includes the Leader Training Brigade and the U.S. Army Drill Sergeant Academy/advanced initial training Platoon Sergeant School, located at Fort Jackson, SC. Leader Training Brigade serves as the proponent for IMT leader and cadre training, basic combat training, Army physical fitness, and Army Master Resilience Training. The U.S. Army Drill Sergeant Academy/advanced initial training Platoon Sergeant School instructs candidates for future assignments as drill sergeants and advanced initial training platoon sergeants. CIMT has one subordinate

command, the Army Training Center at Fort Jackson; and exercises OPCON of the 108th TC (IET), which serves as the Army's sole USAR IET force provider to support and expand the TRADOC training base. The CG CIMT/DCG, IMT receives direct support from TRADOC CoEs for DCG, IMT core function. IG, Safety, EO, EEO, SHARP, and Command Judge Advocate support is matrixed from the HQ TRADOC staff.

### **6-3. CFL responsibilities of CIMT**

The DCG IMT also serves as the CG, CIMT, and has the following responsibilities:

a. CIMT leads, trains and mentors civilian volunteers and enables their development of knowledge, skills, abilities, and attributes into Soldiers who are competent in military skills, individuals of character, and committed to honorably serving our Nation. CIMT establishes standards and oversees training in core competencies; and developing trusted Soldiers/leaders who are grounded in the Army Ethic and are physically, mentally, and socially ready to assume duties in their first unit of assignment.

b. Other CIMT major responsibilities/functions:

(1) The DCG, IMT/CG CIMT senior rates select IMT brigade commanders, and rates the Commander of the U.S. Army Training Center and Fort Jackson.

(2) The DCG, IMT/CG, CIMT ensures standardization of training and consistency of output within IMT from all Army Training Centers.

(3) The CG, CIMT exercises OPCON of the 108th Training Command (IET).

(4) Directs investigations, inspections, and assessments within CIMT.

(5) Directs pilots and surveys within CIMT.

(6) Directs research and experimentation analysis to improve performance in CIMT.

(7) Tracks and assesses equipment fielding and individual equipment requirements in CIMT.

(8) Coordinates CIMT facilities funding strategies and strategic policies, priorities, and implementing instructions with HQ TRADOC.

(9) Provides oversight of all CIMT related fund managers, and prioritizes the unfinanced resource requirements in accordance with TRADOC guidance.

(10) Reviews all CIMT and military occupational specialty (MOS) training programs of instruction for inclusion of mandated training.

(11) Provides management, instruction, and support for the resident Master Resiliency Training Course for the Army, taught at Fort Jackson, SC.

(12) Serves as the TRADOC supported organization responsible for comprehensive assessments, reporting, researching, developing, and implementing physical readiness efforts across the command.

(13) Serves as the TRADOC supported organization responsible to facilitate appropriate command authority over SHARP program implementation.

#### **6-4. Supporting responsibilities of CIMT**

CIMT has the following supporting organization responsibilities:

a. CFL responsibilities:

(1) Leader development. Supporting organization for CAC by developing, coordinating, and synchronizing enlisted, officer, and cadre training, as appropriate; identifies capabilities and develops requirements for future leader development needs.

(2) Functional training. Supporting organization for CAC with the synchronization of post-IMT functional training and in the identification of capabilities and development of requirements for future functional training needs.

(3) Requirements (capabilities) determination. Supporting organization to ARCIC in determining IMT implications during analysis of Army concepts.

(4) Accessions support and integration. In support of USACC, USAREC, and DCG/CoS provides HQDA G-1, HRC and TRADOC with information relevant to the recruitment of Soldiers and the accession and training of warrant officers (Warrant Officer Candidate School) and training of pre-commissioned officers (Reserve Officers' Training Corps (ROTC), U.S. Military Academy, Officer Candidate School, direct commission). CIMT uses 108<sup>th</sup> TC (IET) capabilities to support USACC for cadet summer training, troop program unit augmentation of adjunct faculty for Senior ROTC programs and AGR instructor requirements at Senior ROTC programs.

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## **Chapter 7**

### **U.S. Army Combined Arms Support Command (CASCOM) and Sustainment Center of Excellence (SCoE)**

#### **7-1. Mission of CASCOM and SCoE**

CASCOM/SCoE trains, educates and grows adaptive sustainment professionals; develops and integrates innovative Army and Joint sustainment capabilities, concepts and doctrine to enable unified land operations.

#### **7-2. Organization of CASCOM and SCoE**

The CG CASCOM is dual-hatted as the CG SCoE and provides oversight to all schools within the SCoE and directs consolidated support functions through its staff, for consolidated training development and consolidated capability development. The CG CASCOM/SCoE reports to the TRADOC DGC/CoS and provides direct support to the CG CAC for CG CAC/DCG Combined Arms CFL missions and responsibilities. Additionally, the CG CASCOM/SCoE provides direct support to the DCG Futures and DCG IMT for their respective CFL responsibilities.

### 7-3. Supported responsibilities of CASCOT and SCoE

CASCOT/SCoE have the following supported organization responsibilities:

a. CFL responsibilities: None.

b. Other major responsibilities/functions:

(1) CASCOT coordinates with OSD, numerous elements of HQDA, CCMDs, Defense Logistics Agency, U.S. Army Materiel Command, U.S. Army Transportation Command, HRC, and U.S. Army Financial Management Command to develop comprehensive, integrated, and effective sustainment solutions from the tactical to the strategic/national provider levels to ensure they allow the Army to meet its Title 10 USC sustainment responsibilities.

(2) On behalf of HQDA G-4, CASCOT manages the Army Logistics Civilian career programs for Supply (CP 13), Maintenance (CP 17), and Transportation (CP 24) to include design, development, and execution of career management programs and policies for civilian logisticians Armywide. Represents Army civilian logistics community for DOD and Army on human capital strategy. CASCOT recruits, hires, trains, develops, and mentors top quality individuals to become premier civilian logisticians throughout the Army. In addition to HQDA, collaborates with joint activities, DOD agencies, other Services, industry, and academia in support of these career management efforts.

(3) CASCOT conducts explosive safety onsite reviews, studies, assessments and technical assistance to commands; executes the technical aspects of the Army explosive safety management program; and conducts certificate training for all Services via the Defense Ammunition Center.

(4) CASCOT interagency coordination and joint training includes Functional Area 49 Operations Research Systems Analysis in coordination with HQDA G-8 and the U.S. Air Force A9; Functional Area 51 (Acquisition) and Operational Contract Support in coordination with Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)); Federal Bureau of Investigation hazardous devices training; U.S. Treasury with Financial Management applications; Military Postal Service Agency; joint culinary; high speed vessel; transportation management; and mortuary affairs training.

(5) CASCOT senior leaders attend HQ TRADOC boards and forums as determined by individual meeting managers.

(6) CASCOT/SCoE administers Army and DOD level logistics excellence awards (e.g. Supply, Maintenance, Deployment, Phillip A. Connelly Program, and U.S. Culinary Arts Competitive Training Event). CASCOT/SCoE participates on Army and Joint planning boards as lead and/or voting member (e.g. Joint Subsistence Planning Board, Army Food Program Advisory Board, Army Mobility Fuels and Energy Council, Combat Feeding Research and Engineering Board, CSA Campaign on Property Accountability, Central Joint Mortuary Affairs Board, etc.). CASCOT/SCoE enables Army executive agent responsibilities for sustainment execution in Mortuary Affairs; operates Army Food Service Program; operates the Army Women's Museum; and serves as the Army recovery SME performing initial recovery procedures and evaluations at Army equipment testing centers. Other Army level

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responsibilities include conducting maritime licensing, certification, and vessel audits; conducting assistance and inspection visits to include maritime safety, explosive safety, recruiter training programs, food management assistance teams, airdrop malfunction and safety analysis, and developing policies and procedures for driver standardization, safety certification and licensing across the Army.

(7) The SCoE Commander is the force modernization proponent for adjutant general/HR management, financial management, ordnance, quartermaster, sustainment, and transportation as assigned in AR 5-22. In addition the SCoE Commander serves as the DOTMLPF-P integration portal for HR, financial management, medical, chaplain, and Judge Advocate General proponents as assigned in TR 71-20. The CG CASCOT is designated logistics branch proponent (AR 5-22).

(8) SCoE doctrine development is integrated with Army, joint, multi-Service, and allied sustainment doctrine. In coordination with CAC, joint staff, and North Atlantic Treaty Organization, SCoE develops strategic, operational, and tactical sustainment doctrine contained in Army doctrine publications, Army doctrine reference publications, field manuals and Army techniques publications; doctrine based training circulars and general subject technical manuals; supportability plans; joint doctrine, and tactics, techniques and procedures manuals; multi-Service tactics, techniques and procedures, allied standardization agreements, and allied joint and land publications. Supports U.S. Head of Delegation or their representatives on the North Atlantic Treaty Association Logistics Doctrine Working Group and panels; the American, British, Canadian, Australian, and New Zealand Armies Program working groups; and other bi-lateral or multi-lateral doctrine related events.

### **7-4. Supporting responsibilities of CASCOT and SCoE**

CASCOT and SCoE have the following supporting organization responsibilities:

a. CFL support responsibilities. SCoE, like all TRADOC CoEs, executes TRADOC core functions for their designated area in support of CFLs (see paragraph 2-9.). For SCoE, these include IMT, leader development, education, lessons learned, doctrine, training development, training support, functional training, concept development, requirements (capabilities) determination, and capabilities integration. The specific descriptions are in CASCOT/SCoE TR 10-5-5.

b. Other major support responsibilities/functions.

(1) CASCOT/SCoE supports HQDA G-3/5/7 and HQDA G-4 Rapid Expeditionary Deployment Initiatives lines of effort. Collaborates with OSD, HQDA, other TRADOC organizations, FORSCOT, U. S. Army Installation Management Command, U.S. Army Transportation Command, Defense Logistics Agency, and other Services, supporting development of Joint, integrated end-to-end distribution processes. Administers the CSA Deployment Excellence Award program that recognizes Army units/installations for outstanding deployment accomplishments. Captures and shares innovative deployment initiatives that improve the deployment process. Conducts deployment modeling to determine and analyze lift requirements for Army force structure deployment requirements. Uses multiple tools to develop time-phased force and deployment data in support of Title 10 USC war games and exercises. Develops the ACOM Deployment Discipline Program.

(2) SCoE, in support of ARCIC, develops Army planning data used in TAA, Logistics Factor File (Joint planning rates), Operational Logistics Planner and other Army planning tools and models used by sustainment planners throughout DOD in coordination with HQDA G-4 and G-3. For example, in coordination with ARCIC, developed Army tactical wheeled vehicle fleet requirements, management goals, objectives, and policies.

(3) SCoE provides sustainment expertise and capabilities development support of Armywide Sustainment Business Transformation Enterprise Systems such as the Global Combat Support System-Army, General Fund Enterprise Business System, and Integrated Personnel and Pay System-Army.

(4) SCoE provides sustainment common core training support packages and lesson plans for all TRADOC schools.

## **Chapter 8**

### **U.S. Army TRADOC Analysis Center (TRAC)**

#### **8-1. Mission of TRAC**

Director, TRAC provides relevant, credible analysis to inform decisions about the Army's most important and challenging issues. TRAC serves as the principal analytical organization of TRADOC, while independent of TRADOC proponents. TRAC provides centralized leadership and management of analysis for capability and doctrinal developments. TRAC conducts studies and analyses focused on the highest priorities of the CSA, Vice Chief of Staff of the Army, TRADOC Commander and their principal proxies; provides analytical support to ARCIC, CoEs, and schools; conducts studies of the integrated battlefield related to doctrine, organization, training, materiel, personnel, and leadership; designs and develops M&S for capabilities development; participates in technical exchange programs at the national and international levels; directs research related to methods, models, tools, and analysis; establishes, maintains, and manages the databases, scenarios, models, and wargaming tools required to support analyses and studies; and reviews and ensures, as directed, the quality of TRADOC studies before their approval.

#### **8-2. Organization of TRAC**

TRAC is a special activity reporting to the CG, TRADOC, consisting of a HQ staff and four subordinate centers. HQ TRAC is collocated with TRAC-Fort Leavenworth at Fort Leavenworth, KS. TRAC-White Sands Missile Range is located at White Sands Missile Range, NM. TRAC-Fort Lee is located at Fort Lee, VA. TRAC-Monterey is located at the Naval Postgraduate School in Monterey, CA.

#### **8-3. Supported responsibilities of TRAC**

TRAC has the following supported organization responsibilities:

- a. CFL responsibilities: None.
- b. Other major responsibilities/functions:

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- (1) Conducts the studies that inform key decisions made by TRADOC, Army, and joint leaders.
- (2) Supported organization for the analysis of current operations.
- (3) Develops and maintains the scenarios to underpin Army concepts & requirements.
- (4) Develops, configuration manages, and applies verified and validated M&S.
- (5) Researches, develops, and shares new analytic methods, models, and tools.

### **8-4. Supporting responsibilities of TRAC**

TRAC has the following supporting organization responsibilities:

#### a. CFL support responsibilities:

- (1) Leader development. Director, TRAC serves as the TRADOC Army Civilian CP Manager for CP 36 (Analysis and M&S) and advises the operations research and systems analysis officer proponent.
- (2) Doctrine. Supporting CG, CAC by conducting studies of emerging and changing doctrine.
- (3) Concept development. Supporting Director, ARCIC by conducting analyses of Army future force concepts and operation and organizational plans; supported organization for the analysis for TRADOC's Campaign of Learning to include database management, scenario development, simulations, and development of analytic results.
- (4) Requirements (capabilities) determination. Supporting Director, ARCIC by conducting studies and analyses to inform key joint, Army, and TRADOC staff decisions pertaining to requirements for capabilities integration and development. TRAC performs analysis of alternatives, key performance parameter, and other requirements analyses in collaboration with TRADOC centers, schools, and battle labs.
- (5) Capabilities integration. Supporting Director, ARCIC by conducting capability portfolio analyses to inform HQDA POM and resourcing decisions.
- (6) OE. Supporting DCG/CoS, TRADOC by acquiring, processing, storing and sharing theater-specific operational and cultural data to support decisions about future DOD concepts and capabilities. TRAC serves as the TRADOC executive agency for development of scenarios used in capabilities development studies and analyses.

#### b. Other major support responsibilities/functions: None.

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## Chapter 9

### U.S. Army Asymmetric Warfare Group (AWG)

#### 9-1. Mission of AWG

The AWG provides global operational advisory support and rapid solution development to defeat current and emerging threats while informing future force combat effectiveness. AWG is the Army's asymmetric warfare expert serving as TRADOC's global operational scouts and charged with providing operational advisory assistance and rapid solution development, continuously assessing the operating environment, focused on identifying emerging asymmetric threats, and informing decisions for Army 2020 to prepare the Army for the next 'First Battle'.

#### 9-2. Organization of AWG

The AWG consists of the command group; a group staff; permanent geographic CCMD and ACOM Liaison Elements (FORSCOM, CTCs, HQ TRADOC, CoEs and the CAC); the Headquarters and Headquarters Company; three operations squadrons; the concepts integration squadron; the recruiting, assessment, selection, and training squadron; and the Fort A.P. Hill/Asymmetric Warfare Training and Solution Development Center.

#### 9-3. Supported responsibilities of AWG

The AWG has the following supported organization responsibilities:

- a. CFL responsibilities: None.
- b. Other major responsibilities/functions:

(1) Operational Advisory Support. Provides global operational advisory support to the Army and joint force commanders by advising and assisting Contingency Expeditionary Forces and Deployed Expeditionary Forces.

(2) Identify Capability Gaps. Observes, analyzes, and identifies Army/joint force and threat capability gaps in light of asymmetric, hybrid, and irregular threats across the OE.

(3) Solution Development. Rapidly develops, disseminates, and assists in transitioning nonmateriel and materiel solutions in support of unified land operations. Inherent in solution development, AWG conducts tactical and military utility assessments of non-materiel and materiel initiatives to identify potential solutions."

(4) DOTMLPF-P Integration. Supporting organization for DOTMLPF-P integration of AWG solutions for Army capability gaps to improve Soldier survivability and combat effectiveness. AWG solutions are coordinated with ARCIC to ensure DOTMLPF-P integration of enduring solutions and possible transition of AWG projects into Army programs of record.

(5) Coordinates with ACOMs, ASCCs, or direct reporting units; HQDA; geographic CCMDs and associated Theater Special Operations Commands (TSOCs); other Services, Department of State; and other government agencies in order to provide support as required to accomplish its mission and as a means to gain access to threat regions.

#### **9-4. Supporting responsibilities of AWG**

The AWG has the following supporting organization responsibilities:

a. CFL support responsibilities: None

b. Other major responsibilities/functions: Supporting organization in the development of DOTMLPF-P assessments associated with emerging asymmetric operations, approaches, methods, threats, and actions supporting decisive action.

(1) Leader development. Supporting organization for TRADOC in creating and refining initiatives that develop adaptive Soldiers, Army Civilians, and leaders.

(2) Lessons learned. Supporting organization for CAC by providing observations on threat and friendly interaction to inform DOTMLPF-P based issue resolution and identify asymmetric trends and capability gaps.

(3) Doctrine. Supporting organization for Combined Arms Doctrine Directorate in coordination with Center for Army Lessons Learned to document emerging asymmetric threats using observations, insights, and lessons, and tactics, techniques, and procedures. Informs doctrinal principles by providing analysis of tactical observations to identify asymmetric trends, strategies, approaches, methods, and actions.

(4) Training development. Supporting organization for CAC, ARCIC, and CIMT by exploring innovative training solutions to hone agile, adaptive Soldiers and leaders.

(5) Training support. Supporting organization for ASCCs, FORSCOM, TRADOC, and the CTCs by providing train-the-trainer advice and instruction, garnered from operational firsthand observations, to enhance Soldier survivability and combat effectiveness.

(6) Concept development. Supporting organization for Director, ARCIC by providing operational PMESII-PT and mission, enemy, terrain and weather, troops and support available, time available, civil considerations (METT-TC) variable analysis of the current and emerging complex operating environment to inform the Army Capstone, Operating, and Functional Concepts.

(7) Requirements (capabilities) determination. As a part of the TRADOC Quick Reaction Capability (near and mid-term), supporting organization for FORSCOM, ASCCs, and the TSOCs AWG informs the Army capabilities development processes by providing possible solutions to exploit or mitigate existing and emerging Red and Blue capability gaps. Long-term, linking the rapid and deliberate processes, supporting organization for Director, ARCIC and CG, CAC by providing analysis of rapid solutions to existing and emerging Red and Blue capability gaps to inform and innovate the developments of the Army future force. Additionally, AWG informs requirements for materiel solutions to current and emerging asymmetric threats and methods in coordination with the REF and other respective ASA(ALT) partners and program executive offices.

(8) Capability integration. Supporting organization to FORSCOM, ASCCs, TSOCs, ARCIC, and CAC to assess emerging Army/Special Operations Forces capabilities for application across the Army via operational advisory assistance, solution development at the

Asymmetric Warfare Training and Solution Development Center and within the Army Concept of Learning construct. Supporting organization for DOTMLPF-P integration for AWG solutions to increase Soldier survivability and improve combat effectiveness.

(9) OE. A supporting organization for TRADOC DCS, G-2 providing operational and mission variable analysis to inform TRADOC standard scenarios development and ensure accurate representation of the operational environment.

c. Other major supporting responsibilities/functions. Operate the Asymmetric Warfare Training and Solution Development Center to enable Army innovation by capitalizing on rapid solution assessments and development. Develops and maintain close coordination with key capability development partners and Army test community.

## **Chapter 10**

### **U.S. Army Cadet Command (USACC)**

#### **10-1. Mission of USACC**

The USACC partners with universities to recruit, educate, develop, and inspire Senior ROTC Cadets in order to commission officers of character for the Total Army; and partners with high schools to conduct Junior ROTC in order to develop citizens of character for a lifetime of commitment and service to our Nation.

#### **10-2. Organization of USACC**

The USACC consists of a HQ element and eight subordinate brigades that command and control Senior and Junior ROTC programs. The CG, USACC exercises OPCON of the 104th Training Division (USAR).

#### **10-3. Supported Responsibilities of USACC**

USACC has the following supported organization responsibilities:

- a. CFL responsibilities: None.
- b. Other major responsibilities/functions:

(1) Officer Accessions. USACC recruits, selects, retains, develops and commissions ROTC cadets to meet the assigned HQDA officer commission mission for the active Army, the ARNG, and the USAR. USACC receives mission guidance from HQDA G-1 in accordance with an MOA between CG, TRADOC and the Assistant Secretary of the Army, (Manpower & Reserve Affairs) (ASA(M&RA)) (March 2012).

(2) USACC administers the Army's ROTC scholarship program. Execution of this function continues to evolve as of the date of this regulation. TRADOC coordinates with ASA(M&RA) to ensure adequate resources are provided to execute USACC's Senior and Junior ROTC missions.

(3) OPCON of 104th Training Division. The 104th Training Division (Leader Training) is OPCON to CG, USACC to provide Professor of Military Science and Assistant Professor of

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Military Science cadre and adjunct faculty support to USAR priority Senior ROTC programs; and provide instructor and Drill Sergeant capability for Cadet Summer Training programs. On order, the 104th Training Division provides instructor and administrative/logistics reception capability to the United States Military Academy new cadet training and Sandhurst competition.

### **10-4. Supporting Responsibilities of USACC**

USACC has the following supporting organization responsibilities:

a. CFL support responsibilities: None

b. Other major responsibilities/functions:

(1) Leader development. USACC trains and educates Senior ROTC Cadets in the Army's required competencies and outcomes. Develops and conducts Senior ROTC Cadet Summer Training to develop cadet leadership abilities, critical thinking and adaptability. USACC instills and promotes the virtues of citizenship, duty to nation and self-accomplishment in Junior ROTC Cadets.

(2) Training development. USACC serves as the Army's proponent for Senior and Junior ROTC training and education development. Develops training programs in conjunction with the TRADOC DCS, G-3/5/7 and DCG, IMT according to the standards of TR 350-70 and its supporting pamphlets. Develops and coordinates all aspects of ROTC leader development, education, and training to include cadre training and development. Supporting organization for CAC and TRADOC in defining leader development, education, and training requirements.

(3) Functional training. USACC conducts functional training, the development of products and conduct of training for Soldiers and Army Civilians to perform critical tasks and supporting skills and knowledge, required to perform USACC unique functions. USACC is responsible for the USACC Cadre and Faculty Development Course and the Army ROTC Instructor Training Course which provides all new Army ROTC Instructors the knowledge and skills required to successfully instruct on the college campus environment. Provides resources and oversight to support all cadre training to include the Human Resource Assistant, University Senior Leader Course, Logistics and Recruiting Operations Officer Courses.

(4) Accessions support and integration. Supporting organization to DCG/CoS to provide information necessary to coordinate support in accordance with the MOA between ASA(M&RA) and CG, TRADOC.

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## **Chapter 11**

### **U.S. Army Recruiting Command (USAREC)**

#### **11-1. Mission of USAREC**

Recruit America's best volunteers to enable the Army to win in a complex world.

#### **11-2. Organization of USAREC**

USAREC consists of 5 Enlisted Recruiting Brigades, 1 Medical Recruiting Brigade, 38 Enlisted Recruiting Battalions, 5 Medical Recruiting Battalions, 1 Special Operations Recruiting Battalion, 260 Companies, 1,431 Recruiting Centers, 3 Detachments and 2 Districts

geographically dispersed throughout the United States and OCONUS. While USAREC is assigned to TRADOC, the Army G-1 is responsible for planning, preparation and execution of the Army's accession missions of USAREC and responsible for the integration of recruiting across all components and across acquisition types (officer, warrant officer, enlisted, in-service, special missions, and civilian).

### **11-3. Supported responsibilities of USAREC**

USAREC has the following supported organization responsibilities:

a. CFL responsibilities: None.

b. Other major responsibilities/functions:

(1) Enlisted, special and officer accessions. USAREC recruits the All-Volunteer Force in accordance with missions established by the HQDA G-1. USAREC receives mission guidance from HQDA G-1 in accordance with a MOA between CG, TRADOC and the ASA(M&RA) (March 2012). USAREC recruits U.S. citizens and legal residents of the U.S. (continental United States and OCONUS) and from in-service sources. USAREC recruits applicants for: both regular Army and Army Reserve enlisted missions; regular Army and Army Reserve Medical Department officers; regular Army and Army Reserve Chaplain and Chaplain Candidate Programs; and Military Accessions Vital to National Interest.

(2) Regular Army In-Service enlisted and officer accessions. USAREC recruits In-Service Soldiers for Army Special Operations Forces and regular Army in-Service enlisted personnel for Warrant Officer programs, Explosive Ordnance Disposal, and Civil Affairs; and recruits applicants for the regular Army and Army Reserve Officer Candidate School and Warrant Officer Flight Training.

### **11-4. Supporting Responsibilities of USAREC**

USAREC has the following supporting organization responsibilities:

a. CFL support responsibilities: None

b. Other major responsibilities/functions:

(1) Accessions support and integration. Supporting organization to DCG/CoS to provide information necessary to coordinate support in accordance with the MOA between ASA(M&RA) and CG, TRADOC. USAREC is supporting TRADOC in the execution of HQDA allocated funding and resources; equipping, personnel management; logistics; individual and unit training; readiness and discipline.

(2) Training development. USAREC serves as the Army's proponent for MOS 79R and associated additional skill identifiers and skill qualifications identifier training and education development. Develops training programs in concert with the Recruiter and Retention School. Develops and coordinates all aspects of 79R leader development, education, and training to include recruiter training and development.

(3) Functional training. Develops functional training support products and conducts training for Soldiers and Army Civilians to perform critical tasks, and develop supporting skills and knowledge, to perform USAREC unique functions. USAREC is responsible for providing subject matter expertise to the Army Recruiting and Retention School that trains all Army recruiters on the knowledge and skills required to successfully recruit an all-volunteer Army. Provides resources and oversight to support all 79R and officer training to include, but not limited to, Pre-Command Course, Executive Officer Course, Recruiting Operations Course, and other functional training as required.

(4) Doctrine. USAREC develops, writes, and manages all recruiting doctrine publications and analyzes the effects of operational changes and field initiatives to determine their impact on current doctrine. Conducts and participates in critical task/site selection boards and process action teams to ensure doctrine publications are relevant to the recruiting environment. USAREC interfaces with TRADOC, ACOMs, and other Army and DOD agencies to ensure recruiting doctrine conforms to and is nested with Army and TRADOC doctrine. USAREC develops and writes doctrinal literature and ensures constant coordination with agencies involved in authoring, reviewing, and producing doctrinal products.

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## **Chapter 12**

### **U.S. Army Chaplain Center and School (USACHCS)**

#### **12-1. Mission of USACHCS**

Mission of USACHCS is to educate and train Chaplains and Chaplain Assistants to provide religious support and moral leadership for Soldiers and Family Members on behalf of the Chief of Chaplains. Chaplains and Chaplain Assistants gain competency in ensuring the free exercise of religion for all Soldiers in the context of the pluralistic setting of the military in all operational environments. USACHCS utilizes practical military and pastoral training objectives for the purpose of developing a well-rounded religious ministry professional capable of serving the needs of a highly dynamic and diverse force.

#### **12-2. Organization of USACHCS**

USACHCS consists of 9 divisions including: The Office of the Commandant, Directorate of Training, Resource and Information Management, Headquarters and Headquarters Company, Army Chaplain Corps Museum, Capabilities Development Integration Directorate, Center for Spiritual Leadership, Center for World Religions, and the Enlisted Personnel Proponency Office. USACHCS has a unique organizational designation within TRADOC in that the Chief of Chaplains is external to TRADOC, is the force modernization proponent for chaplaincy (AR 5-22), and rates the Chaplain School Commandant. Senior rating scheme is an exception to other TRADOC CoEs and schools with the DCG/CoS, TRADOC senior rating the Chaplain School Commandant and the ARCIC Director senior rating their CDID director. SCoE serves as the DOTMLPF-P integration portal for USACHCS capabilities development products before being forwarded to ARCIC.

#### **12-3. Supported responsibilities of USACHCS**

USACHCS has the following supported organization responsibilities:

- a. CFL responsibilities: None

b. Other major responsibilities/functions:

(1) USACHCS is the TRADOC supported organization for Religious Support training, leader development and education, collective training, doctrine, concepts, experimentation and requirements (capabilities) determination.

(2) Conduct Chaplain Officer Basic Leader and Chaplain Captain Career Course for Active Duty, USAR and National Guard Chaplains (MOS 56A), and for selected chaplains of foreign nations.

(3) Conducts Chaplain Assistant (MOS 56M) advanced initial training.

(4) Develops Chaplain Assistant Reclassification, Senior Leader Course, and Advanced Leader Course training materials for implementation by other institutional trainers (Active and RC).

(5) Develops and implements required functional training courses. This includes Brigade Chaplain Functional Course, Chaplaincy Resources Manager, Nonappropriated Chaplain's Fund Clerk, the Lieutenant Colonel and Colonels courses.

(6) TRADOC proponent for all Chaplain and Chaplain Assistant training.

(7) Manages the Chaplain Corps doctrine program to include development and revision of Chaplain Corps doctrine publications (e.g. Army training publications) and conducts reviews of doctrinal publications for Religious Support accuracy.

(8) USACHCS in coordination with Chief of Chaplains is responsible for integrating and synchronizing chaplaincy DOTMLPF-P capabilities and requirements. This includes integrating DOTMLPF-P efforts with ARCIC, TRADOC, and non-TRADOC proponents.

(9) Designs, develops, coordinates and distributes training and instructional material and courses of instruction for USACHCS and the Armywide Chaplaincy, using the latest technological methodology and pertinent lessons learned.

(10) Manage and provide recommendations on the eight personnel life-cycle functions for the Chaplain branch. Define developmental needs, refine requirements in the field, and provide assistance to TRADOC G-31 Personnel Proponency Directorate to improve all aspects of the Army's personnel management system.

#### **12-4. Supporting responsibilities of USACHCS**

USACHCS has the following supporting organization responsibilities:

a. CFL support responsibilities: None

b. Other support responsibilities/functions:

(1) Prepares and reviews the Chaplaincy portion of Armywide training literature program, required instructional literature, and training programs and materials for USACHCS, the Chaplaincy and the Army as related to the Chaplaincy.

(2) Initiates, manages, and coordinates the capability developments process relative to the Chaplaincy and the Army.

(3) Develops and maintains a Chaplain military history program for USACHCS, the U.S. Army Chaplaincy, the TRADOC and Army Historian Offices.

(4) Provides and distributes best practices for Chaplain Corps mission support needs and that of the larger Army community through collaboration, knowledge sharing and lessons learned.

(5) Provides facilities and opportunities for students to satisfy religious obligation established by ecclesiastical authorities and that ensures maintenance of denominational affiliation.

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## **Chapter 13**

### **U.S. Army Rapid Equipping Force (REF)**

#### **13-1. Mission of REF**

The REF harnesses current and emerging technologies to provide immediate solutions to urgent challenges of U.S. Army forces deployed globally. Equips operational forces with solutions to reduce operational capability shortfalls; increases Soldier safety and reduce risk; inserts future force technologies, threshold capabilities and/or surrogates into operational forces to speed development and validate concepts in an operational environment; assesses the full range of desired capabilities and Army practices to refine, modify and streamline actions, and provides Army senior leaders with recommendations.

#### **13-2. Organization of REF**

The REF consists of headquarters, business management and administration division, two expeditionary solution teams, a research and analytics team, an outreach and assessments team, and solution support team including requirements, logistics, and operations. The REF receives direct support from the Project Manager Office (PMO), REF, chartered by the ASA(ALT) as directed in the Acquisition Decision Memorandum to change the Milestone Decision Authority for the REF, dated 28 May 2014. Program Executive Office, Soldier Systems (PEO Soldier) is the Milestone Decision Authority for Program Manager (PM), REF and provides acquisition oversight in accordance with the Acquisition Decision Memorandum. REF forward deploys cells and expeditionary labs as required.

#### **13-3. Supported responsibilities of REF**

The REF has the following supported organization responsibilities:

a. CFL responsibilities: None.

b. Other major responsibilities/functions: The REF was established to combine and integrate functions that cross several Army staff elements and ASCCs for the purpose of accelerating

materiel solutions and technology insertion to operational forces. In 2005, the Vice Chief of Staff of the Army further refined REF's mission to include the following three broad functions:

(1) Provide the Army's rapid response capability to develop, prototype, acquire and integrate commercial and government off-the-shelf solutions to meet urgent combat requirements for deployed forces.

(2) Develop and insert selected future force technologies, capabilities and surrogate materiel solutions into committed, deploying and transformational forces for operational evaluation, assessment and incremental development.

(3) Plan and execute assessments and studies of Army practices and issues concerning operational needs, desired future force capabilities and relevant Army business practices to provide feedback to senior Army leaders.

(4) Authorities of REF: REF is rapid because of its unique authorities allowing it to combine requirement validation and acquisition authority and flexible funding under one roof.

(a) Requirement validation: The REF Director is a HQDA-nominated Colonel authorized by the DCS G-3/5/7 to approve requirements. The REF 10-liner is an AR 71-9 approved HQDA requirement authorization document, which allows REF and authorized procurement agencies working in support of the REF, to acquire technologies in support of the capability gap. Any officer, NCO, Soldier or other representative from a unit can submit a 10-liner requirement document. REF teams conduct mission analysis, assess the tactical problem, and provide recommendations to the REF Director. There is a \$2M other procurement, Army; \$1M research, development, test, and evaluation threshold for PM REF on behalf of REF director for any given project. Above that level, the project must be briefed to the Milestone Decision Authority (PEO-Soldier).

(b) Acquisition Authority: PM REF is a fully-chartered PM office, reporting directly to PEO Soldier and providing direct acquisition support to the REF. REF researches potential technology solutions and develops the Cost, Schedule, and Performance Plan under the guidance of PM REF.

(c) Flexible Funding (Operation and Maintenance, Army; Other procurement, Army; research, development, test, and evaluation): REF funding is not designated for any particular commodity or item. This gives the REF the flexibility to pursue materiel solutions for globally deployed U.S. Army forces.

#### **13-4. Supporting responsibilities of REF**

The REF has the following supporting organization responsibilities:

a. CFL support responsibilities: None

b. Other major support responsibilities/functions: Supporting organization primarily in the development of non-standard materiel solutions and their assessments associated with planned and ongoing operations, emerging threats, tactics, and techniques; but may provide assessments

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across DOTMLPF-P when appropriate. The REF has the following supporting organization responsibilities:

- (1) Leader development. Supporting organization for TRADOC in refining initiatives associated with non-standard equipment that develop adaptive Soldiers and leaders.
- (2) Lessons learned. Supporting organization for Center for Army Lessons Learned by providing emerging requirements for and assessments of non-standard equipment to inform Army requirement and materiel development; and to identify emerging trends and capability gaps.
- (3) Concept development. Supporting organization for Director, ARCIC by providing emerging requirements and assessments of non-standard equipment, identification of emerging trends, and capability gaps to inform the Army Capstone Concept, Army Operating Concept, and F2025B.
- (4) Requirements (capabilities) determination. Near-term, supporting organization for HQDA, ARCIC, CoEs, ASA(ALT) and the ASCCs to inform the Army capabilities development processes by providing possible solutions to existing and emerging threats and capability gaps. Long-term, supporting organization for Director, ARCIC to inform the Army capabilities development processes by providing assessments of non-standard solutions to existing and emerging threats and capability gaps to inform F2025B. In addition, supporting organization for informing requirements for materiel solutions to current and emerging threats and capability gaps in coordination with the AWG and other respective ASA(ALT) partners and program executive offices.
- (5) DOTMLPF-P Integration: Supporting organization for integration of proven REF provided solutions for Army capabilities to increase Soldier survivability and improve combat effectiveness. REF solutions are coordinated with ARCIC, HQDA, and ASA(ALT) to enable DOTMLPF-P integration of enduring solutions and possible transition into Army programs of record.
- (6) Coordinates with ACOMs, ASCCs, or direct reporting units; HQDA; geographic CCMDs and associated TSOCs in support of Army requirements; other DOD HQ and agencies; other government agencies; and deployed Army units in order to provide support as required to accomplish its mission.

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## **Appendix A**

### **References**

#### **Section I**

#### **Required Publications**

AR 5-22

The Army Force Modernization Proponent System, 28 Oct 15

AR 10-87

Army Commands, Army Service Component Commands, and Direct Reporting Units, 4 Sep 07

AR 71-9  
Warfighting Capabilities Determination, 28 Dec 09

AR 350-1  
Army Training and Leader Development, 19 Aug 14

DODD 5100.01  
Functions of the Department of Defense and Its Major Components, 21 Dec 10

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### **Related Publications**

AR 1-20  
Legislative Liaison, 2 Jul 13

AR 5-5  
Army Studies and Analyses, 13 Apr 11

AR 5-11  
Management of Army Modeling and Simulation, 30 May 14

AR 10-16  
U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, 24 Sep 08

AR 11-7  
Army Internal Review Program, 22 Jun 11

AR 11-33  
Army Lessons Learned Program, 1 Apr 16

AR 20-1  
Inspector General Activities and Procedures, 29 Nov 10, with RAR 3 Jul 12

AR 25-1  
Army Information Technology, 25 Jun 13

AR 25-2  
Information Assurance, 24 Oct 07

AR 25-50  
Preparing and Managing Correspondence, 17 May 13

AR 27-1  
Judge Advocate Legal Services, 24 Jan 17

AR 70-1  
Army Acquisition Policy, 22 Jul 11

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AR 71-11

Total Army Analysis (TAA), 29 Dec 95

AR 71-32

Force Development and Documentation, 1 Jul 13

AR 135-18

The Active Guard Reserve (AGR) Program, 1 Nov 04

AR 145-1

Senior Reserve Officers' Training Corps Program: Organization, Administration and Training, 22 Jul 96 with RAR 001, 6 Sep 11

AR 145-2

Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, and Support, 24 Feb 00

AR 350-2

Operational Environment and Opposing Force Program, 19 May 15

AR 350-50

Combat Training Center Program, 3 Apr 13

AR 360-1

The Army Public Affairs Program, 25 May 11

AR 380-5

Department of the Army Information Security Program, 29 Sep 00

AR 385-10

The Army Safety Program, 24 Feb 17

AR 600-20

Army Command Policy, 6 Nov 14

AR 600-100

Army Leadership, 8 Mar 07

AR 601-280

Army Retention Program, 31 Jan 06, with RAR 001, 1 Apr 16

AR 690-12

Equal Employment Opportunity and Diversity, 22 Dec 16

AR 690-600

Equal Employment Opportunity Discrimination Complaints, 9 Feb 04

AR 700-127

Integrated Product Support, 11 Oct 16

AR 750-1

Army Materiel Maintenance Policy, 12 Sep 13

AR 870-5

Military History: Responsibilities, Policies, and Procedures, 21 Sep 07

AR 870-20

Army Museums, Historical Artifacts, and Art, 11 Jan 99

Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3010.02E

Guidance For Development and Implementation of Joint Concepts, 17 Aug 16

CJCSI 3150.25F

Joint Lessons Learned Program, 26 Jun 15

CJCSI 3170.01I

Joint Capabilities Integration and Development System Instructions, 23 Jan 15

DA PAM 350-58

Army Leader Development Program, 8 Mar 13

DA PAM 385-10

Army Safety Program, 23 May 08, with RAR 003, 19 Jan 10

DODD 5101.1

DOD Executive Agent, 3 Sep 02, with Change 1, 9 May 03, certified current as of 21 Nov 03

TC 7-21.13

Soldier's Guide, 30 Nov 15

TC 7-22.7

Noncommissioned Officer Guide, 7 Apr 15

Joint Publication 1-02

Department of Defense Dictionary of Military and Associated Terms, 15 Feb 17

Joint Publication 3-05

Special Operations, 16 Jul 14

TR 1-11

Staff Procedures, 26 Aug 15

TR 5-14

Acquisition Management and Oversight, 8 Jan 12

TR 11-20

Cost-Benefit Analysis to Support Army Enterprise Decisionmaking, 5 Jun 13

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TR 25-30

Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL), 30 Mar 90

TR 71-20

Concept Development, Capabilities Determination, and Capabilities Integration, 28 Jun 13

TR 350-6

Enlisted Initial Entry Training Policies and Administration, 18 Dec 15

TR 350-10

Institutional Leader Training and Education, 12 Aug 02

TR 350-13

Instruction in Military History, 5 Mar 10, with Change 1, 16 Nov 10

TR 350-18

The Army School System, 21 Jul 10

TR 350-70

Army Learning Policy and Systems, 6 Dec 11

TR 870-1

TRADOC Military History Program, 5 Mar 10

Army doctrine publication 6-0

Mission Command, 17 May 12, with Change 1 (10 Sep 12) and Change 2, (12 Mar 14)

ADRP 1-02

Operational Terms and Military Symbols, 16 Nov 16

TRADOC Memorandum 1-16

Distinguished Visitors, Conferences and Ceremonies, HQ TRADOC, 17 Mar 15

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## **Glossary**

### **Section I**

#### **Abbreviations**

|           |                                                                          |
|-----------|--------------------------------------------------------------------------|
| ACoE      | U.S. Army Aviation Center of Excellence                                  |
| ACOM      | Army command                                                             |
| ADCON     | administrative control                                                   |
| ADRP      | Army doctrine reference publication                                      |
| AGR       | Active Guard and Reserve                                                 |
| AR        | Army Regulation                                                          |
| ARCIC     | U.S. Army Capabilities Integration Center                                |
| ARNG      | U.S. Army National Guard                                                 |
| ASA(ALT)  | Assistant Secretary of the Army (Acquisition, Logistics, and Technology) |
| ASA(M&RA) | Assistant Secretary of the Army, (Manpower & Reserve Affairs)            |

|           |                                                                                                            |
|-----------|------------------------------------------------------------------------------------------------------------|
| ASCC      | Army Service component commands                                                                            |
| AWG       | U.S. Army Asymmetric Warfare Group                                                                         |
| CAC       | U.S. Army Combined Arms Center                                                                             |
| CAO       | Congressional Activities Office                                                                            |
| CASCOM    | U.S. Army Combined Arms Support Command                                                                    |
| CCMD      | combatant command                                                                                          |
| CCoE      | U.S. Army Cyber Center of Excellence                                                                       |
| CDID      | Capability Development and Integration Directorate                                                         |
| CFL       | core function lead                                                                                         |
| CG        | Commanding General                                                                                         |
| CIMT      | U.S. Army Center for Initial Military Training                                                             |
| CJCSI     | Chairman of the Joint Chiefs of Staff Instruction                                                          |
| CKO       | Chief Knowledge Officer                                                                                    |
| CoE       | center of excellence                                                                                       |
| CoS       | Chief of Staff                                                                                             |
| CP        | career program                                                                                             |
| CPG       | commander's planning group                                                                                 |
| CSA       | Chief of Staff, Army                                                                                       |
| CSM       | Command Sergeant Major                                                                                     |
| CTC       | Combat Training Center                                                                                     |
| DA        | Department of the Army                                                                                     |
| DCG       | Deputy Commanding General                                                                                  |
| DCoS      | Deputy Chief of Staff (TRADOC)                                                                             |
| DCS       | Deputy Chief of Staff                                                                                      |
| DOD       | Department of Defense                                                                                      |
| DOTMLPF-P | doctrine, organization, training, materiel, leadership and education,<br>personnel, facilities, and policy |
| EEO       | Equal Employment Opportunity                                                                               |
| EO        | Equal Opportunity                                                                                          |
| ESO       | Executive Services Office                                                                                  |
| FCoE      | U.S. Army Fires Center of Excellence                                                                       |
| FOA       | field operating activity                                                                                   |
| FORSCOM   | U.S. Army Forces Command                                                                                   |
| F2025B    | Force 2025 Beyond                                                                                          |
| GOSC      | General Officer Steering Committee                                                                         |
| HCE       | Human Capital Enterprise                                                                                   |
| HR        | Human Resources                                                                                            |
| HRC       | U.S. Army Human Resources Command                                                                          |
| HQ        | headquarters                                                                                               |
| HQDA      | Headquarters, Department of the Army                                                                       |
| ICoE      | U.S. Army Intelligence Center of Excellence                                                                |
| IET       | initial entry training                                                                                     |
| IG        | Inspector General                                                                                          |
| IM        | Information Management                                                                                     |
| IMT       | initial military training (Functional Abbreviation)                                                        |
| IRAC      | Internal Review and Audit Compliance                                                                       |
| IT        | Information Technology                                                                                     |
| JCIDS     | Joint Capabilities Integration and Development System                                                      |

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|           |                                                                                                             |
|-----------|-------------------------------------------------------------------------------------------------------------|
| KM-PI     | knowledge management process improvement                                                                    |
| MCoE      | U.S. Army Maneuver Center of Excellence                                                                     |
| MCCoE     | U.S. Army Mission Command Center of Excellence                                                              |
| METT-TC   | mission, enemy, terrain and weather, troops and support available, time available, and civil considerations |
| MOA       | memorandum of agreement                                                                                     |
| MOS       | military occupational specialty                                                                             |
| MOU       | memorandum of understanding                                                                                 |
| MSCoE     | U.S. Army Maneuver Support Center of Excellence                                                             |
| M&S       | modeling and simulation                                                                                     |
| NCO       | noncommissioned officer                                                                                     |
| NCR       | National Capital Region                                                                                     |
| OCONUS    | outside the continental United States                                                                       |
| OE        | operational environment                                                                                     |
| OEE       | operational environment enterprise                                                                          |
| OPCON     | operational control                                                                                         |
| OSD       | Office of the Secretary of Defense                                                                          |
| POM       | program objective memorandum                                                                                |
| PMESII-PT | political, military, economic, social, information, infrastructure, physical environment and time           |
| QA        | quality assurance                                                                                           |
| QAO       | Quality Assurance Office                                                                                    |
| RC        | reserve component                                                                                           |
| REF       | U.S. Army Rapid Equipping Force                                                                             |
| ROTC      | Reserve Officers' Training Corps                                                                            |
| SA        | Secretary of the Army                                                                                       |
| SCoE      | U.S. Army Sustainment Center of Excellence                                                                  |
| SGS       | Secretary of the General Staff                                                                              |
| SHARP     | Sexual Harassment/Assault Response and Prevention                                                           |
| SJA       | staff judge advocate                                                                                        |
| SME       | subject matter expert                                                                                       |
| S&T       | science and technology                                                                                      |
| TAA       | total Army analysis                                                                                         |
| TASS      | The Army School System                                                                                      |
| TR        | TRADOC Regulation                                                                                           |
| TRAC      | U.S. Army TRADOC Analysis Center                                                                            |
| TRADOC    | U.S. Army Training and Doctrine Command                                                                     |
| TSOC      | Theater Special Operations Command                                                                          |
| TSS       | Training Support System                                                                                     |
| USACC     | U.S. Army Cadet Command                                                                                     |
| USACHCS   | U.S. Army Chaplain Center and School                                                                        |
| USAREC    | U.S. Army Recruiting Command                                                                                |
| USAR      | U.S. Army Reserve                                                                                           |
| USC       | U.S. Code                                                                                                   |

## **Section II**

### **Terms**

#### **Administrative Control**

Direction or exercise of authority over subordinate or other organizations in respect to administration and support. Also called ADCON. (Source: JP 1)

#### **Army Command**

An Army force, designated by the SA, performing multiple Army Service Title 10, USC functions across multiple disciplines. Responsible are those established by the SA. (Source: AR 10-87)

#### **Authority**

The delegated power to judge, act or command. (Source: Army doctrine publication 6-0)

#### **Capability**

A capability is the ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a capability requirements document, ICD, DICR, or a DCR. In the case of materiel proposals, the definition will progressively evolve to DOTMLPF-P performance attributes identified in the CDD and the CPD. A DICR will be the document used for Army managed DOTMLPF-P capabilities recommendations. (Source: TR 71-20)

#### **Capability Developments Integration Directorate (CDID)**

This organization develops center of excellence-related concepts and requirements, and conducts experiments to validate DOTMLPF-P integrated combined arms capabilities that complement joint, interagency, and multinational capabilities. A CDID is organized under a CoE, except for the CAC CDID (Mission Command) who is organized under the Deputy to CG CAC. (Source: TR 71-20)

#### **Capstone publication**

The top joint doctrine publication in the hierarchy of joint publications that links joint doctrine to national strategy and the contributions of other government departments and agencies, multinational partners, and reinforces policy for command and control. (Source: Chairman of the Joint Chiefs of Staff Manual 5120.01)

#### **Center**

An enduring functional organization, with a supporting staff, designed to perform a joint function within a joint force commander's headquarters. (Source: JP 3-33)

#### **center of excellence (CoE)**

A designated TRADOC command or organization within an assigned area of expertise that executes assigned responsibilities for one or more TRADOC core functions; provides TRADOC the ability to develop and integrate DOTMLPF capabilities within and across the Army warfighting functions; and performs force modernization proponent responsibilities for the Army

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where assigned. Each warfighting CoE will have a CDID, to focus on concept development, experimentation and requirements determination in support of the CoE mission. (Source: TR 71-20)

### community of practice

This is a group of organizations with a common interest in a subject area who interact to share information, processes, and products. A CoP is defined by three characteristics: the shared domain of interest, the relationships defining the community (typically networked, consisting of the organizations as nodes), and a shared set of practices for the subject area. (Source: TR 71-20)

### concept

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02C). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). An Army concept describes a problem or series of problems to be solved, assumptions, the future operational environment, the central idea, the components of the solution, the interaction of those components in solving the problem, and the required capabilities necessary to achieve desired effects and objectives. (Source: TR 71-20)

### core function

Core functions are critical major functions one or more organizations perform that accomplish TRADOC's mission and must be performed to ensure mission success for the command and Army. (Source: TR 10-5)

### direct support

(Army) A support relationship requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance. (ADRP 5-0)

(joint) A mission requiring a force to support another specific force and authorizing it to answer directly to the supported force's request for assistance (JP 3-09.3).

### doctrine

Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (Source: CJCSI 5120.02)

doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P)

Capability determination policy and responsibilities supporting DOTMLPF-P developments and related force modernization planning. CG, TRADOC will be the Army's operational architect for current and future forces responsible for determining and developing the DOTMLPF-P capabilities required to fulfill all designated Army and Joint required capabilities. Determine and integrate force requirements and synchronize the development of DOTMLPF-P solutions to improve warfighting capabilities with minimum adverse effect on readiness during transition." (Source: AR 71-9)

education

A structured process to impart knowledge through teaching and learning to enable or enhance an individual's ability to perform in unknown situations. Instruction with increased knowledge, skill, and/or experience as the desired outcome for the student. This is in contrast to training, where a task or performance basis is used and specific conditions and standards are used to assess individual and unit proficiency. (Source: AR 350-1)

executive agent

A term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. Also called EA. (Source: JP 1)

field operating activity

An organization which has the primary mission of executing policy and would still be required in the absence of the HQ to which it reports. (An activity is subordinate to ACOM level.) (AR 71-32 para 8-4 f(1))

force modernization proponent

The HQDA principal official or the commander, commandant, director, or chief of a center, school, institution, or agency with primary duties and responsibilities relative to DOTMLPF-P and related requirements for a particular function. (Source: AR 5-22)

functional training

Training designed to qualify leaders, Soldiers, and DA civilians for assignment to duty positions that require specific functional skills and knowledge. (Source: AR 350-1)

Human Capital Enterprise

Led by ASA(M&RA) and the TRADOC Commanding General, TRADOC is key to winning the fight and preserving the all-volunteer Army. The HCE oversees the entire lifecycle of Soldiers and Army Civilian (and Families) from accession into the Army through transition from the Army and thus supports execution of Army force management by meeting the Army's personnel and training requirements. At the strategic level, the HCE develops and deploys a human-capital strategy to advise the SA on Armywide personnel issues and priorities that sustain readiness and preserve the all-volunteer force.

human dimension

The cognitive, physical, and social components of Soldier, Army Civilian, leader, and organizational development and performance essential to raise, prepare, and employ the Army in unified land operations. (Source: TRADOC Pamphlet 350-3-7)

institutional training

Training, either individual or collective, that takes place in Army service schools, Army training centers, or other TASS locations. (Source: AR 350-1)

Interagency (The Interagency)

Of or pertaining to United States Government agencies and departments, including the DOD. (Source: JP 3-08)

## TRADOC Regulation 10-5

### leader development

Leader development is the deliberate, continuous, sequential and progressive process, grounded in Army values that grows Soldiers and Civilians into competent and confident leaders capable of decisive action. Leader development is achieved through the life-long synthesis of the knowledge, skills, and experiences gained through the development of institutional, operational and self-development. (Source: AR 350-1)

### lessons learned

An evaluated insight that improves military operations or activities at the strategic, operational, or tactical level and results in an internalized change to an individual or an organization. (Source: CJCSI 3150-25F)

### Learning

Cognitive and/or physical process where a person assimilates information, and temporarily or permanently acquires or improves skills, knowledge, behaviors, and/or attitudes. (Source: AR 350-1)

### operational control

The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Also called OPCON. (Source: JP 1)

### operational environment (OE)

A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (Source: ADRP 3-0)

### planning

Is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. (Source: Army doctrine publication 5-0)

### staff management

The responsibilities of the staff to assist and coordinate supported organization's efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (Source: AR 5-22)

### supported commander

The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (Source: JP 3-0)

supporting commander

A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (Source: JP 3-0)

training development

The process of developing, integrating, prioritizing, resourcing and providing quality control/quality assurance of the Army's training and education concepts, strategies and products to support the Army's training and education of Active Army and RC Soldiers, Army Civilians and units across the institutional, self-development and operational training domains. (Source: AR 350-1)

training support

The entire spectrum of products, services, and facilities, that provide the networked, integrated, interoperable training support necessary to enable operationally relevant, full spectrum, unified action partners training for Soldiers, units, and Army Civilians anytime, anywhere. (Source: TRADOC Pamphlet 525-8-3)

unified action partners

Unified action partners are those military forces, governmental and nongovernmental organizations, and elements of the private sector which Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. Unified action partners include joint forces and components, multinational forces, and U.S. government agencies and departments. (Source: ADRP 3-0)