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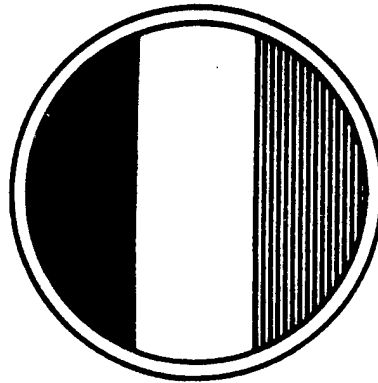
TRADOC

U.S. Army Training and Doctrine Command

PRIMER

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DEPARTMENT OF THE ARMY
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 Fort Monroe, Virginia 23651-5000

TRADOC Pamphlet
 No. 350-8

1 February 1988

Training
 TRADOC PRIMER

This pamphlet provides a comprehensive introduction to what TRADOC does and how it runs. It is a reference that not only describes the separate facets of TRADOC, but relates those elements to one another and to the unified whole - the HQ TRADOC command. Information is current as of 1 October 1987.

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CHAPTER 1
INTRODUCTION

OVERVIEW OF PRIMER

The TRADOC Primer is a desktop reference that will give you an idea of how TRADOC runs from the perspective of subject matter experts in all major staff sections. It begins with a description of the purpose, mission, goals, structure, and organization of TRADOC. The first chapter discusses control of change, proportionency, integration, and standardization. The rest of the chapters focus on the work of the TRADOC staff elements.

Within each of these chapters, discussions follow of many critical events and systems that help TRADOC run efficiently. For clarity, the format for each topic is the same:

- a. Purpose.
- b. Why required.
- c. When required.
- d. Responsibility.
- e. References.

The five paragraph format will help the reader focus on essential information and the impact of each topic on his/her job.

MISSIONS AND GOALS

TRADOC's missions are "To prepare the Army for war" and "Be the architect for the future Army." To accomplish these missions the commander established the following goals:

- a. Doctrine.

(1) Focus the total Army to win joint and combined operations worldwide.

(2) Embed the tenets of AirLand Battle Doctrine as the Army's keystone for preparing for war.

- b. Training. Train individual soldiers and units to fight and win.

c. Force Modernization. Design organizations and materiel that support continuous Force Modernization in anticipation of battlefield requirements.

d. Leader Development.

(1) Develop competent, confident officer and noncommissioned officer leaders who understand and are able to exploit the full potential of AirLand Battle Doctrine.

(2) Develop civilian leaders.

e. Leading and Caring.

(1) Create a professionally and personally fulfilling environment for TRADOC soldiers, civilians, and their families.

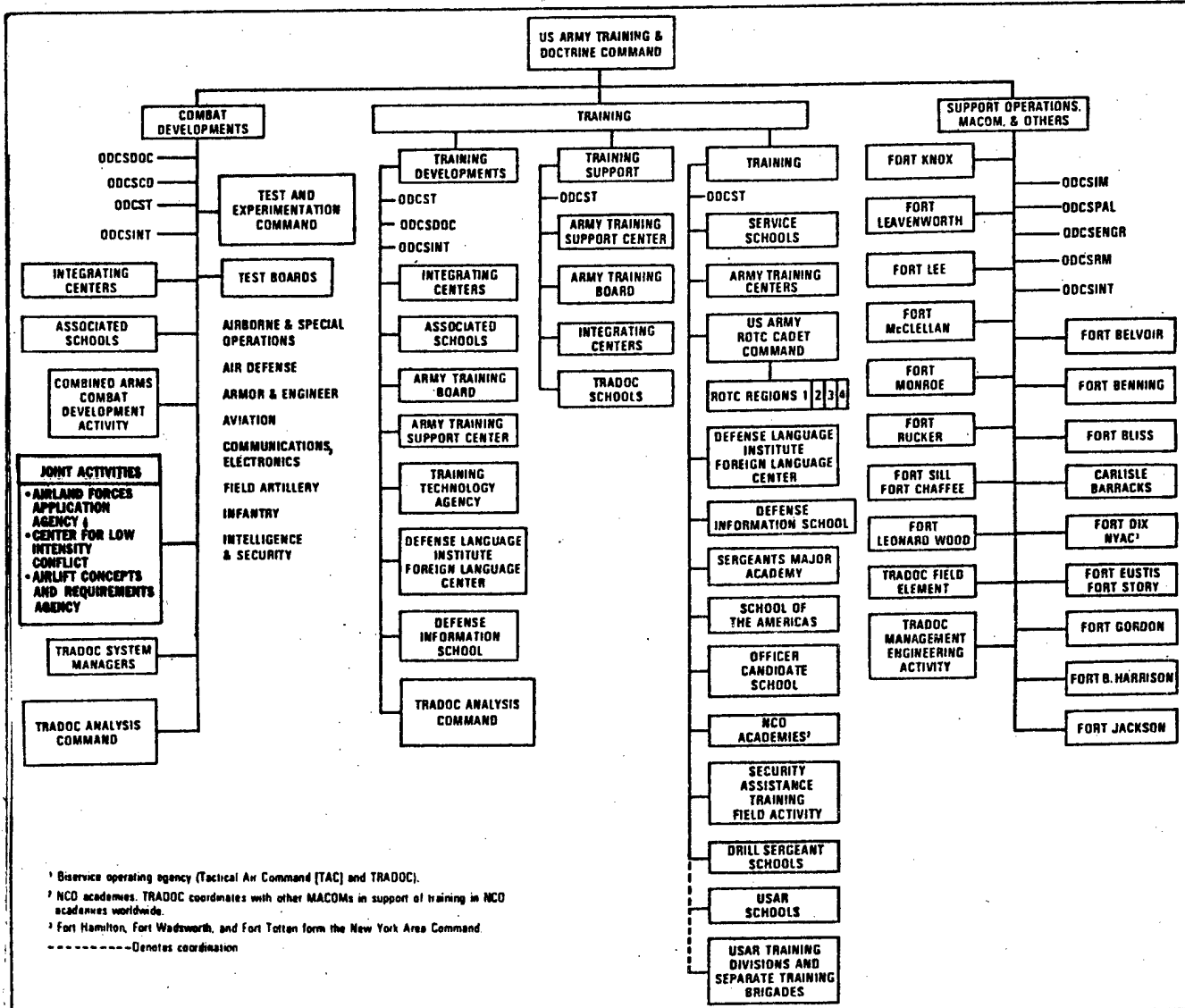
(2) Reflect excellence in all individual and collective actions.

Performance of these tasks is complex. It involves determining the requirement for redesigning the combat forces under Army of Excellence (AOE); developing operational concepts; and analyzing the operational concepts to determine the need to develop doctrine, training, force design, and materiel systems.

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The interrelated requirements to analyze, develop, integrate, and implement determine the structure of TRADOC and the mechanics of how it runs. Functionally diagrammed, TRADOC looks like this:

FUNCTIONAL STRUCTURE



¹ Biserice operating agency (Tactical Air Command [TAC] and TRADOC).
² NCO academies. TRADOC coordinates with other MACOMs in support of training in NCO academies worldwide.
³ Fort Hamilton, Fort Wadsworth, and Fort Totten form the New York Area Command.
 -----Denotes coordination

The diagram is not an organizational chart. It is a functional diagram that presents the TRADOC structure in relation to the command's functional areas:

- a. Combat developments (includes doctrine).
- b. Training.
- c. Support systems.

In studying the diagram, the reader should keep in mind the daily realities of interaction and coordination that crossover the written distinctions shown in the diagram.

MANAGEMENT OF CHANGE (MOC)

Change has always been with the Army. External causes, such as war, and internal causes, such as new equipment or a new way of fighting, make changes necessary.

Management of change is critical to the Army's success. The challenge today is much greater than ever before because the Army is engaged in the broadest based modernization in its history while simultaneously improving peacetime force readiness.

TRADOC is one of the Army's primary agents for the management of change. TRADOC

- a. Identifies necessary changes and when they should occur through CBRS.
- b. Controls the development of the agents of change (doctrine, training, organizations, and materiel requirements) through LCSMM.
- c. Introduces changes through Force Integration.

TRADOC must not only manage change because of new doctrinal, training, organizational, or materiel initiatives, but it must also manage change because of

- a. Improvements to existing processes and techniques.
- b. Adjustments because of resource problems.
- c. Shifts in priorities.

TRADOC primarily uses two devices to control change:

- a. Proponency.

b. Integration.

Proponency is a broad concept under which the branch school commandant is the "proponent" for his branch. As the proponent, he ensures

- a. Smooth integration of change within his branch.
- b. Close examination of change outside of his branch for actions that might affect his area.

He manages all aspects of change to include:

- a. Concept proposals.
- b. Materiel developments.
- c. Studies, analysis, and tests.
- d. Design of training strategies and techniques.
- e. Design and development of organizations.
- f. Force Integration process.
- g. Personnel requirements.

Usually, he does not have approval authority in these matters. In most cases, approval of major initiatives is at HQ TRADOC level or higher. However, proponent involvement is critical in decisions that relate to changes within a branch. The commandant is the spokesperson for the branch for all new initiatives or changes in the current way of doing things.

Integration is the means by which the Army manages change associated with modernizing the force. That change begins with new concepts. In turn, those new concepts may lead to the development of new or updated:

- a. Doctrine and tactics.
- b. Systems.
- c. Force designs and force organization.
- d. Supporting practices and procedures.
- e. Training.

INTEGRATING CENTERS

The primary agents responsible for integration are the three TRADOC Integrating Centers:

- a. The U.S. Army Combined Arms Center (CAC).
- b. The U.S. Army Logistics Center (LOGCEN).
- c. The U.S. Army Soldier Support Center (SSC).

They must anticipate, plan for, and integrate the effects of change into the Army. To accomplish this goal, they take part in the development, fielding, and sustainment phases of the integration process. Because of the broad responsibilities associated with integration, the integrating centers have authority to coordinate directly with other MACOMs or HQDA agencies.

The Combined Arms Center (CAC), located at Fort Leavenworth, Kansas, directs, coordinates, and integrates combined arms:

- a. Concepts.
- b. Doctrine.
- c. Combat developments.
- d. Force designs.
- e. Training.
- f. Force planning factors and allocation rules.

The organizational focus is on echelons of division and corps in the conduct of AirLand Battle. In discharging its responsibilities, CAC draws upon the proponent expertise of its associated schools and activities and works in close cooperation with the other integrating centers. As the Deputy Commanding General for Combined Arms, TRADOC, the CAC Commander has tasking authority over the LOGCEN and the SSC.

The Logistics Center (LOGCEN), located at Fort Lee, Virginia, directs, coordinates, and integrates logistics:

- a. Concepts.
- b. Doctrine.

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- c. Combat developments.
- d. Force designs.
- e. CSS planning factors.

In the execution of its responsibilities, it ensures full integration of logistics in all doctrine, combat and training developments, and institutional training. Other LOGCEN functions include conducting logistics exercises, advising on retail logistic matters, and providing a consulting service on Army logistics. As the Deputy Commanding General for Logistics, TRADOC, the LOGCEN Commander has tasking authority over the SSC for combat developments relating to combat service support.

The Soldier Support Center (SSC), located at Fort Benjamin Harrison, Indiana, is the personnel and personnel systems integrator of TRADOC. It also has subactivities at Alexandria, Virginia. The SSC

- a. Develops and studies human resource concepts and doctrine.

- b. Ensures full integration of manpower and personnel considerations in all doctrine, tactical organizations, force designs, combat and training developments, and institutional training.

- c. Serves as the Army focal point for

- (1) Military occupational development.
- (2) Administration of specialty proponency.

- d. Serves as the TRADOC focal point for:

- (1) Robotics and artificial intelligence.
- (2) Drug and alcohol abuse.
- (3) Sexual harassment.
- (4) Equal opportunity.

The SSC Commander is also the Commandant of the U.S. Army Soldier Support Institute.

STAFF SUPERVISION

HQ TRADOC is organized to execute principal responsibility for the control of change. This organizational structure ensures that the basis for an approved change is a mission requirement. Shown below is a brief summary of the responsibilities of each staff element:

<u>Deputy Chief of Staff for</u>	<u>Responsible for</u>
Doctrine (DCSDOC)	Supervises the development and promulgation of U.S. Army, joint and multiservice operational concepts, and doctrine.
Combat Developments (DCSCD)	Staff planning and supervision of the Army combat development functions except doctrine.
Training (DCST)	Staff planning and supervision of the Army training development functions and individual training conducted at service schools and U.S. Army training centers.
Intelligence (DCSINT)	Staff supervision for threat product to support combat developments and training and staff supervision of counterintelligence and security matters throughout TRADOC.
Personnel, Administration and Logistics (DCSPAL)	Staff planning and supervision of personnel, administration, logistics, welfare, morale, discipline, law enforcement, aviation, and troop support matters.
Engineer (DCSENGR)	Staff supervision of engineering matters throughout TRADOC.
Resource Management (DCSRM)	Staff supervision of manpower and dollar resource management in TRADOC.

Information Management
(DCSIM)

Staff management of information services. DCSIM is also the commander of USAISC-TRADOC with information services on all TRADOC installations.

A high level of coordination and integration occurs within these staff elements. Staff sections work together to rank programs and the decisions they make determine the allocation of money and manpower for the integrating centers and the schools. The prioritization process, that the Installation Contract System reinforces, ensures maximum mission accomplishment.

HQ TRADOC staff elements play a significant role in standardization. They

- a. Establish systems that capture, evaluate, and disseminate field-generated doctrinal, organizational, and training issues.
- b. Conduct standardization assistance visits to the field.
- c. Incorporate standardization concepts into organization documents, institutional training programs, and related extension training programs.

Standardization helps the Army adopt and apply universal practices and procedures that support proficiency and readiness among soldiers and units throughout the Army.

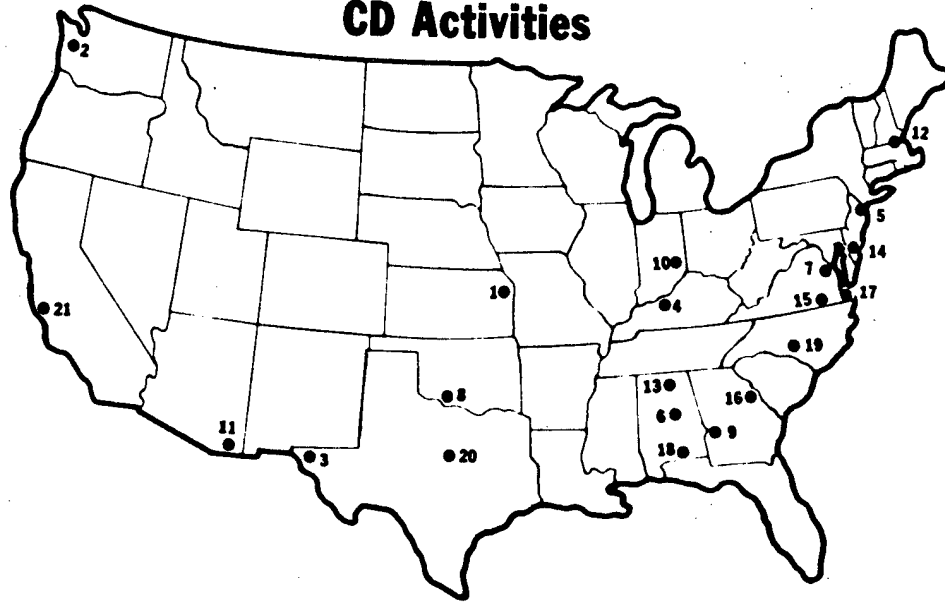
EXAMPLES

- O Adopting uniform procedures for soldiers and units to operate, maintain, and support weapons and equipment.
- O Identifying basic tasks to be performed in the same way and to the same standard in like units throughout the Army.
- O Adopting standard organizations as a basis for accomplishing combat tasks and training of those tasks in a standard way.

COMBAT DEVELOPMENT ACTIVITIES

A number of installations conduct TRADOC combat development and test and evaluation activities. Although most are on TRADOC installations, some are on Forces Command (FORSCOM), Information Systems Command (ISC), and Army Materiel Command (AMC) installations.

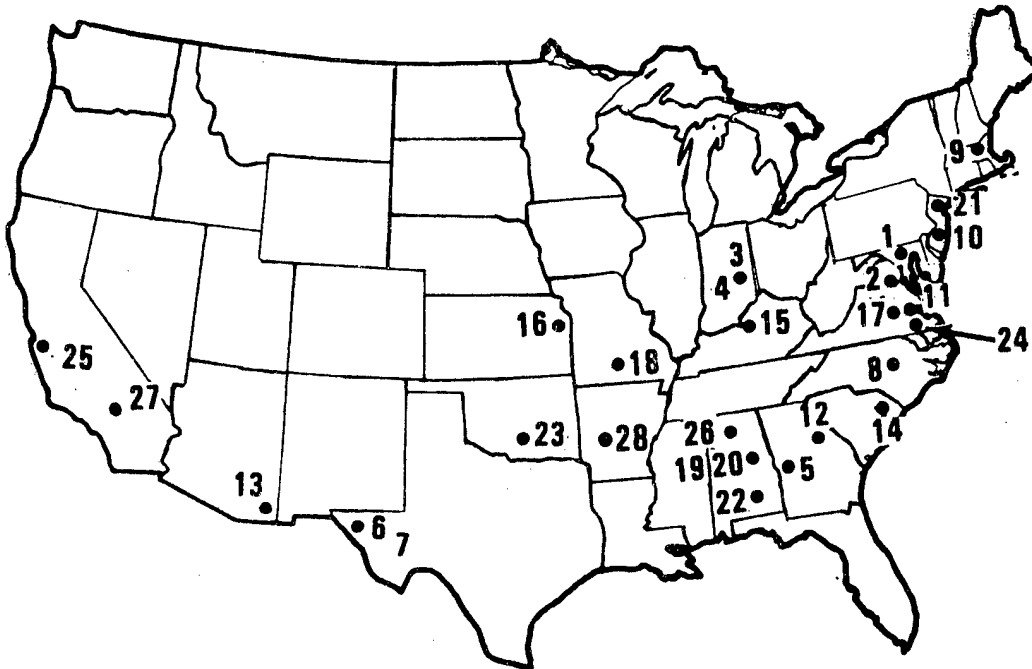
**TRADOC
CD Activities**



- | | |
|---|-----------------------------|
| 1—CAC, CACDA, CATA | Fort Leavenworth, KS |
| 2—CDEC Board | Fort Lewis, WA |
| 3—Air Defense Artillery School; Air Defense Board | Fort Bliss, TX |
| 4—Armor School; Armor and Engineer Board | Fort Knox, KY |
| 5—Chaplain Center and School | Fort Monmouth, NJ |
| 6—Chemical School; Military Police School | Fort McClellan, AL |
| 7—Engineer School | Fort Belvoir, VA |
| 8—Field Artillery School; Field Artillery Board | Fort Sill, OK |
| 9—Infantry School; Infantry Board | Fort Benning, GA |
| 10—Soldier Support Center; Soldier Support Institute | Fort Benjamin Harrison, IN |
| 11—Intelligence Center and School; Intelligence Security Board | Fort Huachuca, AZ |
| 12—Intelligence School | Fort Devens, MA |
| 13—Ordnance, Missile, and Munitions School | Redstone Arsenal, AL |
| 14—Ordnance School | Aberdeen Proving Ground, MD |
| 15—Logistics Center, Quartermaster School | Fort Lee, VA |
| 16—Signal School; C-E Board | Fort Gordon, GA |
| 17—Transportation School; Aviation Logistics School | Fort Eustis, VA |
| 18—Aviation School; Aviation Board | Fort Rucker, AL |
| 19—JFK Special Warfare Center and School; Airborne and Special Operations Board | Fort Bragg, NC |
| 20—TEXCOM, TCATA | Fort Hood, TX |
| 21—CDEC | Fort Ord, CA |

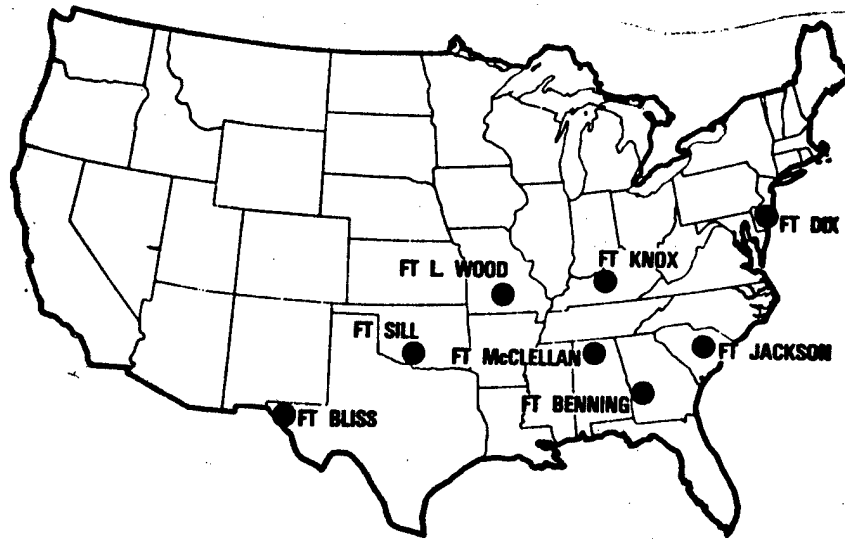
TRADOC TRAINING SYSTEM

Branch-oriented and specialist schools, the Sergeants Major Academy, and the Command and General Staff College make up the TRADOC training system. Most schools are on TRADOC installations. The school's location dictates its organizational structure IAW the School Model.



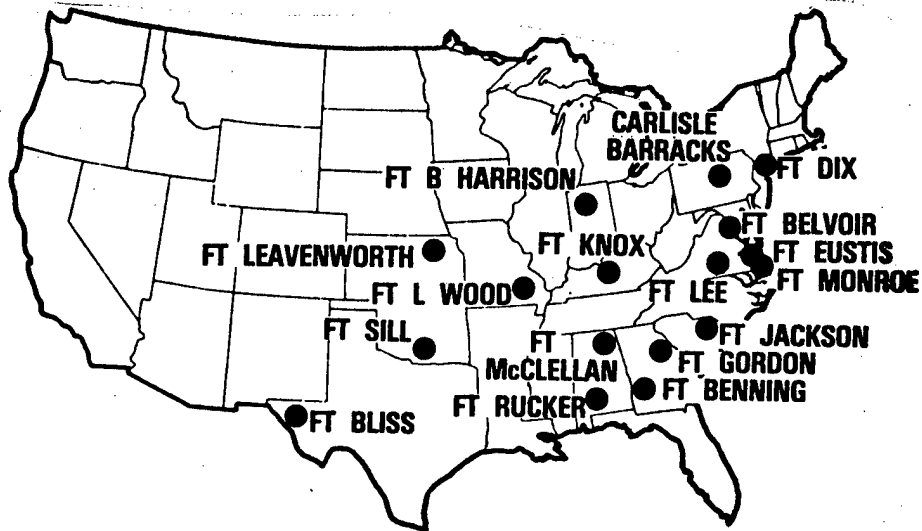
- 1—ORDNANCE CENTER & SCHOOL ABERDEEN PROVING GROUND, MD
- 2—ENGINEER CENTER & SCHOOL FT BELVOIR, VA
- 3—DEFENSE INFORMATION SCHOOL FT BEN HARRISON, IN
- 4—SOLDIER SUPPORT CENTER; SOLDIER SUPPORT INSTITUTE FT BEN HARRISON, IN
- 5—INFANTRY CENTER & SCHOOL; ARMY TNG CENTER SCHOOL OF THE AMERICAS FT BENNING, GA
- 6—AIR DEFENSE ARTY CENTER & SCHOOL ARMY TNG CENTER FT BLISS, TX
- 7—SGM ACADEMY FT BLISS, TX
- 8—JFK SPECIAL WAREFARE CENTER & SCHOOL FT BRAGG, NC
- 9—INTELLIGENCE SCHOOL FT DEVENS, MA
- 10—ARMY TRAINING CENTER FT DIX, NJ
- 11—TRANSPORTATION & AVIATION LOGISTICS SCHOOL; ARMY TRAINING SUPPORT CENTER FT EUSTIS, VA
- 12—SIGNAL CENTER & SCHOOL FT GORDON, GA
- 13—INTELLIGENCE CENTER & SCHOOL FT HUACHUCA, AZ
- 14—ARMY TRAINING CENTER FT JACKSON, SC
- 15—ARMOR CENTER & SCHOOL; ARMY TRAINING CENTER FT KNOX, KY
- 16—COMMAND & GENERAL STAFF COLLEGE COMBINED ARMS CENTER FT LEAVENWORTH, KA
- 17—QUARTERMASTER CENTER & SCHOOL; LOGISTICS CENTER FT LEE, VA
- 18—ARMY TRAINING CENTER FT LEONARD WOOD, MO
- 19—CHEMICAL CENTER & SCHOOL FT McCLELLAN, AL
- 20—MILITARY POLICE CENTER & SCHOOL FT McCLELLAN, AL
- 21—CHAPLAIN CENTER & SCHOOL FT MONMOUTH, NJ
- 22—AVIATION CENTER & SCHOOL FT RUCKER, AL
- 23—FIELD ARTY ARMY TRAINING CENTER AND SCHOOL FT SILL, OK
- 24—ARMY ELEMENT, SCHOOL OF MUSIC NORFOLK, VA
- 25—DEFENSE LANGUAGE INSTITUTE PRESIDIO OF MONTEREY, CA
- 26—ORDNANCE MISSILE & MUNITIONS CENTER & SCHOOL REDSTONE ARSENAL, AL
- 27—NATIONAL TRAINING CENTER OPERATIONS GROUP FT IRWIN, CA
- 28—JOINT READINESS TRAINING CENTER LITTLE ROCK AIR FORCE BASE, AR

In addition to the training system, TRADOC has eight initial entry training (IET) centers. All are on TRADOC installations, and most are collocated with a TRADOC school.



TRADOC INSTALLATIONS

The map below shows the 17 TRADOC installations. TRADOC supplies the personnel, logistical, and automation management support at these installations. Several installations have subposts (not depicted here) which depend upon the primary installation for their staffs and services.



U.S. ARMY RESERVE OFFICERS' TRAINING CORPS CADET COMMAND

The mission of the U.S. Army Reserve Officers' Training Corps Cadet Command (USAROTCCC) is to commission Army leaders. Officers graduate from over 1,400 universities from all 50 states, the District of Columbia, Guam, and Puerto Rico.

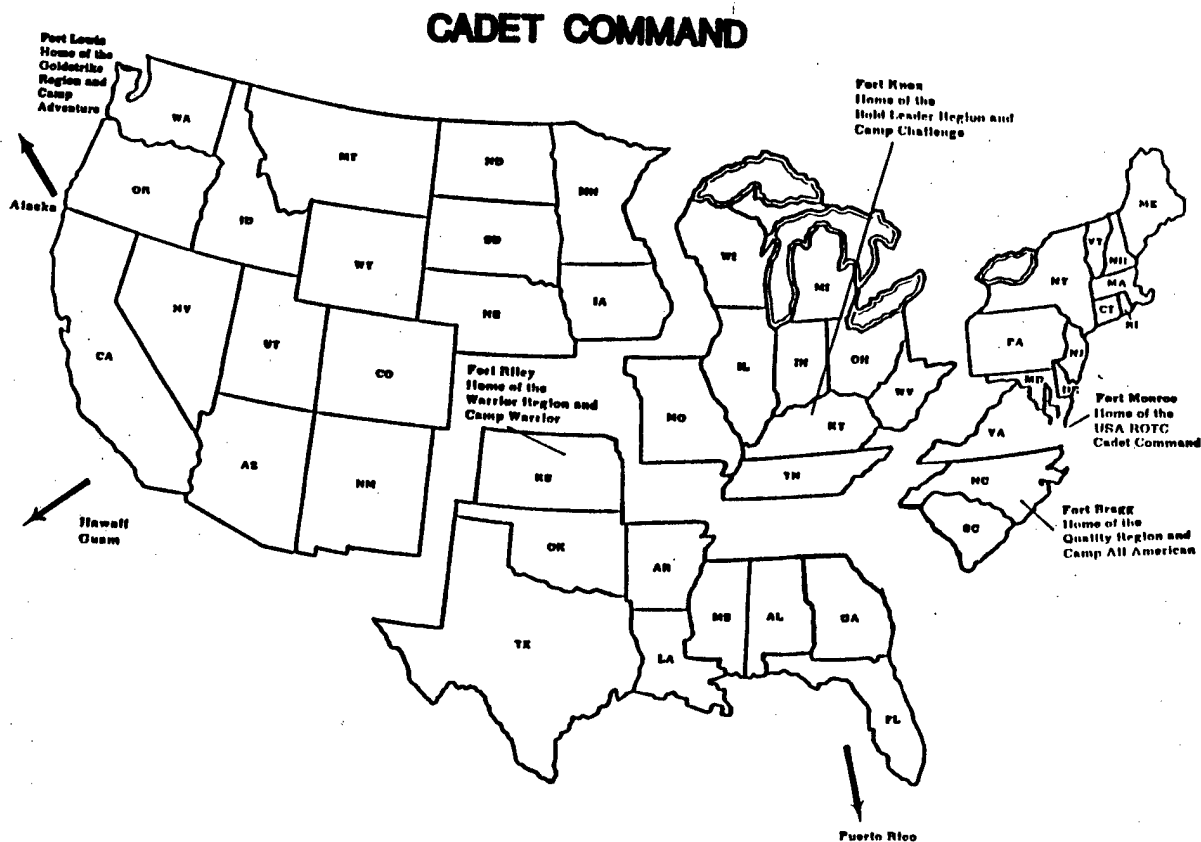
The Cadet Command accomplishes its mission through the Senior Reserve Officers' Training Corps (SROTC) program and by administering the Junior Reserve Officers' Training Corps (JROTC) and National Defense Cadet Corps (NDCC) programs.

The SROTC program consists of a 4-year curriculum integrated with the normal baccalaureate degree program, on-campus mandatory training, and Advanced Camp training. The on-campus training consists of a Basic Course (freshman and sophomore), Advanced Course (junior and senior), and other training activities, e.g., field training exercises and physical fitness training. Advanced Camp, normally conducted prior to the senior year, is an important training and evaluation vehicle. A number of entry options and alternatives, e.g., previous military experience or the simultaneous membership program, provide flexibility to the SROTC program. A scholarship program offers financial assistance to highly qualified and motivated cadets.

Cadet Command overwatches Military Qualification Standards I (MQS I) and coordinates for Commanding General, TRADOC the implementation of MQS I by USMA, OCS, and Reserve Component OCS. Cadet Command is the instrumentality through which TRADOC fulfills its precommissioning training responsibility.

The objectives of the JROTC and NDCC programs, conducted at secondary schools, are to develop citizenship, patriotism, self-reliance, leadership, responsiveness, communicative skills, physical fitness, basic knowledge of military skills, and appreciation of the role of the Army in the support of national objectives.

The USAROTCCC is divided into four geographical areas designated as Regions, each with a Region Commander. Each Region is directly under the command of the commanding General, USAROTCCC.



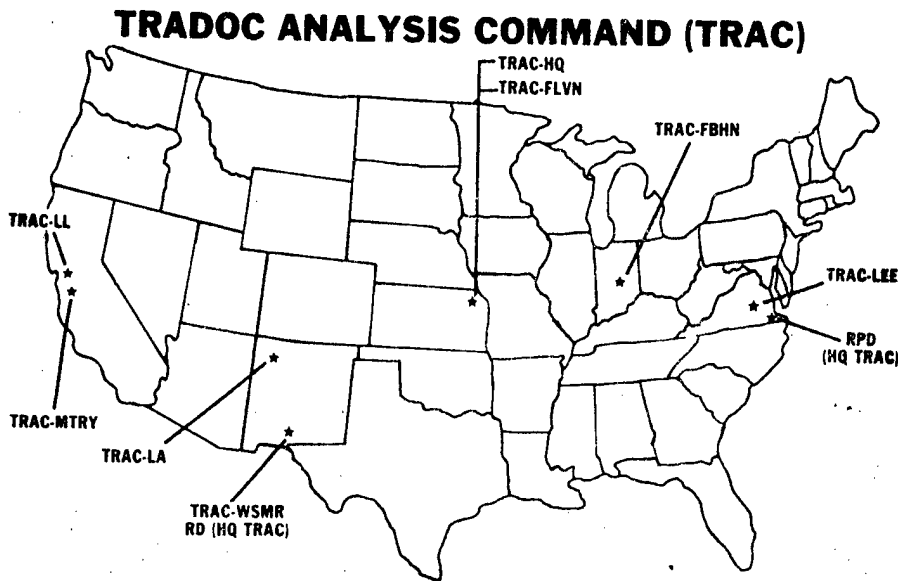
U.S. ARMY TRADOC ANALYSIS COMMAND (TRAC)

TRAC, commanded at Fort Leavenworth with geographically separated elements throughout the command, is the principal analytic organization of TRADOC. The mission of TRAC is to provide centralized command of analysis pertaining to doctrine, combat, and training developments. Commander, TRAC, is the single authority for TRADOC analysis, reporting directly to Commanding General, TRADOC. The TRAC

- a. Manages the analytic process and programs within TRADOC.
- b. Conducts studies of the integrated battlefield related to organization, training, doctrine, materiel, and the soldier.
- c. Designs and develops models and simulations for combat and training developments.
- d. Establishes and manages technical exchange programs at the national and international levels.

- e. Directs research related to analysis.
- f. Exercises oversight of TRADOC studies.
- g. Reviews and certifies the quality of TRADOC studies prior to their approval.

TRAC is headquartered at Fort Leavenworth with staff elements located at Fort Monroe (Requirements and Programs Directorate), and at White Sands Missile Range (Research Directorate). TRAC has four major subordinate line elements: TRAC-White Sands Missile Range (TRAC-WSMR); TRAC-Fort Leavenworth (TRAC-FLVN); TRAC-Fort Lee (TRAC-LEE); and TRAC-Fort Benjamin Harrison (TRAC-FBHN). In addition, the Research Directorate oversees three small elements located at the Presidio of Monterey, California (TRAC-MTRY); Lawrence Livermore National Labs (TRAC-LL); and Los Alamos National Labs (TRAC-LA).



CHAPTER 2

OPERATIONAL CONCEPTS AND DOCTRINE

Operational concepts describe capabilities required to conduct combat, combat support, and combat service support operations on the future battlefield. Concepts are futuristic as opposed to doctrine that prescribes how to use available resources to defeat the current and projected threat. Doctrine is how the Army operates now. It is fundamental principles by which military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application (JCS Pub 1). It contains tactics that further describe implementation of its principles.

TRADOC develops and manages operational concepts and doctrine for the United States Army. The Deputy Chief of Staff for Doctrine (DCSDOC), HQ TRADOC, is the Army proponent for operational concepts and doctrine.

Doctrine may begin with an idea of how to fight/support that evolves into an operational concept. Approved operational concepts may require the development or revision of doctrine when we have the resources to execute them.

This chapter will describe how an idea evolves into an operational concept that may eventually lead to changes in doctrine, training, force design, leadership methods, and materiel systems. TRADOC Reg 11-7, 11-15, and 11-16 provide a more indepth explanation of the development and management of operational concepts and doctrine.

A1

CONCEPT BASED REQUIREMENTS SYSTEM (CBRS)

PURPOSE: To provide a long-range planning process whereby planners provide the conceptual framework for the future battlefield that is used to determine requirements for doctrine, training, force design, and materiel. CBRS also provides a structural process by which TRADOC coordinates modernization efforts and integrates doctrine, training, force design, and materiel developments. As the name implies, the process starts with operational concepts of how to fight and support on the future battlefield. Proponents conduct mission area analyses (MAAs) to analyze the Army's ability to achieve desired capabilities in these concepts. Resulting efficiencies and deficiencies are described in mission area capability issue sheets. Proponents, integrating centers, and HQ TRADOC integrate, analyze, and prioritize these efficiencies and deficiencies across mission

areas. HQ TRADOC submits the integrated results in the Battlefield Development Plan (BDP) to HQDA. The approved BDP guides TRADOC proponents' efforts to develop specific actions for implementing efficiencies and correcting deficiencies. Proponents' Mission Area Development Plans (MADPs) contain these recommended implementation and corrective action strategies. Proponents, integrating centers, and HQ TRADOC integrate and prioritize all proponents' MADPs recommendations in a coordinated manner that serves as the basis for prioritizing and programming doctrine, training, organizations, and materiel developments. Coordination and integration of these development processes are key to providing the Army with requisite capabilities for the future battlefield and combat ready forces.

WHY REQUIRED: The CBRS was developed several years ago in response to problems encountered during efforts to modernize the force. In many instances, the Army fielded equipment without the requisite doctrine, training, and organizational structure being emplaced. In addition, decision makers were not adequately considering how to fight before committing extensive resources on systems with which to fight. These shortcomings created problems throughout the force and led to the creation of CBRS.

WHEN REQUIRED: CBRS is a cyclic system and is an ongoing process. Operational concepts are reviewed every two years, MAAs are conducted every four years, the BDP is developed every two years, and the MADPs are developed every two years (with an annual update for significant changes). Evaluations from several sources and external directives cause changes that are incorporated into the process at any point in the cycle.

RESPONSIBILITY: DCSDOC, HQ TRADOC, is responsible for CBRS as a process and for the development of operational concepts and doctrine. DCST, HQ TRADOC, is responsible for training development. DCSCD, HQ TRADOC, is responsible for force design and materiel developments. HQ TRADOC, integrating centers, centers and schools, TEXCOM, and TRAC are responsible for implementing CBRS.

REFERENCE: TRADOC Reg 11-15, 4 August 1986 (as of 1 October, under revision with anticipated publication date of January 1988).

A2
OPERATIONAL CONCEPTS

PURPOSE: To describe capabilities to conduct combat, combat support, and combat service support on the future battlefield.

WHY REQUIRED: To be used for studies and wargaming and analysis during MAAs to identify shortfalls in the forces ability to execute the required capabilities. There are four types of concepts: umbrella, mission area, battlefield, and advanced.

a. The umbrella concept is a broad concept that describes what operations Army forces are to execute on the future battlefield. It is written in general terms capable of worldwide implementation. FM 100-5, Operations, May 1986, explains the current Army umbrella concept--AirLand Battle.

b. Mission area concepts describe capabilities within specific TRADOC mission areas required to execute the umbrella concept. They contain functional appendixes that describe branch-related contributions required to attain the capabilities described in the concept. Mission area concepts address capabilities in the mid and long-term and, in conjunction with each mission area threat (MAT), provide the basis for conduct of each MAA and the development of the BDP and, subsequently, each MADP.

c. Battlefield concepts describe capabilities the Army needs that cannot be included in the 12 TRADOC mission areas, e.g., Army Operations in Space. Additionally, they may contain certain capabilities that generally apply across the spectrum of the Army's missions and require the visibility of an individual concept, e.g., Directed Energy.

d. Advanced concepts provide alternative visions of how the Army will fight/support in the future. These concepts contain, unconstrained, revolutionary, and innovative ideas.

e. TRADOC develops operational concepts as follows:

(1) When you, as the TRADOC proponent, identify the need for a new operational concept, you write the proposed concept statement that outlines the major issues and describes what needs to be done on the battlefield and why. Once your integrating center commander approves the concept statement, you expand it into an interim operational concept that provides enough details to explain significant aspects of the concept.

(2) After the center commander approves the concept, the center staffs the concept both within TRADOC and the headquarters. Centers incorporate the comments received from staffing into the concept and submits it to DCSDOC for CG, TRADOC approval.

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(3) When the CG approves the concept, it's published as a TRADOC pamphlet in the 525-series, incorporated as a new or revised functional appendix to a mission area concept, or returned to the proponent for incorporation into all applicable mission area concepts and their appendixes as they are revised and updated. As the basis for MAAs, approved operational concepts may generate the requirement for:

- a. New or revised doctrinal literature.
- b. New or revised Army training and leadership programs and force design.
- c. New or revised materiel systems.
- d. Test and evaluation.

WHEN REQUIRED: As part of the CBRS process.

RESPONSIBILITY: DCSDOC manages the concept development process.

REFERENCE: TRADOC Reg 11-16.

A3

TRADOC STANDARD SCENARIO

PURPOSE: To portray a hypothetical and armed conflict in which to evaluate our doctrine, materiel, and capabilities for combat. A TRADOC standard scenario consists of:

- a. A description of the area of friendly and threat forces, of events leading up to the conflict, and of strategy and plans of higher echelons.
- b. The operational plans and orders of the friendly and threat units involved in the conflict.
- c. A recap of the battle to include major or critical events, decisions, movements, and battle results.
- d. An executive summary.

WHY REQUIRED: To study and analyze combat development. Non-standard scenarios are used when a TRADOC standard scenario does not provide the detail required in a study or analysis.

WHEN REQUIRED: There is an ongoing requirement for a collection of valid scenarios to evaluate doctrinal and combat development issues. The combat development community uses scenarios for studies and analysis to:

- a. Assess the capabilities of U.S. forces and equipment under specified situations.
- b. Identify recommended improvements to Army, joint, and combined service doctrine, training, organization, and equipment.
- c. Assess proposed concepts and changes to Army forces.

RESPONSIBILITY: The Concepts and Planning Directorate prepares the scenario guidance and monitors scenario development for DCSDOC. TRADOC Analysis Command - Fort Leavenworth (TRAC-FLVN) develops TRADOC standard scenarios with the assistance of DCSINT, CACDA, CAC-Threats, and TRADOC centers and schools.

REFERENCES: TRADOC Reg 11-8, 381-1, and TRADOC Pam 71-11. As of 1 October 1987, TRADOC Reg 71-4 is under revision.

B1

DOCTRINE DEVELOPMENT PROCESS

PURPOSE: The development of DA field manuals (FMs) follows a standard procedure from outline to final product:

- a. The first step is an outline that describes the publication contents in general terms followed by a preliminary draft (PD). The PD expands on the ideas presented in the outline. The PD describes how the Army fights as well as the provisions for combat support and combat service support. Although this draft does not require staffing outside the proponent agency, proponents normally work with TRADOC integrating centers and schools. Upon the completion of the PD, the proponent will convene a Doctrinal Review and Approval Group (DRAG) for those FMs identified by CG, TRADOC. The proponent then incorporates the DRAG recommendations into the coordinating draft (CD).
- b. The CD is an expanded detailed version of the PD, including key illustrations. Proponents staff CDs within TRADOC and selected MACOMs for review and comment.
- c. After the proponent completes staffing and incorporates the comments, the appropriate authority recommends approval of the CD. The approved CD then becomes the final draft (FD).
- d. Upon completion of the FD, the proponent convenes a second DRAG on those publications selected by Commander, TRADOC, to obtain final approval of the FM.

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e. The visual information specialist (VIS) prepares a comprehensive dummy after approval of the FD to ensure proper design.

f. Camera-ready mechanicals (CRMs) are the final step before printing.

g. Annex D to the installation contract includes the production schedule for CRMs.

h. Printing and distribution procedures ensure that users receive the necessary number of documents.

WHY REQUIRED: To standardize the development and production processes for DA doctrinal literature.

WHEN REQUIRED: To correct a doctrinal deficiency identified in the BDP or a MADP.

RESPONSIBILITY: The proponent has responsibility for the complete development and production for FMs. Key FMs listed in TRADOC Reg 11-7 require CG, TRADOC approval. Integrating center commanders or school commandants approve others.

REFERENCES: TRADOC Pam 310-6. As of 1 October 1987, TRADOC Reg 11-7 is under revision.

B2

JOINT DOCTRINE AND PROCEDURES

PURPOSE: To improve the warfighting capabilities of the U.S. forces in joint and combined operations.

WHY REQUIRED: To ensure maximum coordination and reinforcement of Army and sister services capabilities to create the greatest combat power with existing resources.

WHEN REQUIRED: The development of joint doctrine and procedures is a continuous process. AirLand Battle Doctrine recognizes the inherent three-dimensional nature of modern warfare. There is a constant need to review how the Army and its sister services can best complement the combat effectiveness of one another.

RESPONSIBILITY: DCSDOC coordinates, integrates, and manages joint efforts regarding doctrine and procedures for conduct of the AirLand Battle. There are three agencies that serve as links between TRADOC and United States Air Force (USAF) elements regarding the development of joint doctrine and procedures.

a. AirLift Concepts and Requirements Agency (ACRA) is a biservice operating agency established by direction of the USAF Military Airlift Command (MAC) and TRADOC.

b. AirLand Forces Application (ALFA) Agency is a biservice operating agency established by direction of the USAF Tactical Air Command (TAC) and TRADOC.

c. Center for Low Intensity Conflict (CLIC) is a joint operating agency established by joint agreement between the Chiefs of Staff of the Army and Air Force.

REFERENCES: Joint TAC Reg 20-2, TRADOC Reg 10-4 and 10-7, and Army/Air Force Center for Low Intensity Conflict (CLIC) Activation Plan, 29 January 1986.

B3

DOCTRINAL LITERATURE PROGRAM (DLP)

PURPOSE: The DLP is a subset of the Armywide Doctrinal and Training Literature Program (ADTLP). The DLP was designed as a subset of the ADTLP to facilitate the management of doctrinal literature. The TRADOC DLP identifies all doctrinal literature scheduled for development, associated development and production milestones, and the responsible preparing agency. The TRADOC preparing agencies are responsible for the writing, editing, illustrating, designing, coordinating, and Doctrinal Review and Approval Group (DRAG) in preparing their publications for print.

WHY REQUIRED: To establish doctrinal literature management policy.

WHEN REQUIRED: The DLP annex (Annex D) to the installation contract reflects the detailed requirements that the preparing agencies must meet in terms of FMs.

RESPONSIBILITY: The DCSDOC manages the DLP within TRADOC. Management of the DLP includes scheduling and monitoring all phases of doctrinal literature development. Commanders of our three integrating centers, (CAC, U.S. Army Logistics Center, and Soldier Support Center) execute their respective portion of the DLP and manage their respective schools' DLPs. The subject matter experts, who serve as both service school instructors and writers of doctrine, are principally concerned with the correctness of the subject matter. The managers are concerned with producing the required product, in the proper format, within specified-time constraints.

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REFERENCES: AR 310-3, TRADOC Reg 11-4 and TRADOC Pam 310-6.
As of 1 October 1987, TRADOC Reg 11-7 is under revision.

B4

DOCTRINAL REVIEW AND APPROVAL GROUP (DRAG) PROGRAM

PURPOSE: To provide TRADOC Senior leadership the opportunity to review selected manuals prior to their publication.

WHY REQUIRED: To ensure consistency with FM 100-1, The Army, FM 100-5, Operations, and FM 101-5-1, Operational Terms and Graphics.

WHEN REQUIRED: A DRAG will be convened upon completion of the preliminary draft of CG, TRADOC-selected manuals and again on the final draft.

RESPONSIBILITIES: ODCSDOC will coordinate DRAG information with CG TRADOC and integrating center commanders. Ensure HQ TRADOC staff comments are consolidated and prepared for CG TRADOC prior to the DRAG and assist integrating center commanders in preparing a followup action plan to complete the manual.

REFERENCES: TRADOC Memorandum ATDO-D, 31 August 1987, subject: Letter of Instruction-Conduct of the Doctrinal Review and Approval Group Program.

B5

FIVE-YEAR ARMYWIDE DOCTRINAL AND
TRAINING LITERATURE PROGRAM (ADTLP)

PURPOSE: To project all known doctrinal and training literature requirements (new, revisions, or changes) over the next 5 years. DA requires preparing agencies to review all publications at least once every 18 months to determine:

a. If the publication is still required. If not, preparing agency should nominate publication for rescission.

b. If the publication is still current. If not, preparing agency should schedule publication for revision or change based on priority and availability of resources.

c. The preparing agency is responsible for notifying their integrating center and HQ TRADOC (DCST or DCSDOC) of their doctrinal and training literature requirements, if possible, two (2) years prior to the projected start date of the programmed action.

Upon conclusion of each review, proponents notify DCSDOC or DCST of planned revisions. Schools DOTD must identify this training development workload in the Training Module (TRADOD) Data base of the TRADOC Command Management Information System (TCMIS) six months prior to the start of the fiscal year in which the revision begins to be included in the installation contract.

WHY REQUIRED: To assist in managing ADTLP by providing a long-range projection of ADTLP requirements.

WHEN REQUIRED: Annually, in conjunction with developing the installation contract.

RESPONSIBILITY: The Doctrine Literature Office, DCSDOC.

REFERENCE: As of 1 October 1987, TRADOC Reg 11-7 is under revision.

B6

TRADOC DOCTRINE POINT OF CONTACT PROGRAM

PURPOSE: To promote informal exchange of information, good ideas, and feedback between TRADOC doctrine developers and users in USAREUR, FORSCOM, EUSA, and WESTCOM.

WHY REQUIRED: To expedite communications among TRADOC doctrine developers and designated POCs at USAREUR, FORSCOM, EUSA, and WESTCOM. The POCs coordinate informally with each other and with TRADOC agencies through the list of POCs shown in the appendix to USAREUR/FORSCOM/TRADOC/EUSA/WESTCOM Reg 11-11 for appropriate doctrinal areas.

WHEN REQUIRED: TRADOC encourages Armywide organizations and activities to use the regulation any time as a rapid means to get responses informally concerning doctrine development and to surface ideas and initiatives.

RESPONSIBILITY: The DCSDOC (Doctrine Literature Office) manages the Doctrine POC program for the involved MACOMs and coordinates Reg 11-11 among all the MACOMs. Participating MACOMs provide periodic updates of their POCs listed in the appendix.

REFERENCES: USAREUR/FORSCOM/TRADOC/EUSA/WESTCOM Reg 11-11.

CHAPTER 3

TRAINING

TRADOC trains the Army to go to war. We must provide the trained soldiers, training programs, and training products that allow commanders to attain and maintain the highest standards of combat readiness. Our policies and programs must provide for training before and after mobilization. They must give equal emphasis to combat, combat support, and combat service support MOS and organization.

Training must support today's Army as well as that envisioned for the future. We must support units as they transition to new organizational structures and as they receive modernized weapons. Additionally, our training must support and be responsive to changes in the areas of logistics; administration; and command, control, and communications systems required to fight the AirLand Battle. Overall, TRADOC is responsible for providing the right training at the right time and place for the Total Army. Training is our highest priority.

Our Army is in the midst of an era of unprecedented modernization. We are simultaneously introducing new equipment, adopting new doctrine, changing to new organizational structures, and embracing changes to both the peacetime and the wartime manning system.

The integration of these profound changes into the force is of paramount importance. Training provides the foundation that ties it all together in a coherent and effective way. In essence, effective training is the key to an Army of Excellence.

"Army Training 1997" comprehensively states the direction of training for the next decade. HQ TRADOC developed this key document in November 1981. It was published in 1985 and distributed throughout TRADOC for implementation. All individuals charged with training-related functions in TRADOC should read and understand this document.

Army Training 1997 delineates the broad scope of the training mission--it sets the overall objectives and directions. Implementation will depend upon the resources that are provided to support it. Since resources are limited, we must develop a clear statement of priorities to guide the work we must do and the allocation of resources to support those priorities. These priorities will change as we move ahead to make Army Training 1997 a reality. Currently, TRADOC assigns priority of effort to the following areas:

- a. Leader Preparation.
 - (1) NCO training.
 - (2) Officer training.
- b. Unit Training Proficiency.
 - (1) Training programs.
 - (2) Training support.
- c. Soldier Excellence.
 - (1) Initial Entry Training.
 - (2) Individual Training in Units.

Training is TRADOC's priority mission. To accomplish all facets of the training mission requires the concerted and coordinated effort of everyone responsible for training-related functions throughout TRADOC.

We cannot develop the training needs of the Army in a vacuum. We must consider the other principal TRADOC responsibilities of doctrine, organization, and materiel. An understanding of How TRADOC Runs is, therefore, essential.

The information contained in this brief introduction broadly delineates training philosophy, direction, and priorities. The rest of the chapter provides additional detail. This Primer will not present all you need to know. It will, however, serve to establish a solid base of information and knowledge. It will also lead you to a more comprehensive set of documents from which you may further expand your understanding of training functions more related to your specific jobs.

SYSTEMS APPROACH TO TRAINING

The Systems Approach to Training (SAT) is the process we use to make Army training decisions. It uses the same basic principles involved in other military decision making processes. TRADOC Regulation 350-7, The Systems Approach to Training, outlines the process. The SAT consists of five interrelated phases: analysis, design, development, implementation, and evaluation.

Analysis - The analysis phase defines precisely what units and individual soldiers do, the conditions under which they perform, and the performance standards required for success. We use the data provided by analysis to make decisions on which tasks

require training and whether we should conduct that training in institutions or in field units. It identifies overall training strategies. The analysis phase provides the training interface with the Concept Based Requirements System.

Design - The design phase translates individual and collective performance requirements into training objectives, establishes training standards, establishes the best sequence for learning, develops tests to measure mastery of training objectives, and proposes methods and media for training.

Development - The development phase determines the need for new products versus the use of existing products. It selects final methods and media for training, develops material and devices needed to implement training, and validates the effectiveness of training programs prior to implementation.

Implementation - The implementation phase carries out training strategies and executes the training program employing methods and media prepared during development and tests during design.

Evaluation - The evaluation phase determines how well the training system is performing. It assesses how effectively training objectives are mastered by students and how well graduates and units perform. It provides feedback to all other components of the training system to improve effectiveness and efficiency.

The systems approach to training underlines systems training, individual training, unit training, training support, and evaluation.

The Training Development Directorate, ODCST, is the point of contact for the systems approach to training.

C1 SYSTEMS TRAINING

We need systems training to operate, maintain, and deploy a specific materiel or weapon system. The Army is undergoing extensive modernization by developing new weapon systems using the most advanced technology. We must be able to field a total package when the new system enters the inventory. Trained soldiers must be available to use and support the system; logistical support must be available. The TRADOC schools must be ready to sustain the system with trained personnel throughout the entire life cycle of the system. We manage systems training through two documents: The System Training Plan (STRAP) and New and Displaced Equipment Training Plans. The Systems Training Directorate, ODCST, sets TRADOC policy for this training and manages the systems training effort.

C2

SYSTEMS TRAINING PLAN

PURPOSE: To provide a systematic method for managing the development and integration of training for new systems.

WHY REQUIRED: To make sure training begins at the right time and place to support the fielding of a system. The STRAP serves as the master TRADOC training plan for a system and must consider all training needed to operate, maintain, and manage a system during development and fielding. These plans are critical for TRADOC schools' use when budgeting or planning to support training.

WHEN REQUIRED: The STRAP follows the Life Cycle System Management Model (LCSMM). During the concept phase of system development, the STRAP is abbreviated. This is about 6-7 years before the proposed fielding date. The TRADOC school that is proponent for the system submits the STRAP within 140 days of Operational and Organizational (O&O) plan approval. As the system progresses through the Proof of Principle Phase, the proponent school updates the STRAP to reflect training decisions made as a result of tests, evaluations, studies, and engineering designs. A Logistics Support Analysis (LSA) provides data for these training decisions. The proponent school later refines STRAP information and includes it in the Training Requirements Analysis System (TRAS).

RESPONSIBILITY: The system proponent school, in coordination with the materiel developer (normally AMC), the combat developer, participating schools, and the logistician are responsible for developing the STRAP. The proponent ensures that the plan incorporates the strategy and requirements for New Equipment Training, Doctrine and Tactics Training (DTT), Displaced Equipment Training (DET), all officer and enlisted school training, and unit sustainment training. The proponent school submits the STRAP and all revisions through the integrating centers to the TRADOC Systems Training Directorate, ODCST, for approval. The proponent school publishes and distributes the approved STRAP to HQDA, MACOM, the materiel developer, participating schools, and other services as required.

REFERENCES: ARS 350-35 and 700-127, MIL-STD-1388-1, DA Pam 700-127, TRADOC Reg 351-1, 351-9, and 700-1.

C3

NEW AND DISPLACED EQUIPMENT TRAINING PLANNING
FOR ARMY MODERNIZATION (NET/DET)

PURPOSE: Army Modernization Training (AMT) encompasses all training designed to modernize the force. This includes

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training for new organizations, new and displaced equipment, doctrine and tactics, and sustainment of personnel. NET and DET planning addresses personnel, training, force structure, testing, procurement, distribution, resourcing, logistics support, doctrine and tactics training (DTT), and sustainment training requirements. TRADOC schools and AMC support command use New Equipment Training Plans (NETP) and Displaced Equipment Training Plans (DETP) to manage training for new and displaced systems.

WHY REQUIRED: The NETP contains detailed information for planning and programming resources for NET. It identifies critical combat developer, materiel developer, and trainer milestones relative to NET. The DETP is the displaced equipment version of the NETP. Although displaced equipment is not new to the Army, it is viewed as new equipment to the receiving unit and as such can generate a training requirement.

WHEN REQUIRED: Planning for NET begins in the Proof of Principle Phase of the LCSMM (Milestone I) and ends in the Development and Production Prove Out Phase (Milestone III). The NETP is initiated approximately 5 years prior to the FY in which NET is to occur. DA convenes the TSWG at least every 6 months to review and refine the NETP. Planning for DET begins upon notification from HQDA that displacement of equipment will occur. The DET Plan assigns responsibilities and identifies availability of institutional and exportable training courses and whether a requirement for a DET team exists.

RESPONSIBILITY: The Army Materiel Command (AMC) develops NETP. TRADOC assists AMC by:

- a. Developing STRAP (an input to NET).
- b. Conducting pre-TSWG prior to DA's semiannual TSWG.
- c. Providing representatives to the TSWG.
- d. Commenting on NET plans.
- e. Providing NET team members.
- f. Ensuring training material is available for sustainment training.
- g. Adjusting resident training courses as described in the STRAP.
- h. Developing the training strategy.
- i. Identifying and fulfilling DTT requirements.

TRADOC conducts Active Component DET planning; convenes an AC DET Plan review semiannually; and plans, programs, and budgets for personnel and training requirements. TRADOC assists FORSCOM, WESTCOM, and NGB in supporting Reserve Component DET.

REFERENCE: AR 350-35.

C4

TRAINING EFFECTIVENESS ANALYSIS (TEA)

PURPOSE: To assess and evaluate critical parts of the training strategy of a new hardware system or a product improvement program during its development or after fielding. The TEA furnishes data to adjust and improve the training strategy or to affect the hardware design. To accomplish this, the TEA uses methodologies from:

- a. operations research.
- b. system analysis.
- c. human factors engineering.
- d. education research.
- e. training technology research.
- f. military operational analysis.

WHY REQUIRED: TEA examines the adequacy of TRADOC training products and strategy and assesses the ability of the individual or unit to operate and support the system. The four types of TEA are as follows:

a. Preliminary Training Effectiveness Analysis (PTEA). The PTEA supports decisions made at Milestone I of the LCSMM. It focuses on identifying problems that need resolution because of the systems' technological complexity, individual mental requirements, and availability of personnel. The PTEA assesses:

- (1) Who it is we train.
- (2) What skills we train.
- (3) When, where, and how we train.

STRAP incorporates data from this analysis.

b. Cost and Training Effectiveness Analysis (CTEA). The CTEA determines the effectiveness of alternative training strategies for a given hardware system and the costs associated with

each alternative strategy. When required, it may also provide such data for several hardware systems that are competing for selection. The CTEA supports decisions made at Milestone II through input to the system Cost and Operational Effectiveness Analysis (COEA). CTEA results also are used to update the STRAP.

c. Training Developments Study (TDS). The TDS analyzes the cost and effectiveness of a planned training device or simulator. The TDS may be a part of either the PTEA or CTEA if a training device or simulator is part of the training program for a developing system.

d. Post Fielding Training Effectiveness Analysis (PFTEA). The PFTEA determines the effectiveness of established training programs as pertains to unit readiness and individual and crew proficiency. It is conducted in the institutional and operational setting. The PFTEA forms the basis for improvements to the training program.

WHEN REQUIRED: The PTEA supports decisions at Milestone I of the LCSMM. The CTEA supports decisions at Milestone II. If an update is necessary, it will support Milestone III.

REFERENCES: TRADOC Reg 5-3, 11-8, 71-9, 351-4, 351-9, and TRADOC Pam 71-8.

D1 INDIVIDUAL TRAINING

Individual training converts civilians into soldiers and gives soldiers the skills needed to do their assigned individual tasks. Both active and reserve soldiers receive individual training upon entry into service and frequently during their careers to ensure competent duty performance. Individual training includes initial entry training, NCO training, precommission training, and officers and systems training. These training programs establish the foundation for training of collective tasks (tasks that a team, squad, or larger unit performs).

Various organizations and individuals play a part in individual training. At HQ TRADOC, the Deputy Chief of Staff for Training (DCST) is responsible for individual training. The Training Requirements Analysis System (TRAS) Division, ODCST, manages the individual training system. Integrating centers standardize the training while the school commandants, as proponents, develop and manage individual training strategies. Schools, training centers, and units conduct the training.

D2

TRAINING REQUIREMENTS ANALYSIS SYSTEM (TRAS)

PURPOSE: To identify training and resource requirements in time to acquire the resources needed to implement new and revised resident training. TRAS integrates the training development and implementation process (SAT) with the PPBES resource systems. We use TRAS to identify and communicate training needs, training strategies, training plans, and supporting resource requirements. The TRAS process is supported by three documents:

- a. Individual Training Plan (ITP).
- b. Course Administrative Data (CAD).
- c. Program of Instruction (POI).

WHY REQUIRED: To get the right students at the right location to train with facilities and resources available. Training proponents must plan for required support and for timely occurrence of critical events. The TRAS process:

- a. Identifies requirements and milestones.
- b. Provides information to be injected into the resource acquisition system.
- c. Validates training and resource requirements.

WHEN REQUIRED: We must continuously monitor and revise resident instruction based on:

- a. Changes in threat, doctrine, and organization.
- b. Acquisition of materiel.
- c. Restructure of occupational specialties.
- d. Discrepancies in field performances.
- e. Changes in training strategy or methodology.

RESPONSIBILITY: Training Operations Management Directorate (TOMD), ODCST. Proponent Directorates of Training and Doctrine (DOTD) and training departments.

REFERENCE: TRADOC Reg 351-1.

D3
INDIVIDUAL TRAINING PLAN (ITP)

PURPOSE: To describe the proponent's overall plan to accomplish the stated training requirement for each MOS, officer branch, functional area, area of concentration, or separate functional program. In general, each of these has an ITP. The three major components of an ITP are:

- a. Narrative training strategy.
- b. Milestone schedule.
- c. Resource estimates.

WHY REQUIRED: To guide the development of training programs. The ITP provides information needed to justify and support resource acquisition. Timely preparation and submission of an ITP will allow adequate lead time for proponents to access the appropriate resource system to ensure that resources are available for the training.

WHEN REQUIRED: We require ITP submission at least 36 months prior to the fiscal year of training implementation. Construction resource requirements require earlier submission.

RESPONSIBILITY: TOMD, ODCST. Proponent DOTD and training departments.

REFERENCE: TRADOC Reg 351-1.

D4
COURSE ADMINISTRATIVE DATA (CAD)

PURPOSE: To provide critical course planning information for each resident course of instruction. Information includes:

- a. Course number and title.
- b. Training location.
- c. Purpose.
- d. Scope.
- e. Attendance prerequisites.
- f. Special information.

g. Course data (length, instructor contact hours, class size, academic hours).

h. Training start date.

i. Training development proponent.

WHY REQUIRED: To enable the recruiting and personnel systems to have students and instructors on station in time for training. TOMD uses the CAD to:

a. Solicit individual training requirements for new or revised training.

b. Establish a course file in the Army Training Requirements and Resources System (ATRRS) for the Army Program for Individual Training (ARPRINT).

c. Validate course requirements for resource consideration.

d. Determine instructor manpower requirements and allocations.

e. Provide IET course descriptions to the U.S. Army Recruiting Command.

f. Provide data for inclusion in DA Pam 351-4, U.S. Army Formal Schools Catalog.

WHEN REQUIRED: CAD submission must occur at least 36 months prior to the fiscal year of training implementation or change. Later submission may not permit the proponent to obtain the necessary resources to conduct the course.

RESPONSIBILITY: TOMD, ODCST. Proponent DOTD and training departments.

REFERENCE: TRADOC Reg 351-1.

D5
PROGRAM OF INSTRUCTION (POI)

PURPOSE: To describe the training material and content, type of instruction, and resources necessary to conduct both peacetime and mobilization training in an institutional setting to include TRADOC service schools, Noncommissioned Officer Academies (NCOA), U.S. Army Reserve Forces (RF) schools, and National Guard Academies. POI information includes:

a. Preface pages (scope, prerequisites, course information).

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b. Course summaries (course, task and subject, course lesson sequence).

c. Training annexes (training, mandatory training, examination).

d. Resource summaries (ammunition, equipment, facilities, training devices).

e. Instructor contact hour (ICH) computation worksheets and summary.

WHY REQUIRED: The POI is the formal course document. Instructors use POI to prepare lesson plans. HQ TRADOC uses POI information to update and adjust previous resource estimates from earlier TRAS documents.

WHEN REQUIRED: POI submission must occur at least 6 months prior to the course start date. However, this is too late to access resource acquisition channels and obtain the additional resources needed to support the course. That is why timely submission of the ITP and CAD and the subsequent accessing of resource acquisition channels are so essential.

RESPONSIBILITY: TOMD, ODCST. Proponent DOTD and training departments.

REFERENCE: TRADOC Reg 351-1.

D6

ARMY PROGRAM FOR INDIVIDUAL TRAINING (ARPRINT)

PURPOSE: The Army Program for Individual Training (ARPRINT), the result of the Structure Manning Decision Review (SMDR), contains the Army's approved annual individual training program. As such, it is a mission document for TRADOC. It identifies the training requirements; i.e., the number of students to be trained, by course and type of student (Army component, other military services, cadets, civilian, foreign military), for each fiscal year.

WHY REQUIRED: The ARPRINT gives TRADOC its training mission. In addition, it is the basis for programming and allocating resources, developing class schedules, and allocating quotas by class.

WHEN REQUIRED: The ARPRINT is produced 18-24 months prior to the execution year. The document is the product of the SMDR, that is chaired by HQDA (ODCSPER and ODCSOPS). The SMDR:

- a. Reviews and validates training requirements.
- b. Compares training requirements with school's training capability.
- c. Identifies and resolves training constraints.
- d. Establishes a recommended training program for each course (program is approved by a General Officer Steering Committee (GOSC)). Once approved by the GOSC, the ARPRINT is disseminated to TRADOC, input agencies, and schools/ATCs via the Army Training Requirements and Resources System (ATRRS).

RESPONSIBILITY: The proponent for the ARPRINT is DA DCSPER (DAPE-MPT). At HQ TRADOC, the Training Operations and Management Directorate, ODCST, has primary responsibility for the ARPRINT. At the schools and ATCs, the primary users are the Directors of Training and Doctrine.

REFERENCE: AR 350-10, Management of Army Individual Training Requirements and Resources.

D7
RESOURCING TRAINING

PURPOSE: To provide resources for training through the Planning, Programming, Budget and Execution System (PPBES) and other resource acquisition systems and to project student and trainee workloads through the Army Program for Individual Training (ARPRINT).

WHY REQUIRED: To program for resources in advance to ensure that we meet our training goals.

The Structure Manning Decision Review (SMDR) process identifies resource constraints for training by Military Occupational Specialty (MOS). The Training Requirements Analysis System identifies the resources needed to support training strategies described in Individual Training Plans and courses described in Programs of Instruction.

WHEN REQUIRED:

a. Manpower. The biannual TRADOC Review of Manpower recomputes manpower requirements based on student workload and TRADOC missions. We then allocate personnel to the installations based on their mission and training priorities.

b. Dollars. Program Development Increment Packages (PDIPs), developed August-December, identify new training initiatives.

The Program Analysis and Resource Review (PARR) forwards prioritized PDIPs to HQDA. HQDA publishes a list of funded issues in the May Program Budget Guidance (PBG), and we distribute the funds for the initiatives to the field through installation contracts.

c. Facilities. Our installations submit their training facility requirements each August for review and prioritization. Training facility requirements are part of the installation's Master Plan and cover a 5-year period. The Army Stationing and Installation Plan (ASIP) justifies these requirements based on ARPRINT student loads. Fluctuation in annual training loads can jeopardize a project and cause it to fall out. This problem is currently minimized now that ARPRINT student loads reflect 5 years worth of training requirements.

d. Equipment. Semiannually, we receive input from the DA distribution for Force Integration equipment. The distribution vehicle is the Total Army Equipment Distribution Program (TAEDP), that is DA directed to unit identification code level. Requirements cover a 7-year period with emphasis on the program 2-years out. We verify requirements with DA DCSOPS. HQ TRADOC develops a priority of issue list, identifies shortfalls, and coordinates with DA. The shortfalls are determined from the Structure Manning Decision Review process and the semiannual input from the TAEDP effort. Basis of issue plans and TRADOC TDA are researched for applicability of requirements and authorizations. DA then determines distribution quantities based upon worldwide requirements.

e. Ammunition. The Training Ammunition Management System (TAMS - AR 5-13) helps plan and program for training ammunition. It converts user requirements into congressional budget requests. However, there is a considerable lead time required because of budget and production cycles. Ammunition funded in an Execution Year will be placed in production in the Budget Year for delivery in the Program Year. Annually, TRADOC provides DA a 7-year training ammunition projection, based upon ammunition requirements in Programs of Instruction (POI), ARPRINT student schedules, and changed training needs caused by new courses or weapon system fieldings. Unless we identify ammunition requirements at least 3 years in advance, the resources will not be available when required without degrading other approved training programs.

RESPONSIBILITY: The DCST provides resources for training in conjunction with the TRADOC commanders and the Commander, Army Training Support Center. The Program and Resources Directorate, ODCST, closely coordinates with the DCSRM, DCSPAL, DCSDOC, DCSCD, and DCSENGR.

REFERENCES: The following address manpower and dollars: The TRADOC Budget Manpower Guidance (BMG), Installation Contracts, Command Operating Budgets (COB), and Resource Constraints (TRADOC Reg 11-3 and TRADOC letter, 13 Apr 83, subj: Resource Management). Additional guidance: The TRADOC Review of Manpower Letters of Instruction (manpower), TRADOC Memo 11-4 and 11-5 (facilities), AR 310-49 (equipment), and AR 5-13.

D8
ENLISTED TRAINING

PURPOSE: The three major elements of enlisted training are:

- a. Initial Entry Training (IET).
- b. The Noncommissioned Officer Education System (NCOES).
- c. Functional Training.

Enlisted training encompasses resident training and on-the-job experience to provide the soldier with proper and timely training needed to support unit and operational readiness.

WHY REQUIRED: Training is a subset of the Enlisted Personnel Management System (EPMS). Enlisted training is a process designed to:

- a. Convert a civilian to a soldier.
- b. Teach basic skills in the assigned MOS.
- c. Progressively provide more technical and leadership training dictated by the needs of the Army.

WHEN REQUIRED: Enlisted training is a continuous process throughout a soldier's career. The goal is to get the right soldier to the right school at the right time.

RESPONSIBILITY: Enlisted Training Directorate (ETD), ODCST.

REFERENCES: ARs 350-1, 351-1, 600-200, 611-201, TRADOC Reg 350-6, and 350-24.

D9
INITIAL ENTRY TRAINING (IET)

PURPOSE: The four objectives of initial entry training (IET) are to:

- a. Provide an orderly transition from civilian to soldier.

b. Provide motivation to become a dedicated and productive member of the Army.

c. Provide fundamentals in basic military combat skills.

d. Provide apprentice level technical skills to qualify for award of MOS so the soldier can perform the fundamentals of his/her job upon initial unit assignment.

WHY REQUIRED: All nonprior service enlistees must complete IET in one of two modes:

a. Basic Combat Training (BCT) in one training unit followed by advanced individual training (AIT) in another training unit and location for combat support and combat service support MOSS and selected combat arms MOSS.

b. One Station Unit Training (OSUT) for most combat arms and military police MOSS whereby the soldier receives both BCT and MOS skill training (AIT) in the same training unit at the same installation. OSUT is the consolidation of BCT and AIT in the same program of instruction (POI).

(1) Graduates of AIT or OSUT are awarded an MOS.

(2) The following installations conduct IET:

BCT AND AIT

Fort Bliss	Fort Leonard Wood
Fort Dix	Fort McClellan
Fort Jackson	Fort Sill
Fort Knox	

AIT ONLY

Aberdeen Proving Ground 1/	Fort Gordon
Fort Belvoir	Fort Huachuca 1/
Fort Ben Harrison	Fort Lee
Fort Bragg 1/	Fort Monmouth 1/
Fort Eustis	Redstone Arsenal 1/
Fort Devens	Fort Rucker
	Fort Sam Houston 1/ 2/

OSUT

Fort Benning	Fort Sill
Fort Knox	Fort Leonard Wood
Fort McClellan	

1/ Not a TRADOC installation.
2/ Health Services Command is proponent.

WHEN REQUIRED: Training is required when the new soldier enters the Army. Upon completion of reception battalion processing, the new soldier immediately enters the BCT/AIT or OSUT training process.

- a. Army training centers (ATC) conduct both BCT and OSUT.
- b. ATC and service schools conduct AIT.
- c. A split training option is available to Reserve Component (RC) soldiers to reduce conflicts between civilian schooling/employment and military training requirements. RC soldiers can attend BCT or the basic phase of OSUT, then return to their home stations. They must return to the ATC or service school to complete AIT or the MOS portion of OSUT within 1 year.

RESPONSIBILITY: HQDA (DCSOPS, Individual Training) develops and manages policies and programs for individual enlisted training.

a. TRADOC is responsible for conducting BCT, OSUT, and most AIT (less medical MOS for which Health Services Command has proponency; School of Music AIT which is controlled by the U.S. Navy; and public affairs MOSS, for which Defense Information School has proponency).

b. ETD, ODCST, is the proponent for cadre training that includes:

- (1) The Army drill sergeant program of instruction.
- (2) Evaluation/accreditation of active component and U.S. Army Reserve drill sergeant schools.
- (3) TRADOC Drill Sergeant of the Year (DSOY) program.
- (4) The Cadre Training Course (CTC).

c. The U.S. Army Infantry School is the proponent for BCT.

d. ATC commanders and service school commandants conduct approved training programs at their location.

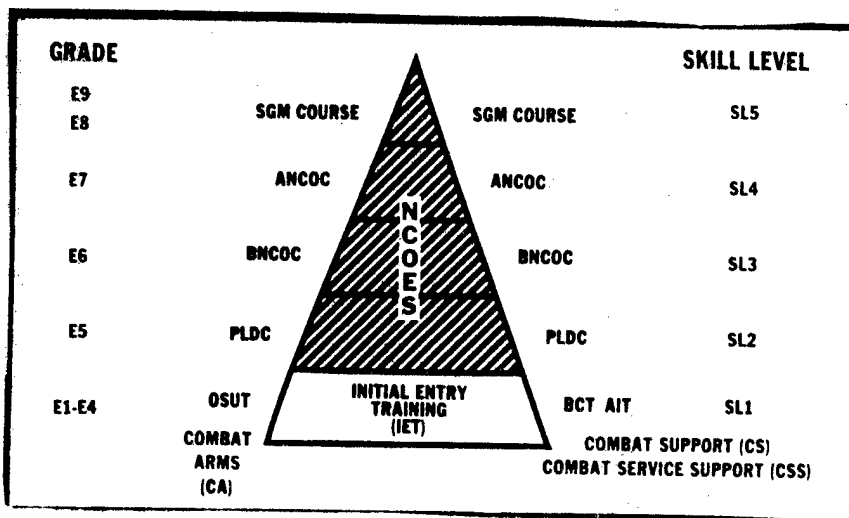
REFERENCES: ARs 350-1, 351-1, TRADOC Reg 350-6, 350-7, and 350-16.

D10
NONCOMMISSIONED OFFICER EDUCATION SYSTEM (NCOES)

PURPOSE: The NCOES provides timely leadership and technical training to support career progression and prepare noncommissioned officers (NCO) to occupy positions of increased responsibility.

a. The NCOES supports the train-promote-utilize philosophy in the CSA-approved NCO Professional Development Study.

b. The NCOES is divided into four levels that directly relate to skill levels and grades within the Enlisted Personnel Management System (EPMS).



WHY REQUIRED: TRADOC implemented the NCOES in the late 1970's with the principal objective to "train NCOs to be trainers and leaders of soldiers who will work and fight under their leadership." For NCOs to meet this challenge, they must be both technically and tactically proficient in their MOSSs. NCOES focuses on this need by providing an extensive network of challenging courses for all levels of the NCO Corps.

WHEN REQUIRED: The Noncommissioned Officer Education System (NCOES) prescribes courses at the appropriate levels described below as soldiers progress to positions of increased responsibility.

a. Level One (Primary) is the Primary Leadership Development Course (PLDC) conducted at MACOM-operated NCO academies Armywide for all MOSSs. PLDC provides fundamental leader training for the newly promoted sergeant and promotable SP4/CPL.

(1) PLDC became mandatory for promotion to SSG effective 1 July 1986.

(2) PLDC became mandatory for attendance at BNCOC 1 October 1986.

b. Level Two (Basic) is the Basic Noncommissioned Officer Course (BNCOC) that builds on the leader skills learned in PLDC and provides MOS technical training for the squad/section leader. BNCOC is available in two modes:

(1) NCO academies present BNCOC for combat arms Army-wide.

(2) Resident service schools present BNCOC for combat support/combat service support soldiers and ANCOC for all soldiers in recently established NCO academies using the small group instruction methodology.

c. Level Three (Advanced) is the Advanced Noncommissioned Officer Course (ANCOC) that is presented at resident service schools. It provides training required to lead and train at platoon level.

d. Level Four (Senior) is the Sergeants Major Course (SMC), the capstone of NCOES. The SMC trains selected senior NCOs for positions of responsibility from battalion to DOD level. The SMC, taught in residence at the U.S. Army Sergeants Major Academy (USASMA), is also available through the nonresident/resident corresponding studies program from USASMA.

Reserve Component NCOES (RC NCOES) is currently structured differently from the Active Component NCOES.

a. RC NCOES presently consists of four standardized courses (PLDC, BNCOC, ANCOC, and Senior NCOC (SNCOC)) providing commensurate levels of leadership and MOS specific training.

b. State Army National Guard (ARNG) military academies and U.S. Army Reserve Forces (RF) schools present RC NCOES courses.

c. RC personnel are eligible to attend Active Component resident NCOES courses to accommodate EPMS when the training is available and is congruent with the unit mission and civilian employment responsibilities.

d. Effective 1 October 1987, the SNCOC will be eliminated. This will align RC NCOES with the Active Component NCOES.

RESPONSIBILITY: HQDA (DCSOPS, Individual Training) develops and manages NCOES policies and programs.

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a. TRADOC schools develop and conduct most NCOES courses (less health services MOSSs).

b. The Enlisted Training Directorate (ETD), ODCST, conducts regularly scheduled NCO academy accreditations.

c. USASMA has proponency for PLDC, the BNCOC and ANCOE Common Leader Training (CLT), and the Sergeants Major Course.

REFERENCES: ARs 350-1, 351-1, and TRADOC Reg 350-24.

D11

FUNCTIONAL TRAINING

PURPOSE: To train selected soldiers in specific critical skills needed to perform in selected specialty areas. Examples of functional training courses are drill sergeant, first sergeants course, senior operations and intelligence course, airborne, and ranger. Some functional courses are open to many MOSSs while others are directly related to a particular MOS.

WHY REQUIRED: Soldiers in selected duty positions must have training in a variety of critical skills and specialties.

a. Force modernization may require transition training.

b. Completion of functional training courses may lead to the award of MOS, ASI, or SQI.

WHEN REQUIRED: Upon actual or anticipated assignment to a selected specialty area or as a result of force modernization.

RESPONSIBILITY: ODCST for TRADOC proponent courses.

REFERENCES: ARs 351-1, 611-201, DA Pam 351-4, TRADOC Reg 351-5, and 350-24.

D12

OFFICER TRAINING

PURPOSE: To train Army officers from precommissioning through general officer training.

WHY REQUIRED: Integrated, progressive officer training establishes, maintains, and improves an officer corps of excellence from lieutenant through general.

WHEN REQUIRED: Officer Training begins with Military Qualification Standards (MQS), that progressively link precommissioning, lieutenants, and captains' training through the first 10 years

of commissioned service. Field grade officers receive professional development and additional skill training while selected general officers receive senior management and leader training, as required.

RESPONSIBILITY: DCST, HQ TRADOC, serves as the program manager for all officer training policies, programs, and training products. The ROTC Cadet Command serves as the functional proponent responsible for the execution of the ROTC program, overwatches Military Qualification Standards I (MQS I), and coordinates for CG, TRADOC, the implementation of MQS I by USMA, OCS, and National Guard OCS.

REFERENCES: Army Training 1997 (TRADOC Pam 340-4), ARs 351-1, 350-1, and the Professional Development of Officers Study (PDOS) Implementation Plan.

D13

MILITARY QUALIFICATION STANDARDS

PURPOSE: To standardize officer training throughout the Army by providing both Active and Reserve Component officers with the knowledge and skills they need to accomplish their mission.

WHY REQUIRED: MQS is an outgrowth of two studies directed by the Chief of Staff, Army (CSA): the 1977 Review of Education and Training for Officers (RETO) Study and the 1984 Professional Development of Officers Study (PDOS). The CSA approved MQS in July, 1985.

WHEN REQUIRED: MQS consists of three levels: MQS I, MQS II, and MQS III.

a. MQS I (precommissioning training) standardizes training for cadets and candidates and applies to all precommissioning sources: the United States Military Academy (USMA), the United States Army ROTC Cadet Command (ROTCCC), and the Officer Candidate School (OCS).

b. MQS II (lieutenants' training) focuses upon the officers' first 3 years of Army service.

c. MQS III (captains' training) involves officers' fourth through tenth years of service.

RESPONSIBILITY: ODCST, HQ TRADOC, for the overall MQS program. ROTC Cadet Command for the execution of the ROTC program, overwatch of MQS I, and coordinating the implementation of MQS I with USMA, OCS, and the National Guard OCS. Precommissioning sources, integrating centers, service schools, and the field for implementation.

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REFERENCE: ARs 351-1, 350-41, and TRADOC Reg 351-12.

D14
PRECOMMISSIONING

PURPOSE: To prepare individuals to serve as commissioned officers in the Regular Army, Army National Guard, or the U.S. Army Reserve.

WHY REQUIRED: To provide a continuous source of trained individuals ready to serve as officers.

a. The United States Military Academy (USMA), West Point, is a 4-year college that confers upon its graduates a Bachelor of Science degree. Upon completion, graduates receive a commission in one of the branches.

b. The ROTC program consists of a 4-year curriculum integrated with the normal baccalaureate degree program at educational institutions, on-campus mandatory training, and Advanced Camp training. The on-campus training consists of a Basic Course (Military Science I (freshman) and II (sophomore) years), Advanced Course (Military Science III (junior) and IV (senior) years), and other mandatory training activities, e.g., field training exercises, physical fitness training, and the Ranger Challenge program. Advanced Camp is the single most important training and evaluation vehicle in the SROTC officer selection process. It is here that we place the cadets in a common training experience and accomplish our primary camp mission to train cadets to leadership and Army standards and evaluate their officer leadership potential. Cadet Command conducts Advanced Camp training at Camp All American, Fort Bragg; Camp Warrior, Fort Riley; and Camp Adventure, Fort Lewis. A number of entry options and alternatives, e.g., previous military experience or the simultaneous membership program, provide flexibility to the SROTC program. A scholarship program offers 4-, 3-, and 2-year scholarships that provide financial assistance for the education and training of highly qualified and motivated college students. ROTC provides the Army, Active and Reserve, with more than 75 percent of its officers.

c. Officer Candidate School (OCS) provides access to commissioned ranks for soldiers. Using Military Qualification Standards I as the core of the program, OCS produces an officer who is competent in tactical, leadership, and training skills. During peacetime, Fort Benning and state OCS academies provide schooling for officer candidates.

WHEN REQUIRED: USMA starts 4 years prior to commission. OCS is a 14-week program. ROTC is either a 2- or 4-year program.

RESPONSIBILITY: USMA - HQDA, ROTC - U.S. ROTC Cadet Command, OCS - HQ TRADOC (ODCST), and Fort Benning.

REFERENCES: USMA-AR 351-12, AR 351-17, ROTC-AR 145-1, DA Pam 570-561, TRADOC Reg 145-15, OCS-DA Pam 351-4, and TRADOC Cir 145-Series.

D15
LIEUTENANTS TRAINING

PURPOSE: To prepare a lieutenant for his first assignment and to prepare him to lead, maintain, and train his unit to fight.

WHY REQUIRED: Officer Basic Course (OBC) students receive a mixture of training and education in:

- a. Leadership and ethics.
- b. AirLand Battle tactics.
- c. Training the soldier.
- d. Equipment maintenance.
- e. Unit logistics.
- f. Branch-unique subjects.

Certification of in-resident MQS II requirements is necessary for graduation. OBC students are trained to supervise enlisted soldiers through Skill Level 4 (platoon sergeant) and warrant officers, where applicable. OBC produces an officer well-grounded in officer skills and able to lead his platoon in combat while continuing his education and development in the unit. Currently, OBC courses average 16 weeks in length.

WHEN REQUIRED: A newly commissioned officer must complete OBC prior to his first unit assignment.

RESPONSIBILITY: HQ TRADOC (ODCST), integrating center, and branch school commandants.

REFERENCES: AR 351-1, DA Pam 351-4, Army Training 1997, (TRADOC Pam 350-4), and DA Professional Development of Officer Study (PDOCS) Implementation Plan.

D16
CAPTAINS TRAINING

PURPOSE: To prepare Army captains to lead, train, fight, and maintain their units.

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WHY REQUIRED: To branch-qualify captains and prepare them for their next assignment.

a. Officer Advanced Course (OAC) teaches officer common and branch skills and serves as the company-level precommand course. All Active Component officers attend a 20-week resident course. Optional add-on modules of up to 6 weeks are available to provide training for the next assignment. Reserve Component officers may attend the full resident course, a 12-week mobilization length RC resident course (five branches only), or a four-phase USARF school version that includes 4 weeks of active duty training.

b. The Combined Arms and Services Staff School (CAS³) includes a nonresident phase and a 9-week resident phase conducted at Fort Leavenworth. CAS³ provides training for captains in generic staff skills required at brigade, division, and installation level.

WHEN REQUIRED: An AC officer normally attends the OAC between the third and fifth year of active commissioned service. Attendance at CAS³ occurs sometime after OAC and through the ninth year of active commissioned service. An RC officer may enroll in OAC after successful completion of OBC.

RESPONSIBILITY: HQ TRADOC (DCST), CAC/CGSC for CAS³, and branch schools for OAC.

REFERENCES: AR 351-1, DA Pam 351-4, DA PDOS Implementation Plan, and Army Training 1997 (TRADOC Pam 350-4).

D17
FIELD GRADE TRAINING

PURPOSE: To prepare field grade officers for progressively higher command and staff positions.

WHY REQUIRED: Field grade officers selected for increasingly diverse and complicated branch, joint, and combined duty positions must have training in a variety of critical specialities and skills in order to perform command and staff functions at the field grade level.

a. The Command and General Staff Officer Course (CGSOC) trains the command and staff skills required to plan and conduct the AirLand Battle at division and higher levels. The course also trains skills needed for TDA staff assignments. Alternatively, Army officers may attend the command and staff college of the other services, allied nations, or the Armed Forces Staff College.

b. The Advanced Military Studies Program (AMSP) is a year of advanced study to provide 48 selected officers with a broad, deep education in the art and science of war at the tactical and operational level followed by a 3-year internship as a division or corps staff officer.

c. The Precommand Course (PCC) provides commanders and command designees with refresher training in leadership, tactics, logistics, and training.

d. We provide functional training for officers in selected duty positions to provide specialized training for critical skills and tasks.

e. The Senior Service College (SSC) prepares officers for senior leadership positions in the Army, Department of Defense, and related departments and agencies. It encompasses national security affairs with emphasis on developing and employing military forces in land warfare. Army students may attend either the Army War College, National War College, Industrial College of the Armed Forces, Naval War College, or the Air War College.

WHEN REQUIRED:

a. Officers complete CGSOC between their eleventh and fourteenth year of active service. RC officers may enroll after successful completion of OAC.

b. The 48 selected officers attend AMSP immediately following attendance at the resident CGSOC at Fort Leavenworth.

c. AC command designees attend PCC prior to assuming command, and on a voluntary basis by RC commanders prior to or as soon as possible after assuming command.

d. Functional training is provided as needed enroute to the job requiring the specialized training or on a TDY and return basis from the job.

e. Officers complete SSC between the fifteenth and twenty-third year of active service. RC officers may apply to be considered to attend SSC after completion of CGSOC and achieving the rank of lieutenant colonel.

RESPONSIBILITY: HQ TRADOC (DCST), CAC/CGSC for CGSOC and AMSP, and HQDA for SSC.

REFERENCES: AR 351-1, DA Pam 351-4, DA PDOS Implementation Plan, ATP 1997 (TRADOC Pam 350-4).

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D18
GENERAL OFFICER TRAINING

PURPOSE: The General Officer Capstone Course (GOCC) and division or corps PCC provides instruction essential to general officers.

WHY REQUIRED: The GOCC is intended for selected brigadier generals and promotable colonels. It provides instruction on national and military strategy, strategic planning, and the organization and operation of the Department of Defense and each of the military departments. In addition, some selectees for division and corps command, assistant division commanders, general officer brigade commanders, or school commanders receive updates on recent development in tactics and doctrine at a short course.

WHEN REQUIRED: Upon selection for or promotion to general officer rank or upon selection for command.

RESPONSIBILITIES: TRADOC (ODCST), CAC/CGSC for PCC, and National Defense University for Capstone Course.

REFERENCES: AR 351-1, DA Pam 351-4, DA PDOS Implementation Plan, and Army Training 1997 (TRADOC Pam 350-4).

D19
WARRANT OFFICER TRAINING

PURPOSE: To equip warrant officers with leadership, technical, and tactical expertise necessary to meet the requirements of their progressive duty assignments. The Warrant Officer Training System (WOTS) has three levels: Entry, Senior, and Master.

WHY REQUIRED: The Entry level provides preappointment training to all warrant officer candidates. This includes the Warrant Officer Entry Course and the Warrant Officer Technical and Tactical Certification Course. The Entry course provides training and education in leadership, ethics, communicative arts, military history, structure of the Army, and other common military subjects required by all warrant officer specialties. The Technical and Tactical Certification Course is a responsibility of the proponent school. This course provides training, education, and skill evaluation in a specific MOS. This training establishes a sound level of technical and tactical competence and qualifies the newly appointed warrant officer to fill those positions designated as Entry Level. The Senior Level training updates existing skills and provides instruction in technological advances. This training qualifies warrant

officers who have demonstrated potential to service in senior warrant officer positions. Master Level training is required to qualify warrant officers as systems integrators, trainers, managers, and developers. The Master Warrant Officer must be trained to meet acceptable standards in positions requiring a wide spectrum of technical and special staff knowledge. Master Level training is the highest level of warrant officer training.

WHEN REQUIRED: Attendance at the Warrant Officer Entry Course and the Technical and Tactical Certification Course is mandatory prior to appointment as a warrant officer. Warrant officers in the grade of CW2(P) or CW3 will normally attend the Warrant Officer Senior Course between the 7th and 11th year of Warrant Officer Service. Selected CW4s between the 17th and 26th year of warrant officer service attend Master Level training.

RESPONSIBILITY: TRADOC (DCST), Integrating Centers and Branch Schools.

REFERENCES: ARs 351-1, 611-12, DA Pam 351-4, 601-11, DA PDOS Implementation Plan, TRADOC Reg 351-13, and TRADOC Pam 350-4.

D20

CIVILIAN LEADERSHIP TRAINING

PURPOSE: To provide standard, progressive, and sequential training which will prepare Army civilians for succeeding levels of leadership responsibility.

WHY REQUIRED: The Army's emphasis on a total Army approach dictates the need for common leadership doctrine for both military and civilian personnel. Civilians in leadership positions need the same competencies to provide staff and operational support of the same efficiency demanded of military personnel.

WHEN REQUIRED: Civilian Leadership Training is available at four levels compatible with the Army Civilian Training Education and Development System (ACTEDS): Intern (GS 5-9), Intermediate (GS 10-12), Management (GS/GM 13-15), and Senior Executive Service (SES).

RESPONSIBILITY: DCST, TRADOC, is responsible for Civilian Leadership Training Program. The Center for Army Leadership, Fort Leavenworth, develops and implements instruction. The program will be fully operational in FY 89.

REFERENCES: Army Training 1997 (TRADOC Pam 340-4), and Secretary of the Army Committee for Leadership meeting (October 1985).

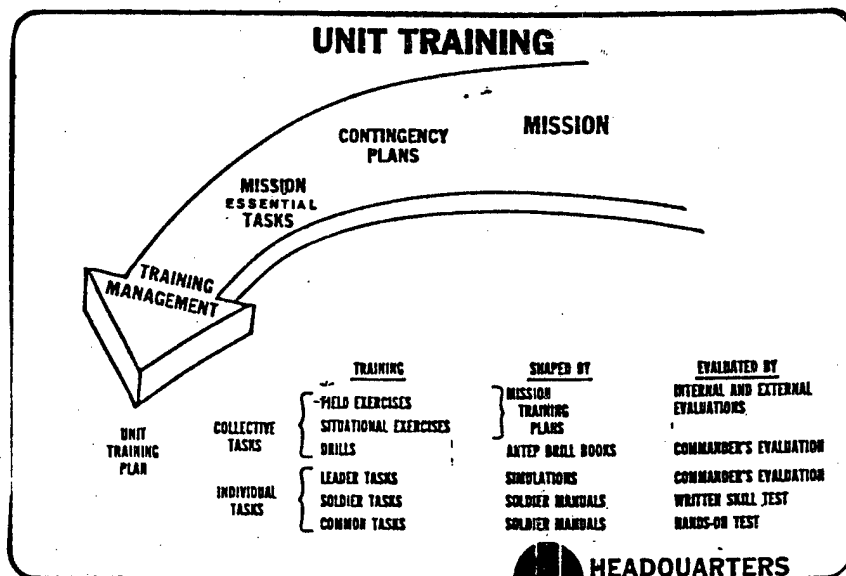
E1
UNIT TRAINING

UNIT TRAINING STRATEGY	
DESIGNED TO ACHIEVE INDIVIDUAL AND COLLECTIVE TECHNICAL AND TACTICAL PROFICIENCY FOR WAR	
WHAT	TRAIN FOR WARTIME MISSIONS TRAIN TO STANDARDS
HOW	MULTI-ECHELON TRAINING DEVICE-BASED TRAINING
WHERE	UNIT LEARNING CENTERS LOCAL TRAINING AREAS COMBAT TRAINING CENTERS OCONUS EXERCISE SITES

PURPOSE: To train units for their wartime mission tasks. Unit training consists of both individual and collective training. TRADOC provides standardized products, services, and facilities to support this training.

WHY REQUIRED: To create combat capable units--a capability ultimately achieved by training. What the Army seeks is combat ready units under the command and control of competent battle staffs.

WHEN REQUIRED: Units plan and execute training year-round, consistent with command training guidance. TRADOC gears its efforts to ensure that fielded support is timely, responsive, and current.



RESPONSIBILITY: Training in units is a command responsibility. DCST, HQ TRADOC; Army Training Support Center (ATSC); integrating centers; and schools support that training.

REFERENCES: AR 350-1, TRADOC Reg 351-6, Field Manuals 25-2, 3, 4, 100, and TC 25-7.

E2
INDIVIDUAL TRAINING IN UNITS

PURPOSE: To focus training on soldier manual tasks and leader tasks and to emphasize tasks relevant to a unit's wartime mission.

WHY REQUIRED: Individual, tactical, and technical excellence is the base upon which to build and sustain collective proficiency. That excellence results from training to standards of those mission-related MOS tasks contained in TRADOC-provided soldier manuals (SM) and Soldier Manual of Common Tasks (SMCT).

WHEN REQUIRED: Individual training in units is continuous. It addresses:

- a. Duty tasks not trained in the training base.
- b. Sustainment training.
- c. Leader training.

RESPONSIBILITY: Individual training in units is a command responsibility. DCST, HQ TRADOC; ATSC; and schools support this training with products and services.

REFERENCES: ARs 350-1, 350-37, TRADOC Reg 351-2, 351-6, 351-11, Field Manuals 25-2, 25-3, and 25-100.

E3
INDIVIDUAL TRAINING EVALUATION PROGRAM (ITEP)

PURPOSE: To evaluate individual proficiency as part of the Army training system and provide objective indicators on soldier MOS-task proficiency for use in career management decisions. The ITEP has three parts:

- a. Skill Qualification Test (SQT).
- b. Common Task Test (CTT).
- c. Commanders Evaluation (CE).

ITEP

APPLIES TO INDIVIDUAL SOLDIERS IN UNITS - GRADES E1 THRU E7.

- O MILITARY OCCUPATIONAL SPECIALTY (MOS) AND SKILLS LEVEL SPECIFIC.
- O EVALUATES TASKS FROM:
 - oo SOLDIER'S MANUAL OF COMMON TASKS.
 - oo MOS AND SKILL LEVEL SPECIFIC SOLDIER MANUALS.
 - oo DUTY CRITICAL TASKS.
- O EVALUATED BY:
 - oo HANDS-ON COMMON TASK TEST (CTT) ANNUALLY.
 - oo WRITTEN SKILL QUALIFICATION TEST (SQT) ANNUALLY.
 - oo COMMANDERS EVALUATION (CE) CONTINUOUSLY.

WHY REQUIRED: The SQT helps commanders, military personnel managers, and branch schools gauge proficiency on specific MOS tasks. The CTT helps commanders assess a soldier's proficiency on combat and survival skills common among all MOS. The CE helps commanders assess a soldier's ability to execute job-related wartime tasks on a day-to-day basis.

WHEN REQUIRED: Units administer the SQT and CTT annually within the Active Component (AC) and every other year within the Reserve Component (RC). The CE is administered year-round. TRADOC develops the SQTs and CTTs.

RESPONSIBILITY: DCST, HQ TRADOC; ATSC; and service schools.

REFERENCE: AR 350-37.

E4
COLLECTIVE TRAINING

PURPOSE: To train elements, from squad through battalion, to execute wartime mission tasks. Collective training is part of unit training and is guided by the Army Training and Evaluation Program (ARTEP).

ARTEP

- O APPLIES TO COLLECTIVE TRAINING IN UNITS FROM SQUAD THROUGH BATTALION LEVELS.
- O MTPs IN DEVELOPMENT FOR DIVISION CORPS COMMAND GROUP AND STAFFS.
- O DESCRIBES IN MISSION TRAINING PLANS (MTP) THE HOW TO TRAIN AND EVALUATE TO STANDARDS.
 - OO BATTLE DRILLS.
 - OO SITUATIONAL TRAINING EXERCISES.
 - OO FIELD TRAINING EXERCISES.
 - OO TRAINING MATRIXES.
- O EXECUTED AS MULTI-ECHELON TRAINING BATTALIONS, ORGANIZED FOR COMBAT, EXPERIENCE PERIODIC EXTERNAL EVALUATIONS AT ADVANCED COLLECTIVE TRAINING FACILITIES (CTF):
 - OO CTF FOR HEAVY FORCES EXISTS AT FORT IRWIN AND INCLUDES AIR FORCE AND NAVY PARTICIPATION.
 - OO CTF FOR LIGHT FORCES IS A MUST TO PROVIDE AN EQUIVALENT LEVEL OF ADVANCED TRAINING EXPERIENCE.

WHY REQUIRED: Type battalions and separate companies require standardized mission tasks, conditions, and standards to conduct collective training. The ARTEP provides standardization and consists of Mission Training Plans and Drills. Mission Training Plans contain:

- a. Detailed Training and Evaluation Outlines (T&EOs).
- b. Training Exercises.
- c. Training Matrices.
- d. Mission Outlines.
- e. Guidance on External Evaluations.

WHEN REQUIRED: Collective training is a continuous process executed in accordance with the unit training program.

RESPONSIBILITY: Collective training is a command responsibility. DCST, HQ TRADOC; ATSC; integrating centers; and schools support this training with products and services.

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REFERENCES: AR 350-1, TRADOC Reg 310-2 (with two changes), 351-6, and TRADOC Pam 310-8.

E5
BATTLE DRILLS

PURPOSE: Battle drills are the link between individual and collective training. We focus them on instinctive and spontaneous actions required at the lowest collective organizational levels, squad or platoon.

WHY REQUIRED: Battle drills are the fundamental collective building blocks of unit training. Attaining higher levels of collective training proficiency, company and battalion, depends on mastery of battle drill tasks to standards.

WHEN REQUIRED: Drill books are an integral part of the ARTEP. We publish companion documents to Mission Training Plans (MTP) under the Army Doctrine and Training Literature Program (ADTLP). As an integral part of collective training in units, battle drills are conducted to the standards of the unit training program.

RESPONSIBILITY: Training on drills is a command responsibility. Overall staff responsibility for drills belongs to DCST, HQ TRADOC. Individual schools develop drills for the branch units for which they are the proponent.

REFERENCE: TRADOC Reg 310-2 (with two changes).

E6
TRAINING MANAGEMENT

PURPOSE: To help commanders plan, resource, schedule, execute, and evaluate training.

WHY REQUIRED: To enable commanders to focus on training and translate their priorities into obtainable training plans. It assists the commander in weighing the costs of training a task against the tasks' contribution to mission performance. It assists him in focusing his training on those mission essential tasks critical to mission performance.

WHEN REQUIRED: Training management is an integral and continuous part of training in units.

RESPONSIBILITY: DCST, HQ TRADOC, and the Combined Arms Center.

REFERENCES: FMs 25-1 thru 5, 25-7, 25-100, and TC 25-7.

F1
TRAINING SUPPORT

Training support is the general term for training materials and services that enhance training in both institutions and units. All soldier training programs require training support. Soldier's Manuals (SM), Trainer's Guides (TG), Job Books (JB), Army Correspondence Course Program (ACCP), and Training Extension Course (TEC), support the individual soldier skills. Training course materials, and a myriad of support products to include devices, simulators, and simulations further support unit training. The Army Training Support Center (ATSC) at Fort Eustis, Virginia, is the agent for managing the development and acquisition of training support materials. However, the proponent school develops and provides training materials and services when it determines a training void or requirement.

F2
THE ARMY COMMUNICATIVE SKILLS OFFICE

PURPOSE: To set and enforce standards for writing, reading, and speaking for the entire Army. To advise the CG TRADOC on all matters concerning improving these skills.

WHY REQUIRED: To improve the ability of leaders and supervisors to communicate the commander's intent. The immense volume of information that we face in our jobs today requires more effective and efficient methods of communication than we have been used to over the years.

WHEN REQUIRED: Continually and at every level of responsibility. Clear, concise, and effective oral and written communication skills are essential for the successful completion of any mission.

RESPONSIBILITY: The CG TRADOC is the DA Executive Agent for Army writing. The Army Communicative Skills Office (ACSO) is responsible for carrying out the executive agency charter, which includes:

- a. Advising the Chief of Staff of the Army on improving military writing.
- b. Advising the proponents of all writing publications.
- c. Developing Army and installation style manuals.
- d. Coordinating with other services and DOD to build commonality.

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We are also responsible for developing and maintaining effective communicative skills curriculums at every level of the TRADOC school system through a system of Communicative Skills Offices (CSO) at each TRADOC school. The CSOs are responsible for:

- a. Conducting the courses within the schools.
- b. Monitoring writing at the installation where their school is located.
- c. Ensuring that training and doctrine literature meets Army writing standards.

Finally, in conjunction with ROTC Cadet Command and the DA Literacy Skills Task Force, we are taking steps to improve literacy skills of potential officers before commissioning.

REFERENCES: ARs 600-70, 340-15, DA Pam 600-67, TRADOC Reg 350-25, TRADOC Pam 350-5, and the TRADOC Leader Development Goal.

F3

ARMY CORRESPONDENCE COURSE PROGRAM (ACCP)

PURPOSE: To provide printed training courses through the mail to members of the Armed Forces. Officer and enlisted members of the Active and Reserve Components as well as civilians enroll individually in the courses for professional development and job skill instruction.

WHY REQUIRED: To prepare commissioned officers, warrant officers, NCOs, and civilians for progressively greater responsibility. Correspondence courses normally include training the trainer, skill progression, and functional training related to a specific specialty, enlisted MOS, or duty position. They are, in many cases, the sole source of training for many skills.

WHEN REQUIRED: The TRADOC and DOD service schools decide when to develop a correspondence course. As the proponent analyzes the training they choose between resident or nonresident courses. The proponent expands tasks selected for training into the Individual Training Plan (ITP) during the design phase. We then develop correspondence courses, and subcourses as required by the ITP.

RESPONSIBILITY: TRADOC and DOD service schools develop correspondence courses. The Institute for Professional Development

(IPD) of ATSC centrally administers the enrollment of individuals and the printing, storage, and distribution of course materials. The IPD maintains a student service line (AUTOVON 927-3086/4309) to assist with the ACCP.

REFERENCES: AR 351-20, DA Pam 351-20, and TRADOC Pam 351-1.

F4

TRAINING EXTENSION COURSE (TEC)

PURPOSE: To provide performance-oriented, self-paced, self-contained MOS training material to help soldiers and unit commanders perform their unit training missions. The TEC consists of audiovisual, printed, audio only, and job performance lessons. This material is suitable for individuals or small groups.

WHY REQUIRED: To help trainers improve and standardize training. The TEC answers the need for train-the-trainer material, professional development material, or hip pocket opportunity training.

WHEN REQUIRED: As we identify a need, the TRADOC schools develop TEC lessons based on the school commandants' MOS training strategy. The MOS strategies are based on a front-end analysis of the MOS or training deficiencies identified in the field.

RESPONSIBILITIES: The TRADOC schools develop TEC lessons and are responsible for course content. The Army Extension Training Directorate, ATSC, performs inventory management of Army's worldwide TEC program by directing the reproduction, receipt, storage, and distribution of the TEC lessons.

REFERENCES: TRADOC Pam 350-100 and 351-1.

F5

SOLDIER TRAINING PUBLICATIONS (STP)

PURPOSE: To provide individual training and evaluation in units. The STPs consist of the Soldier's Manual of Common Tasks (SMCT), Soldier's Manual (SM), Trainer's Guides (TG), Job Books (JB) developed for each MOS, and Military Qualification Standards (MQS) manuals. The STPs are task-specific publications which support training and evaluation of critical tasks. The MQS manuals (Common Task and Branch Manuals) support officer training.

WHY REQUIRED: The SMCT contains the common tasks which all soldiers, regardless of MOS, must know--to fight, to survive,

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and to win in combat. The SMCT includes a hands-on evaluation guide for each task. These guides in the SMCT are the basis for the Common Task Test portion of the Individual Training Evaluation Program (ITEP).

Units use MOS-specific SMS to train individual soldiers in tasks peculiar to their MOS and skill level. The SM includes hands-on evaluation guides for each individual task. These evaluation guides assist units in accomplishing the commander's evaluation portion of the ITEP. They provide a means to evaluate those SM tasks which the commander wishes to train to support his unit's mission.

Trainer's Guides provide commanders and NCOs with information necessary to develop the individual training portion of unit training plans. The MOS Training Plan (MTP), an integral part of the TG, links duty positions within an MOS to the training requirements associated with each duty position in terms of subject areas and critical tasks.

WHEN REQUIRED: Proponent schools will develop MOS-specific STP for all MOSS and after publication review them at least every 18 months. Such events as changes in doctrine and introduction of new equipment usually require revision to the STPs. Initial development and revisions of STPs begin no later than 19 months prior to the date they are required in the field to support training requirements.

RESPONSIBILITY: Commandants of TRADOC service schools, as Branch Chiefs and MOS proponents, establish priorities for the development and revision of STPs. Within HQ TRADOC, ATSC manages the development, printing, and distribution of STPs.

REFERENCE: TRADOC Reg 351-11.

F6
SCHOOL OF THE AIR

PURPOSE: To bring the classroom to the student and provide an opportunity for soldiers to talk directly to the service schools and their instructors. Through the use of satellites, educational television (ETV) networks, and state-of-the-art communication technology, the U.S. Army School of the Air looks to train more soldiers more rapidly than with current training materials. The U.S. Army School of the Air manages the development of an educational television network that will use state of the art communications technology to help TRADOC train both Active and Reserve Component units throughout the Army.

WHY REQUIRED: To rapidly export new developments in doctrine, organization, and equipment; standards concerning personnel, training, common tasks, MQS; and modernization information.

WHEN REQUIRED: As determined by proponent trainer.

RESPONSIBILITY: ATSC is the TRADOC proponent for development of a television training network.

F7

ELECTRONIC INFORMATION DELIVERY SYSTEM (EIDS)

PURPOSE: To provide a means of efficiently delivering large volumes of information electronically. The videodisc is capable of storing 200,000 pages of printed material or 2 1/2 days of audio on one side. The EIDS consists of a hybrid disc (laser reflective videodisc combined with an optical disc) player and can deliver such media as text, graphics, color visuals, motion, audio, and digital storage of data.

WHY REQUIRED: To satisfy the total training, doctrinal, or technical information delivery requirement. Retrieval of information by this system requires only seconds. The EIDS will increase training effectiveness and reduce costs associated with the development, production, and delivery of training material.

WHEN REQUIRED: Proponent schools will develop for institutional and sustainment training requiring interactive training.

RESPONSIBILITIES: TRADOC schools develop EIDS courseware and are responsible for lesson content. Army Extension Training Directorate, ATSC, assists TRADOC schools in contracting for courseware development, and produces and distributes courseware once developed by the TRADOC schools. Devices Management Directorate, ATSC, will manage the distribution of EIDS hardware.

F8

RESERVE COMPONENT (RC) CONFIGURED COURSE PROGRAM

PURPOSE: To provide standardized instructor and student support packages configured specifically for the RF schools. These fully exportable training support packages will be MOS producing courses designed to increase the number of MOS qualified RC soldiers.

WHY REQUIRED: The RC training environment has special constraints in time, facilities, and equipment that are not true of the Active Component training environment. In order to use

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course materials for RC training, they must be specially configured for the RC environment. Providing ready-to-use course materials allows the RC instructor to maximize actual training time and minimize training development.

WHEN REQUIRED: As training needs arise. Emphasis has shifted to configuration at MOS-specific RC-NCOES courses in support of BNCOE and ANCOE. TRADOC has published specific guidance for configuring courses.

RESPONSIBILITY: The Army Extension Training Directorate, ATSC, manages the development, printing, and distribution of the RC configured courseware. TRADOC service schools are the proponents for the configuration of the RC courses.

F9

DEVICES AND SIMULATORS

PURPOSE: To reduce training costs, enhance training, and increase the opportunity to train. The two types of training devices are system and nonsystem. We develop a system device for a specific materiel system for use only with that system. We develop a nonsystem device to support general military training or a family of systems.

WHY REQUIRED: The quality of training a soldier receives before going into combat relates directly to success and survival on the battlefield. The better the training, both individual and collective, the more likely the soldier and unit will engage the enemy successfully. Today, actual hardware is often not available for training purposes, and, in many instances, it is more economical to use a training device.

WHEN REQUIRED: The proponent will prepare a Training Device Needs Statement (TDNS) when it determines a requirement for a nonsystem device to correct a training deficiency. The proponent identifies device requirements to support a developing system in the system's Operational and Organizational Plan (O&O Plan) and subsequently, as an appendix to the system's Required Operational Capability (ROC). The MACOM Prioritization Panel annually prioritizes the nonsystem device requirements. From these results, DA builds the Program Objectives Memorandum (POM). Once a proposed device receives sufficient priority and funding, the proponent initiates a Training Device Requirements (TDR). The TDR, like a ROC, once approved, is the authorization to expend funding and begin appropriate procurement actions to acquire the proposed training device.

RESPONSIBILITY: The identification of a need for a training device can come from almost any source. The proponent school has primary responsibility for the development and eventual use of the device. The Devices Management Directorate, ATSC, is the HQDA executive agent for receiving and processing Armywide requirements for training devices. The Army Materiel Command (AMC) is the primary materiel developer and, as such, conducts concept exploration, research development, testing, and procurement of training devices. During the development process, there is close coordination between HQ TRADOC, AMC, FORSCOM, USAREUR, Eighth Army, and allied nations. Depending on the cost of the device, either HQDA or HQ TRADOC and AMC, jointly, approve the requirements document.

REFERENCES: ARs 71-9, 350-38, DA Cir 350-85-4, and AMC/TRADOC Pam 70-2.

F10
TACTICAL ENGAGEMENT SIMULATION (TES) WITH
MULTIPLE INTEGRATED LASER ENGAGEMENT SIMULATION (MILES)

PURPOSE: To simulate as closely as practical the combat environment through the conduct of free-play, force-on-force training exercises using the Multiple Integrated Laser Engagement System (MILES), Simulation of Area Weapons Effects (SAWE), and Weapons Effects Signature Simulators (WESS). These training exercises, with real-time casualty assessments using MILES equipped weapons, force soldiers, leaders, and units to practice the tactical behaviors necessary for survival on the modern battlefield and destruction of opposing forces.

WHY REQUIRED: The MILES devices, using coded laser beams, detectors, and microprocessor control units, provide high fidelity simulation of actual weapons. Linked with WESS for effective weapons firing signatures and SAWE for area effects, a realistic, dirty battlefield is created. The TES training methodology provides for preliminary training, execution, after-action reviews, corrective training and multiple repetitions. The fidelity of the MILES devices, weapons effects simulation, and signature simulators used within the TES methodology, produces training realism that allows units to train to high levels of collective performance not previously possible in peacetime.

WHEN REQUIRED: ATSC develops MILES devices for use on ground direct fire, air to ground, air defense, and area weapons so that realistic training can be conducted upon fielding of new weapons and systems. This includes developments for all weapons and systems in service or projected.

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RESPONSIBILITY: TES Directorate is the Army proponent for Tactical Engagement Simulation methodology. This includes development and fielding of engagement systems (MILES), weapons effects simulation (SAWE), and signature simulators (WESS) and the development of new and related engagement simulation devices. The Director, TES manages the development of these programs in coordination with ATSC, Devices Management Directorate; HQ TRADOC; AMC; and HQDA in order to complete this mission. Requirements for new MILES or followup engagement simulation devices and systems may originate within TES, from TRADOC proponent service schools, HQ TRADOC, HQ FORSCOM, HQDA, or the Army in the field.

REFERENCES: TRADOC Cir 25-6 and 70-83-1.

F11
COMBAT TRAINING CENTERS

PURPOSE: To provide the tactical and operational training required by AirLand Battle doctrine for our modernized, balanced forces worldwide. To provide stressful, near-combat environments with space for force-on-force maneuver, a live-fire training area, and air space for joint operations. There are also provisions for training division and corps commanders and battle staffs in exercises at homestations or at the Combined Arms Center (CAC), Fort Leavenworth, Kansas.

National Training Center (NTC).

The NTC at Fort Irwin, California, trains our heavy forces. Currently there are 12 annual rotations with 16 training days per each rotation. They focus on battalion task force combined arms and service training. NTC provides a stressful, near-combat environment with space for force-on-force maneuver, a live-fire training area, and air space for joint operations. In addition, there is a dedicated opposing force (OPFOR) and instrumentation capable of documenting actual events. The NTC will expand to evaluate a brigade size force rather than the battalion heavy task force now appraised.

Joint Readiness Training Center (JRTC).

The JRTC, located at Little Rock, Arkansas, provides a 12-day deployment with a combined arms field training exercise (FTX) for light, airborne, air assault, ranger, and special operation force units in a low-to-mid intensity conflict. It has force-on-force fully instrumentation training and limited live fire training. Joint operations with Air Force units will be an integral part of the training focus. In addition, we can export this training anywhere in the world to light forces.

Combat Maneuver Training Complex (CMTC).

The CMTC at Hohenfels, West Germany, will provide a 4-day field training exercise for all U.S. Army Europe mechanized forces. The training will focus on the battalion task force or squadrons in a mid-to-high intensity environment. The goal is for every U.S. heavy battalion task force to undergo training at this complex on an annual basis. The payoff will be highly trained U.S. units. It will be operational in FY 91.

Battle Command Training Program (BCTP).

The BCTP trains division and corps commanders and battle staffs, both Active and Reserve forces, to execute the Mission Essential Task List (METL) in a joint and combined setting. The program consists of a 3-5 day decision exercise conducted at a unit's homestation or at the Combined Arms Center, Fort Leavenworth, Kansas. The decision exercise will provide an AirLand battle doctrine refresher, a threat update, and a computer simulation and decision exercises. The second part of the BCTP is a warfighter command post exercise conducted over a 9-day period at corps battle simulation center. This 24-hour day field command post exercise involving a series of battles in a campaign driven by computer simulations. A link with LOGEX will provide full integration of selected corps and division level CSS commanders and their staffs in those exercises.

WHY REQUIRED: To provide realistic training and prepare the Army for war.

WHEN REQUIRED: As often as resources and scheduling by MACOMS will permit.

RESPONSIBILITY: MACOMS command their respective installations, provide equipment (less instrumentation) and base operations support. FORSCOM schedules CONUS unit rotations. TRADOC provides the training environment, to include acquisition and development of the instrumentation to all Combat Training Centers. It also provides: doctrine, tasks, conditions, standards, evaluation, and develops and disseminates lessons learned.

REFERENCES: AR 350-50 and TRADOC Reg 350-50.

F12

STANDARDS IN TRAINING COMMISSION (STRAC)

PURPOSE: To prescribe quantities of munitions essential for the soldier, crew, or unit to attain and sustain weapon proficiency considering availability and optimum use of training devices and simulators.

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WHY REQUIRED: To better defend the Army's requirements for training ammunition and to determine the proper mix of ammunition and devices. Training devices and simulators help offset the tremendous costs for ammunition, the constrained training areas, the wear and tear on the weapon system, and the time available at training areas. We developed STRAC training programs for four different training readiness conditions (TRC). Our goal is to have the training resources required to successfully perform at each readiness level.

WHEN REQUIRED: DA Pam 350-38 contains revised and refined standards and strategies for the 49 previously addressed weapon systems, while including 10 additional weapon systems. The organization and format have been changed in DA Pam 350-38 in order to make it more "user friendly." The Pam is on a 6-month update cycle and will be revised as necessary.

RESPONSIBILITY: The DCSOPS, DA, manages and coordinates STRAC. TRADOC develops, standardizes, and evaluates the STRAC training strategies. ATSC acts as Deputy Director for Training, STRAC, and serves as the DA Executive Agent for STRAC.

REFERENCE: ARS 220-1, 350-4, DA Cir 350-85-4, and DA Pam 350-38.

F13

TRAINING SIMULATIONS

PURPOSE: To help command and staff elements train and rehearse wartime command and control missions.

WHY REQUIRED: Training simulations provide an alternative training resource for commanders and staffs to exercise their wartime roles. Compared to field training, automated training simulations provide greater flexibility in training environments and scenarios and reduce the resources needed to exercise the whole staff in all wartime roles. Simulations support three primary training activities:

a. Dual level command and staff exercise drivers (corps/division or brigade/battalion).

b. Single echelon commander and staff trainer (corps, division, brigade, or battalion).

c. Seminar driver for a commander and a select part of his staff to examine specific parts of their mission and functions.

The Family of Simulations (FAMSIM) concept will provide a family of simulations that will operate on a common set of hardware and exercise commanders and staffs from company level to echelon above corps.

WHEN REQUIRED: Local commanders determine when to use simulations rather than full-up field training exercises. As constraints on resources, movement and noise become more restrictive, simulation-driven exercises will become more frequent.

RESPONSIBILITY: Training with simulations is the commanders responsibility. Development and fielding of training simulations is the responsibility of the Combined Arms Training Activity (CATA) at the Combined Arms Center. Within HQ TRADOC, the DCST has staff responsibility. TRAC provides technical support in the areas of modeling, data format and content, methodology, and technical integration. TRAC is responsible for ensuring consistency between training simulations and those used for analysis. PM-TRADE supports the fielding of training simulations through the materiel fielding process.

REFERENCES: AR 350-38, TRADOC Reg 351-6, AMC/TRADOC Pam 70-2, Field Manuals 24-100, 25-2, and 25-4.

F14
RANGE MODERNIZATION

PURPOSE: To support force modernization, new training concepts, new technology, advanced capabilities, and land requirements of proposed weapons and weapon systems. The result must be maximum use and management of all range resources.

WHY REQUIRED: New weapon systems and increased weapon system capabilities have rendered many of the current ranges obsolete. New weapon systems require new or modernized ranges. We review new training range projects to ensure that they support tasks, conditions, and standards described in ARTEP, FM, and the common tasks of SMS.

WHEN REQUIRED: You must identify requirements for training facilities and range projects approximately 5 years before the MCA project is to be completed.

RESPONSIBILITY: Range modernization is centralized at the Directorate for Army Ranges and Targets/National Training Center (DART/NTC), ATSC. The DART/NTC established a centralized, prioritized, resourced range modernization program. Installations determine their range needs in accordance with requirements and submit range projects on DD Form 1391 to the MACOM for approval; the annual Range Development Plans (RDP) that

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identify range projects are developed in 5-year packages. MACOMs develop, rank, and submit each project to DA. The DA Master Range Plan Prioritization Board (MRPPB) prioritizes, projects, and creates the Army Master Range Plan. Although DART/NTC establishes the Army Master Range Plan, the installation DEH must update the installation master plan and plan and program new range construction. Without these actions by the DEH, we cannot accomplish new construction.

REFERENCES: AR 210-21, Training Cir 25-1, and Field Manual 25-7.

F15

AMMUNITION AND TARGETS

PURPOSE: Targets and unique ammunition in support of Force Modernization are an essential part of the Army's training process which will enable soldiers to become proficient with the modern weapon systems scheduled for fielding.

WHY REQUIRED: Training unique ammunition and targets (to include target systems and devices) are a significant part of the training support requirements. Modern weapon systems have exceeded range capabilities of CONUS and local and major training areas of OCONUS. Additionally, timely and accurate engagement feedback to soldiers and crews of weapon systems require development of cost-effective training-unique ammunition, targets, target systems, and target devices.

WHEN REQUIRED: To support training or fielding of new or improved weapon systems or, as a result of advances in technology. Normal development period to include production contract award (without fiscal constraints and receives high priority by the nonsystem prioritization panel) is approximately 5 years.

RESPONSIBILITY: Ammunition and Targets Division of Devices Management Directorate (DMD), ATSC, manages and coordinates for HQDA, MACOM, and installations the development, fielding, and standardization of training-unique ammunition, targets, and target devices. Although a proponent initiates training requirements, DMD coordinates research and development programs related to training-unique ammunition and targetry.

REFERENCES: AMC/TRADOC Pam 70-2.

F16

ARMYWIDE DOCTRINAL AND TRAINING LITERATURE PROGRAM (ADTLP)

PURPOSE: To provide the means for determining requirements and to fund Department of the Army (DA) initial and reprint printing

of field manuals (FM), training circulars (TC), Army training and evaluation program (ARTEP), soldier training publication (STP), and prescribed DA forms.

WHY REQUIRED: To describe Armywide doctrine, tactics, techniques, and procedures to be followed in conducting operations at all levels in support of the Air-Land Battle. Also, to describe training related actions necessary to gain mission proficiency in the execution of doctrine.

WHEN REQUIRED: The TRADOC schools and other TRADOC preparing agencies determine requirements based on doctrinal and training deficiencies identified within the mission area analysis. All existing DA publications must be reviewed every 18 months to determine if still required or still current.

RESPONSIBILITY: TRADOC and DOD service schools along with other functional preparing agencies develop ADTLP publications. U.S. Army Publications and Printing Agency establishes DA printing policy. TRADOC (DCSDOC and DCST) provides management and development policy. ATSC (AET) centrally administers, manages, and provides design and editorial standards for the printing of ADTLP products and consolidates the yearly scheduling requirements.

REFERENCES: AR 310-3, Chapter 7; TRADOC Reg 11-7; and TRADOC Pam 310-6.

G1
EVALUATION - GENERAL

TRADOC determines the quality of its output through evaluation. Evaluation in TRADOC is a structured system involving evaluation design, data collection and analysis, and reporting.

PURPOSE: To provide feedback to decision makers on the competency of course graduates and quality and utility of other TRADOC output such as training support materials, training devices, new systems, new organizations, and new doctrine.

WHY REQUIRED: The lethality and complexity of the modern battlefield places high demands on commanders, other battle leaders, and soldiers. Above all is the demand for excellence in performance, e.g., the application of skill and judgment in concert with new technology and equipment. Knowledge of the true capabilities of individuals, units, and systems is essential for success. Evaluation and feedback to decision makers provides a critical ingredient to the knowledge base.

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WHEN REQUIRED: In operational units, the evaluation process is continuous, involving the entire chain of command. In TRADOC, it is focused on providing essential elements of information at critical decision points in doctrine, training, and combat developments.

RESPONSIBILITY: TRADOC integrating centers, service schools, and Army Training Centers (ATC), develop and execute formal evaluation plans and programs. Each level of command manages various aspects of evaluation.

REFERENCES: TRADOC Reg 350-7, A Systems Approach to Training, and TRADOC Reg 350-15, TRADOC Training Evaluation, Standardization, and Feedback Program.

G2

EVALUATIONS - SERVICE SCHOOLS AND ATC

PURPOSE: TRADOC Service Schools and ATC focus both externally and internally in their evaluation programs. External evaluation programs involve the schools and ATC in surveys of field user views of the quality of TRADOC output and a schedule of visits to those units to obtain direct feedback. Schools and ATC conduct internal evaluations to make judgments of the quality of training and testing and of the developmental aspects of doctrine and training instruction and publications. For example, evaluators compare the audit trail for new course analysis, design, and development with actual conduct of training and testing to assure consistency of course delivery with course development decisions.

WHY REQUIRED: External evaluations enable specific feedback on the quality and effectiveness of TRADOC products to be obtained from the users of TRADOC products. Directorates of Evaluation and Standardization analyze and refer deficiencies to the appropriate TRADOC element to make changes needed to training, training developments, doctrine, or systems. Internal evaluations provide an assurance that the training programs developed and taught produce soldiers who meet the needs of the field. Internal evaluations also ensure that training support materials and doctrinal publications reflect field input and current doctrine, tactics, and techniques.

WHEN REQUIRED: Each school prepares an annual master evaluation plan which identifies their next fiscal year internal and external evaluations. It also identifies their participation as observers and sources of feedback in major exercises and the National Training Center (NTC) experience. The Directorate of Evaluation and Standardization (DOES) identifies specific courses and products for evaluation. The DOES schedules trips

to Active Component Units, Reserve Component Units, and U.S. Army Reserve Forces Schools to access acceptance of training products by the users.

RESPONSIBILITY: The school commandant assesses the effectiveness of course graduates, training publications, and other materials sent to units. The ATC commander participates with proponent school commandants in external evaluations to assure the quality of training and testing within the ATC.

REFERENCES: TRADOC Reg 350-7, A Systems Approach to Training, and 350-15, TRADOC Training Evaluation, Standardization, and Feedback Program.

G3

INTEGRATING CENTERS IN EVALUATION

PURPOSE: To ensure that the schools are providing doctrine, training, and systems that maximize the proper mix of combat power and support on the battlefield. Integrating Centers evaluate the compatibility of training, doctrine, organizations, and fielded systems in support of the AirLand Battle.

WHY REQUIRED: Operational forces fight most effectively as combined arms and support teams. Integrating Centers oversee integration and standardization in TRADOC and evaluation and standardization programs in their associated schools.

WHEN REQUIRED: Integrating Centers schedule participation of TRADOC as observers in major exercises and at the NTC. Integrating Centers also schedule and execute a series of Integration and Standardization Team visits to field commands in garrison.

RESPONSIBILITY: The integrating center commander participates in the TRADOC evaluation program through an active integration and standardization program. Integrating Centers will prepare to assume responsibility for a structured evaluation program of their associated schools in FY 87.

REFERENCE: AR 34-4, Standardization, and TRADOC Reg 350-15, TRADOC Training Evaluation, Standardization, and Feedback Program.

G4

THE HEADQUARTERS TRADOC EVALUATION PROGRAM

PURPOSE: To provide the Commander, TRADOC, Deputy Commanders, and Deputy Chiefs of Staff with a performance assessment of our schools and training centers and allow our leaders to make informed decisions on command policy, guidance, and priorities.

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WHY REQUIRED: To achieve both economy and excellence in performing TRADOC's mission.

WHEN REQUIRED: We schedule evaluations of TRADOC schools and ATCs in coordination with the TRADOC IG to ensure that there is no overlap and that they recur approximately every 18 to 24 months.

RESPONSIBILITY: The Deputy Chief of Staff for Training (DCST) manages the TRADOC Evaluation Program. The Director of Evaluation, ODCST, plans, schedules, and conducts the evaluation with evaluators from the headquarters staff, the integrating centers, the U.S. Army Training Support Center, and the U.S. Army Sergeants Major Academy. The IC will manage and conduct this program starting in FY 88 or 89. The Directorate of Evaluation, ODCST, will continue to provide overall evaluation policy and guidelines, will provide oversight for implementation of the Evaluation and Standardization Management Information System (ESMIS), and will be the Army's primary point of contact for evaluation of interservice courses of instruction.

REFERENCES: TRADOC Reg 350-15, TRADOC Training Evaluation and Quality Assurance Program, HQ TRADOC Service School and Army Training Center Training Evaluation Program.

H1 MOBILIZATION

Mobilization is the preparation for war or other national emergencies through assembling, organizing, training to a high state of readiness, and preparing for movement of both people and materiel. The progressive stages of mobilization include 200K call-up, selective, partial, full, and total mobilization. Generally, the magnitude of the emergency governs the level of mobilization. Mobilization may allow an orderly approach with sufficient time to execute progressive or phased actions, or could occur at a rate faster than planned. TRADOC has four major missions upon mobilization:

a. Assist mobilizing and deploying units (AC/RC) in meeting their deployment schedule. Requires TRADOC installations to give priority support to the deployment of FORSCOM units.

b. Expand the training base to accommodate an increase in trainees.

(1) TRADOC installations and schools must plan for the expansion of facilities, equipment, and training to support the estimated sixfold increase in trainees expected during the first 6 months of mobilization.

(2) The following USAR training base expansion units assist TRADOC with this mission.

- (a) 12 USAR Training Divisions.
- (b) 3 USAR Training Brigades.
- (c) 2 USAR Training Battalions.
- (d) 13 USAR Reception Battalions.
- (e) 88 U.S. Army Reserve Forces (RF) Schools (Units to be deactivated upon mobilization, personnel to be used as fillers in the expanded training base).

c. Establish CONUS Replacement Centers (CRC). The CRC processes individual replacements for overseas movement primarily from the training base, issues required clothing and equipment, and coordinates their movement to the port of embarkation.

d. Expedite combat developments. Selected material items, already in advance stages of development, will be required on a priority basis to support the theater of operations.

H2 TRAINING BASE EXPANSION

PURPOSE: Upon mobilization, the training base expands to meet the surge requirements for trained manpower to support operations, plans, or other contingencies.

WHY REQUIRED: The post-mobilization training requirement is the foundation of TRADOC training base expansion planning. HQDA produces critical MOS requirement, based on wartime scenarios. The Mobilization Army Program for Individual Training (MOBARPRINT) documents and distributes these requirements to installations. The MOBARPRINT includes the timephased trainee input for each course at every USATC and separate school with a post-mobilization requirement.

Requirements during mobilization will exceed current mobilization resources for facilities, equipment, and support personnel at most TRADOC installations. To meet the surged trainee loads, USAR units will augment/expand the active training base. Training strategy will entail immediate conversion to mobilization programs of instruction (MOB POI) and use of innovative training

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techniques to minimize projected shortfalls. The training base mission will focus on producing MOS-trained replacements capable of surviving on the battlefield.

WHEN REQUIRED: During stages of mobilization. Exact trainee requirements will depend on the MOBARPRINT produced to support actual scenario requirements. Peacetime planning uses a MOBARPRINT designed to support a general war, worst case scenario for full mobilization.

RESPONSIBILITY: Plans, Operations, and Mobilization Directorate, ODCST, has primary responsibility at HQ TRADOC.

REFERENCES: TRADOC Mobilization and Operations Planning System (TMOPS). Specific guidance contained in Volume II (General War Mobilization Plan) and Volume III (Training Base Expansion Plan).

H3

RESERVE COMPONENT RESPONSIBILITIES IN MOBILIZATION

PURPOSE: The mission of Reserve Component units that come under TRADOC upon mobilization is to assist in expanding the training base. For this purpose, there are 12 USAR training divisions, 3 USAR training brigades, 2 USAR training battalions, 13 USAR reception battalions (11 currently, 2 to be activated in Sep 88), and the personnel from 88 RF schools in the force structure.

WHY REQUIRED: The training base expands in two increments. The actual activation of Reserve Component units with a TRADOC training base expansion mission is entirely scenario-dependent. The FORSCOM Mobilization Troop Basis Stationing Plan, Volume III, Part 2 (S), documents this activation.

a. Phase I: Six training divisions, 7 Reception Battalions (RECBN), 2 training brigades, and 2 training battalions augment existing TRADOC training centers (Forts Benning, Dix, Jackson, Knox, McClellan, Sill, and Bliss). This phase allows for the most rapid expansion.

b. Phase II: Six training divisions, one separate brigade, and 6 RECBN establish new training centers as tenants on FORSCOM installations (Forts Bragg, Campbell, Hood, Lewis, Ord, and Polk).

WHEN REQUIRED: If time permits the Army to conduct a timephased sequential mobilization, we can expect during a partial mobilization 40 percent of training base units would be ordered to active duty. Depending on deployment schedules of U.S. forces

to an overseas area of conflict, these training base units which are task organized and scenario driven could be called to augment existing TRADOC training base centers or to open new training centers at up to six FORSCOM installations. For full mobilization, all RC training base units in the existing force structure would be mobilized.

RESPONSIBILITY: FORSCOM commands all USAR units in peacetime. HQ TRADOC (ODCST) coordinates missions, force structure, resourcing, and the training of the Reserve Components coming under TRADOC command and control upon mobilization. However, the training divisions, Reserve Forces schools, and RECBN, also coordinate directly with their mobilization stations and proponent schools.

REFERENCES: TRADOC Mobilization and Operations Planning System (TMOPS), Volumes II and III, and FORSCOM/TRADOC Reg 140-3.

H4

MOBILIZATION TRAINING STRATEGY FOR COMMISSIONED OFFICERS

PURPOSE: Officer mobilization training policy addresses the surge requirements for commissioned officers. In addition, newly commissioned officers must complete 12 weeks' specialty training prior to deployment.

WHY REQUIRED: To ensure a smooth transition from peacetime precommissioning to meet our wartime officer requirements.

WHEN REQUIRED: Based on DA guidance, the Commander, TRADOC, may implement selected portions of this training strategy during any mobilization phase prior to full mobilization. Separate strategies exist for ROTC, the USMA, OCS, and direct appointments. Each strategy serves to speed a qualified officer into the force.

RESPONSIBILITY: ROTC-USAROTCCC; Officer Training Directorate, DCST; USMA; HQDA; designated Service Schools' DCST.

REFERENCES: TRADOC Mobilization and Operations Planning System (TMOPS), and National Guard Reg 10-2.

H5

CONUS REPLACEMENT CENTER (CRC) IMPLEMENTATION PLAN

PURPOSE: To provide systematic procedures for processing individuals as fillers and casualty replacements prior to movement to theaters of operation.

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WHY REQUIRED: CRC processes individual replacements and individual members of crews, teams, squads, and platoons for deployment.

WHEN REQUIRED: During mobilization.

RESPONSIBILITY: TRADOC establishes CRC, and the training centers operate them. ODCSPAL Resource Management Directorate, has primary responsibility. CRC requires full coordination with HQDA, HQ TRADOC, TAPA, MTMC, and JDA for personnel, logistics, and transportation input.

REFERENCES: AMOPS Vol III, FM 12-16, TRADOC Pam 525-25, and CONUS Replacement Center (CRC) Implementation Plan, dated 25 September 1984.

CHAPTER 4

COMBAT DEVELOPMENTS

Combat Developments describes the processes and activities TRADOC employs to determine how the Army will fight and how we organize, equip, man, train, and support to conduct that fight. Combat Developments encompasses the formulation of concepts, doctrine, organization, and materiel objectives and requirements. It includes development of Army functional systems (logistics, personnel, administrative, and others as designated) that impact directly on or expand into a theater of operations.

Chapter 2 described how doctrine developers evolve an idea into an operational concept and how the concept becomes doctrine.

This chapter describes how the combat developer modernizes the force to fight the AirLand Battle using the CBRS to determine capability issues and the Life Cycle Systems Management Model (LCSMM) to integrate and manage the efforts of analysts, trainers, testers, logisticians, and personnel managers. The combat developer works closely with the materiel developer in AMC, the agency responsible for research, materiel development, development tests, and product validation of an item, to achieve total system fielding of the right equipment, on time, to effectively designed and organized units.

II

STUDIES AND ANALYSIS

PURPOSE: To provide the underlying basis for definition of requirements and decision making. Studies and analysis support doctrine, soldier, combat and training developments, and testing--in all cases providing a quantitative measure to help define and select solutions to problems.

Some examples:

- a. Mission Area Analysis.
- b. Research Studies.
- c. Force Structure Studies.
- d. Logistics Studies.
- e. Personnel Studies.
- f. Trade-off Analysis.

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g. Cost and Operational Effectiveness Analysis or Abbreviated analysis.

h. Training Effectiveness Analysis.

WHY REQUIRED: To ensure that Army decisions are based on information derived from creditable, comprehensive, structured processes. While judgmental factors are also important, the input from systematic analysis frequently is the controlling factor in decision making.

WHEN REQUIRED: Whenever choices must be made, from the time a concept or system (doctrine, tactics, organization, training, or material) is first conceived until it is eliminated from the Army.

RESPONSIBILITY: TRADOC Analysis Command (TRAC) provides the majority of analytic support to TRADOC. Commander, TRAC, reporting directly to Commanding General, TRADOC, is responsible for the execution, quality, and soundness of TRADOC analysis. HQ TRAC, Requirements and Programs Directorate, assists the study sponsor in defining the problem and jointly preparing the study tasker. TRAC plans and conducts major studies and COEA assisted by the TRADOC schools and centers. TRAC provides production and quality oversight of major and nonmajor TRADOC studies. Commander, TRAC, certifies the quality of studies prior to their approval. Staff organizations of HQ TRADOC generally are the study sponsors although integrating centers and schools can also be sponsors. Local commanders execute nonmajor studies at their centers and schools. HQ TRADOC assists by obtaining resources and monitors its studies through periodic study advisory groups (SAGs).

REFERENCES: AR 5-5, TRADOC Reg 5-3, 11-8, and TRADOC Pam 11-8.

I2

TRADOC AR 5-5 STUDIES PROGRAM

PURPOSE: To ensure TRADOC-wide analytical resources are applied to the most important problems of TRADOC and the Army in an integrated program of studies. Studies address doctrine, training, and combat development. Study categories include:

- a. DAB managed programs.
- b. Army managed programs.
- c. Nonmateriel Acquisition High Visibility Studies.

- d. Battlefield Research/Force Structure.
- e. Training analyses and simulations.
- f. Development of analytical tools and scenarios.
- g. Other nonmajor analyses to support material acquisition process.
- h. Other nonmajor studies.

WHY REQUIRED: To integrate and prioritize study requirements for all of TRADOC in an annual program and to ensure proper allocation of resources (funds and manpower) to execute the program.

WHEN REQUIRED: Prior to each fiscal year.

Dec	HQ TRAC sends guidance to the schools and centers.
Jan-Mar	Agencies develop a study proposal, then staff, and forward it to their integrating centers for consolidation into the integrating center studies program.
Mar	Integrating centers send programs to HQ TRAC.
May	HQ TRAC develops and staffs a consolidated draft with the integrating centers and the HQ TRADOC staff.
Jun	CG, TRADOC, approves the final study program.
Jul	HQ TRADOC publishes the study program.

As Required: Schools, integrating centers, and HQ TRADOC update the study program.

RESPONSIBILITY: The Requirements and Programs Directorate, HQ TRAC, Fort Monroe, is responsible for development, coordination, and integration of the TRADOC AR 5-5 Study Program.

REFERENCES: AR 5-5, TRADOC Reg 5-3, 11-8, and TRADOC Pam 11-8.

I3
MISSION AREA ANALYSIS (MAA)

PURPOSE: To assess the capabilities of programmed Army forces to be successful on the future AirLand Battlefield. MAA is the method to:

- a. Identify capability deficiencies and efficiencies in each of the 12 mission areas.
- b. Evaluate enhancement opportunities.
- c. Propose corrective actions in the areas of doctrine, training, organization, and materiel.

MISSION AREAS

Air Defense	Communications
Aviation	Engineer and Mine Warfare
Close Combat (Heavy)	Fire Support
Close Combat (Light)	Intelligence and
Combat Service Support	Electronic Warfare
Combat Support, NBC	Special Operations Forces
Command and Control	

WHY REQUIRED: To provide the front-end analysis of required capabilities as the analytic base and justification for initiating or continuing corrective action programs. MAA provides--

- a. Capability issues and corrective actions for examination by the Army's senior management during the SPR process.
- b. Analytic foundation and issues for the BDP.
- c. Analytic foundation for corrective action strategies in MADP and TRADOC long-range plans.
- d. Initial requirements analysis to support doctrine, training, and force modernization developments.

WHEN REQUIRED: Continuously. (The results provide the basis for the annual Mission Area Development Plan). In addition, several MAA studies are conducted together on a staggered schedule over a 4-year cycle.

RESPONSIBILITY: Mission area proponent schools conduct the analysis under the direction of their integrating center. TRAC provides analytical support. In addition, the Combined Arms

Center and Logistics Center conduct umbrella MAA studies. ODCSCD is the HQ TRADOC staff proponent with full participation by ODCSDOC and ODCST. HQ TRADOC initiates the study directives and guides the conduct of the analysis through a study advisory group. As of 1 October 1987, HQ TRADOC was developing a plan to reduce MAAs from 12 to 8.

REFERENCES: OMB Cir A-109, DOD Dir 5000.1, ARs 5-5, 71-9, 1000-1, TRADOC Reg 5-3, 11-15, and TRADOC Pam 11-8.

I4

BATTLEFIELD DEVELOPMENT PLAN (BDP)

PURPOSE: To focus the Army's research, development, and acquisition efforts in the functional areas of doctrine, training, organization, and materiel. We derive Army warfighting requirements from the Concept Based Requirements System. The TRADOC BDP is an important and integral part of this system. It contains a prioritized and integrated list of the Army's battlefield capability issues derived from the TRADOC MAA. The BDP presents a user's perspective of the future battlefield in terms of expected environment, battle doctrine, capability assessment, and guidance to overcome capability weaknesses and exploit capability strengths.

WHY REQUIRED: To present battlefield capability issues in a format that feeds the Planning, Programming, Budgeting, and Execution System (PPBES). The BDP helps DA prioritize TRADOC's input to the DA Long-Range Research Development and Acquisition Plan (LRRDAP). It also provides a closer relationship between the user (TRADOC) and the developer (AMC) by assisting AMC to prepare its technical base prioritization effort and the Mission Area Materiel Plans.

WHEN REQUIRED. The BDP is a biennial publication. Proponents will accomplish new MAAs in their areas approximately every 4 years. Annual updates make adjustments for budgeting changes, new technological developments, improved threat data, and other new information in the interim period between major analyses. The BDP will incorporate these adjustments, prioritize and integrate the updated MAA results, and publish them in May for DA's use in the PPBES.

RESPONSIBILITY: BDP Cell, Systems Management Directorate, with full participation by ODCSDOC and ODCST--

a. Publishes the BDP biennially.

b. Consolidates, integrates, and prioritizes the capability issues from the mission area proponents during the annual BDP prioritization process.

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c. Prepares the battlefield assessment portion of the document with HQ TRADOC and DA assistance.

REFERENCES: The Army Plan, Army Long-Range Planning Guidance, TRADOC Reg 11-15, and TRADOC Pam 11-8.

I5

MISSION AREA DEVELOPMENT PLAN (MADP)

PURPOSE: To provide a time phased road map of corrective action strategies for doctrine, training, organization, and materiel developments addressing each MAA capability issue; to present a summary of significant changes in threat, programmed force fielding, technology, and insights from continuous analysis of the mission area capabilities.

WHY REQUIRED: Fully coordinated and integrated MADPs are central to the CBRS and Architecture for the Future Army. MADPs provide--

- a. Action officers with a rapid reference to user requirements and program priorities rationale.
- b. Action plans for System Program Review (SPR).
- c. Input to TRADOC long-range plans with doctrine, training, organization, and materiel corrective action strategies.
- d. MAA executive summary update of requirements analysis as basis for changes in BDP priorities and input to long-range plans.
- e. Tracking information to assess progress toward resolving capability issues.
- f. Historical audit and crosswalk of all capability issues, both major (BDP) and nonmajor, to corrective actions.

WHEN REQUIRED: Annual requirement to document and distribute each October except when the MA proponent conducts a complete MAA every fourth year.

RESPONSIBILITY: MA proponents prepare, coordinate, integrate, publish, and distribute; integrating centers review and approve; HQ TRADOC coordinates and integrates results into long-range plans.

REFERENCES: TRADOC Reg 11-8, 11-15, and TRADOC Pam 11-8.

I6
BATTLEFIELD RESEARCH STUDIES

PURPOSE:

a. To explore potential solutions to battlefield capability issues usually identified in a Mission Area Analysis.

b. To search for innovative approaches or concepts to execute missions and employ existing and projected systems.

The studies provide information to decision makers on new initiatives in doctrine, training, organization, and materiel. Proponent schools and centers are the primary users; however, the results may be of interest to both industrial and military research and development agencies.

WHY REQUIRED: To further refine previously identified requirements for training, doctrine, organization, manpower, and materiel, and to define operational and organizational requirements for new system starts.

WHEN REQUIRED: Following the identification of capability issues from the MAA process but before pursuing materiel solutions at Milestone O or starting a COEA for a Milestone I. Battlefield Research Studies provide the transition between the MAA and follow-on studies such as Force Structure, Logistics, Personnel, and Trade-Off Analysis.

RESPONSIBILITY: The TRADOC schools and centers conduct Battlefield Research studies within their respective functional areas. They initiate the studies as a result of findings from MAA, routine functional area evaluations, and dialogue with military and industrial research and development agencies. HQDA, HQ TRADOC, and integrating centers may also direct the studies to be conducted.

REFERENCES: DOD Dir 5000.1, DODI 5000.2, ARs 5-5, 70-1, 71-1, 71-9, 1000-1, DA Pam 11-25, TRADOC Reg 5-3, 11-8, and 71-3.

I7
FORCE STRUCTURE STUDIES

PURPOSE: To improve the warfighting effectiveness of the U.S. Army. Force structure studies can--

a. Determine requirements for the Army's combat structure.

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- b. Evaluate effectiveness of current and future organizations.
- c. Provide justification for number and type of materiel systems.
- d. Evaluate requirements for force design and integration.

WHY REQUIRED: To ensure the most effective and economical Army organizations to accomplish assigned missions in specific environments.

WHEN REQUIRED: When studies such as the TRADOC MAA note deficiencies or enhancement opportunities in force structure, design, and integration. Changes in existing doctrine or acquisition of new or advanced materiel systems also may require force structure studies.

RESPONSIBILITY: HQDA, HQ TRADOC, the integrating centers, or TRADOC schools/centers may initiate force structure studies. HQ TRADOC initiates the major force structure studies. The study agency is normally CAC, Force Design Directorate. TRAC provides analytical support and expertise as appropriate. HQ TRADOC tasks the study and monitors the study effort through scheduled study advisory groups.

REFERENCES: AR 5-5, TRADOC Reg 5-3, 5-14, and 11-8.

18

LOGISTICS STUDIES

PURPOSE: To determine Army requirements in the areas of combat service support doctrine, organization, operations, training, and materiel. Also to provide information for Army planning and programming to ensure that the field can operate, maintain, and sustain systems and that organizations, personnel, and manpower are adequate to support these requirements.

WHY REQUIRED: To ensure the Army maintains a combat-ready force that is logistically supportable to meet worldwide contingencies.

WHEN REQUIRED: When studies from other functional areas such as MAA identify a logistics deficiency or an enhancement opportunity. The need for a study can also surface during the acquisition of materiel systems.

RESPONSIBILITY: DA DCSLOG is responsible for logistics studies Armywide. Within HQ TRADOC, the DCSCD has general staff responsibility for logistics in the combat developments area (combat

developer). Other HQ TRADOC staff sections supervise logistics peripheral elements. The U.S. Army Logistics Center is the TRADOC logistician and TRADOC executive for Integrated Logistics Support.

REFERENCES: ARs 55-355, 700-127, 710-2, 750-1, TRADOC Reg 5-3, 700-1, and FM 55-1.

I9

PERSONNEL STUDIES

PURPOSE: To provide personnel managers and the combat and training development systems with the information to assist in making manpower and personnel decisions. Such studies research and analyze the characteristics of soldiers in today's Army and those who will be available, in future years, to operate, maintain, and repair the Army's increasingly technical systems (materiel and nonmateriel). Methodologies used are primarily trend analyses supported by historical data from a variety of automated and nonautomated sources. To be effective the studies must address, as a minimum, the following:

- a. Performance requirements (job and task analyses).
- b. Mental and physical skills soldiers need to operate and maintain the proposed system.
- c. Required number of soldiers (in terms of individual crew per system unit), number of operational units (crew and support personnel), and aggregate (all-Army) totals.
- d. Projected availability of needed numbers of soldiers with required skills.
- e. Capacity of current or projected manpower authorizations to support the proposed system.
- f. Impact on the current MOS, grade, personnel, and force structure.
- g. Requirements for all institutional training (with sustainment in units), all unit training, and all training products (sites, methods, and media).
- h. Possibilities for cost-effective trade-offs that will capitalize on soldier resource aspects (versus materiel aspects).

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WHY REQUIRED: To ensure the correct numbers and categories of trained soldiers are in place when needed to execute the Army's missions worldwide.

WHEN REQUIRED: When studies such as MAA or special investigations identify a manpower or personnel deficiency or an enhancement opportunity. Additionally, issues surfaced during the materiel system acquisition process may establish the need for personnel studies.

RESPONSIBILITY: DA DCSPER is responsible for personnel studies Armywide. Within HQ TRADOC, the DCSCD has general staff responsibility for personnel considerations in the combat developments area (combat developer). The U.S. Army Soldier Support Center is the TRADOC integrating center for manpower and personnel matters.

REFERENCES: ARs 5-5; 71-2; 570-2; 611-1; 611-76; 611-101; 611-112; 611-201; TRADOC Reg 5-3; DA DCSPER LON; AMC/TRADOC Pam 70-2; and DA/HQ TRADOC/SSC MOU, dated 31 August 1980.

110

TRADE-OFF ANALYSIS (TOA)

PURPOSE: To support definition of materiel requirements during concept formulation.

WHY REQUIRED: To provide the analytical basis for translating a general statement of operational need into system-oriented characteristics and performance. The TOA provides the principal basis for the Required Operational Capabilities (ROC) document. The TOA uses input regarding materiel options, costs and risk from the AMC Trade-Off Determination (TOD) to conduct trade-offs among the need, required capabilities, risks, manpower, costs, schedule, and strategies. The TOA identifies required capabilities in terms of envelopes of system characteristics and performance, operational concept, and logistics support concept. It also provides the basis for AMC to develop the Best Technical Approach (BTA).

WHEN REQUIRED: The TOA is conducted early in concept formulation between Milestones 0 and I (or I/II) for all Research, Development, and Acquisition (RDA) programs. It should begin with preparation of the O&O Plan and be completed in time to support preparation of the initial draft ROC.

RESPONSIBILITY: The TRADOC school or center, as functional proponent, conducts the TOA. AMC provides input and assistance. Within HQ TRADOC, the DCSCD has staff responsibility for TOA.

REFERENCES: ARs 70-1, 71-9, 5-5, TRADOC Reg 11-8, TRADOC Pam 11-8, and AMC-TRADOC Concept Formulation Process MOI.

I11

COST AND OPERATIONAL EFFECTIVENESS ANALYSIS (COEA) OR
ABBREVIATED ANALYSIS (AA)

PURPOSE: To provide a basis for Army program decisions. The COEA or AA is a comparative evaluation of alternatives generally defined as systems and programs. The alternatives compete to eliminate or reduce a mission deficiency or to exploit efficiency. The analysis identifies the relative effectiveness and costs (for sustaining, developing, producing, distributing) of each alternative. During the Life Cycle System Management Model, the COEA continues the close attention that began with the Research Study and Trade-Off Analysis following the MAA. Materiel systems especially fit the COEA and AA.

WHY REQUIRED: To ensure that, prior to committing resources to a system or program, the decision maker has a sufficient basis for selecting the best course of action. The COEA supports the materiel acquisition milestone decision for major systems. Non-major systems require a simpler cost-effectiveness analysis called an Abbreviated Analysis (AA).

WHEN REQUIRED: At milestone decision reviews. The first milestone decision review for major programs requires a COEA. As a rule, only significant changes in mission, threat, technology, or cost require a COEA to support subsequent milestones. Each milestone requires updated costs.

RESPONSIBILITY: TRAC conducts the COEA for major systems assisted by the TRADOC functional proponent school or center. The AA for nonmajor systems is conducted by the TRADOC school or center. As the materiel developer, AMC is a principal participant.

REFERENCES: ARs 5-5, 11-18, 1000-1, TRADOC Reg 11-8, TRADOC Pam 11-8 and 71-3.

I12

DEVELOPMENT OF ANALYTICAL TOOLS

PURPOSE: To provide a consistent and accurate means for repetitive quantitative evaluation. The principal analytical tools to implement the analysis process are models. The term "models" embraces a broad group of analytical tools ranging from a map exercise through a computer-assisted war game to completely automated simulations. There are over 40 models in the TRADOC inventory and many more exist outside of TRADOC.

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WHY REQUIRED: To support TRADOC Studies and Analysis and the AR 5-5 Study Program. Analytical tools are critical to the COEA that is an essential element of the materiel acquisition process. Analytical tools play a prominent part in studies of doctrine, force structure, and logistics among others. Models are fast, responsive, greatly reduce the resources needed to examine a subject, and can emulate some situations such as chemical and nuclear combat for which tests are clearly impractical.

WHEN REQUIRED: When other means of evaluation such as laboratory and field tests are inappropriate or inadequate due to limitations in representation, safety, resources, and schedule. The most critical time-sensitive requirement is in support of studies with a fixed decision point such as a milestone decision review.

RESPONSIBILITY: Requirements and Programs Directorate, HQ TRAC, has staff responsibility for the TRADOC Model Program. The principal action agency for production and use of models is TRAC with its elements, TRAC-WSMR, TRAC-FLVN, TRAC-LEE, and TRAC-FBHN. Any element of the command may initiate model requirements, but the approval for new model development rests with CG TRAC. Once approved, TRAC has the primary responsibility.

REFERENCE: AR 5-4, TRADOC Reg 5-4, 11-8, and TRADOC Pam 11-8.

J1

LIFE CYCLE SYSTEM MANAGEMENT MODEL (LCSMM)

One of the possible results of the CBRS process is the identification of a need for a new materiel system. AMC and TRADOC will develop this system using the materiel acquisition process. This is a tailored sequence of specified phases of program activity and decision. It is depicted in a model called the Life Cycle System Management Model (LCSMM) for Army systems.

The LCSMM outlines the life cycle of Army system acquisition from materiel concept investigation to ultimate phase-out and disposal. It guides the development of materiel systems by combat developers, materiel developers, trainers, operational testers, evaluators, and logisticians to ensure that each of them accomplishes his responsibilities for a given program at the appropriate time.

The traditional LCSMM is divided into four phases:

- a. Concept exploration.
- b. Demonstration and validation.

- c. Full scale development.
- d. Production and deployment.

Each phase is separate and distinct from the others. No program proceeds from one phase into the next without a decision from the appropriate decision council (DAB, ASARC, IPR). The decision points are Milestones I, II, and III. TRADOC and AMC, in coordination, will develop programs using this model when the decision authority requires them. All other programs will be developed using the Army Streamlined Acquisition Process (ASAP). ASAP compresses the LCSMM into 3 phases:

- a. Proof of principle.
- b. Development prove out.
- c. Production and deployment.

The decision points are Milestones I/II and III.

The materiel developer (Project Manager if appointed) prepares the acquisition strategy in coordination with the combat developer, logistician, and trainer.

J2

ACQUISITION PROGRAM CLASSIFICATION

PURPOSE: To classify acquisition programs into one of three categories based on the level of decision authority and the intensity of management effort required for a given program.

CATEGORIES	DECISION AUTHORITY	COUNCIL
DOD Major Program	Secretary of Defense (SECDEF)	DAB
Designated Acquisition Program (DAP)	Army Acquisition Executive (AAE)	ASARC
In-Process Review (IPR)	Materiel Developer (usually AMC)	IPR

WHY REQUIRED: Several hundred different materiel items or systems are usually in development at any given time. It is, therefore, impossible to process all of them in an identical manner. An expensive and complicated tank or helicopter merits more intensive management and higher level oversight than a small, new item of personal equipment. The key milestone decisions in the life cycle system management model are made at different levels based upon the category of the system.

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WHEN REQUIRED: When the program is first initiated, usually with the approval of the requirements document. The decision authority can reclassify programs to a higher or lower category when circumstances dictate (e.g., major changes in the complexity or cost of the program or urgency of the need for the new item).

RESPONSIBILITIES: The responsibility for placing a given program in a given category, with the exception of the IPR programs, rests with the decision authority for the category, i.e., SECDEF designates which programs are DOD major programs, etc. HQ TRADOC, in the requirements transmittal letter to HQDA, makes the initial recommendation concerning decision level and category. The TRADOC System Staff Officer (TRASSO) prepares this transmittal letter.

REFERENCES: ARs 70-1, 71-9, 1000-1, DA Pam 11-25, and AMC/TRADOC Pam 70-2.

J3
DECISION COUNCILS

PURPOSE: To make major management decisions as a system passes from one phase to another in the LCSMM. The levels of review are commensurate with the program classification as discussed in acquisition program classification. The decision bodies that review the program and make the recommendations to the decision authority are:

a. The Defense Acquisition Board (DAB) which provides information and recommendations to the SECDEF when decisions are necessary on DOD major programs.

b. The Army System Acquisition Review Council (ASARC), which:

(1) Develops the Army's course of action on DOD major programs in preparation for DAB review.

(2) Provides information and recommendations for decisions by the Army Acquisition Executive on Designated Acquisition Programs.

(3) In-Process Review (IPR) makes recommendations to the appropriate decision authority for all other developmental programs.

WHY REQUIRED: To make formal milestone decisions to move a program from one phase to another.

WHEN REQUIRED: At the end of each of the first three phases of the LCSMM and are numbered O, I/II, and III, respectively.

RESPONSIBILITY: The executive secretaries on the respective DOD and Army staffs schedule the DAB and ASARC. The ASARC Executive Secretary publishes a monthly master schedule of Army ASARC and DAB meetings and preliminary reviews. The materiel developer schedules an IPR.

REFERENCES: ARs 15-14, 70-1, and 71-9.

J4

TRADOC SYSTEM MANAGERS

PURPOSE: To integrate and expedite all user requirements and actions throughout the acquisition process. Total system management for a specific materiel system requires that the TSM identify and refine the materiel, training, personnel, logistics, doctrine, tactics, and other related system requirements as the system progresses through development.

WHY REQUIRED: To provide combat developer management for selected DOD major and DAP systems. As of 1 October 1987, there are 36 TSM offices located at 12 TRADOC centers or schools:

<u>CENTER/SCHOOL</u>	<u>TSM OFFICE</u>
Airborne Board	Parachutes
Air Defense Artillery School	Forward Area Air Defense (FAAD) HIMAD Ballistic Missile Defense
Armor Center	Tank Systems
Aviation Center	Air Launched Missile System OH58D LHX Apache
Combined Arms Center	ACCS Maneuver Control System Deep Battle (ATCCS) RSTA
Engineer School	Mobile Electric Power/ Environmental Control Equipment Mine Warfare

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Field Artillery School

Target Acquisition
Cannon Systems
Fire Support C3
Pershing II
Field Artillery Rocket and
Missile System

Infantry School

Bradley Fighting Vehicle System
Anti-Armor Weapon System (AAWS)

Intelligence School

Special Electronic Mission
Aircraft
Ground Tactical IEW Systems
UAV
Joint Stars
All-Source Analysis System
(ASAS)

Quartermaster School

POL and Water Distribution

Signal Center

Army Data Distribution System
Mobile Subscriber Equipment
Multiservice Communications
System
Combat Net Radios
Tactical Satellite
Communications
Test, Measurement, and
Diagnostic Systems

Transportation School

Tactical Wheeled Vehicle
Modernization

WHEN REQUIRED: Designated after development program initiation about the same time that AMC appoints the project manager (PM).

RESPONSIBILITY: Commander, TRADOC, approves establishing or disestablishing TSM offices and the assignment of individuals to a TSM position. DCSCD manages the TSM program. The commander or commandant at the proponent center or school supervises assigned TSMs, is the senior rater for their OERs, and makes appropriate recommendations when HQ TRADOC requires approval.

REFERENCES: AR 71-9 and TRADOC Reg 71-12. Roster of TSMs published quarterly.

J5

TRADOC MATERIEL EVALUATION COMMITTEE (TMEC)

PURPOSE: To produce a TRADOC position for milestone decision reviews, review operational test (OT) waivers, review product improvement proposals (PIP), and ensure that the TRADOC voice is heard during the materiel acquisition process. It is chaired by ADCSCD, HQ TRADOC.

WHY REQUIRED: To present the TRADOC position at (IPR) milestone decision reviews. The TMEC approves or recommends approval of operational test waivers, approves critical evaluation issues and criteria, and approval of PIPs.

The TMEC reviews these actions by meeting or decision paper. The committee uses decision papers for most programs and meetings for controversial or substantial risk programs.

WHEN REQUIRED: The TMEC acts on:

a. All Critical Operational Evaluation Issues and Criteria prior to Independent Evaluation Plan (IEP) approval.

b. OT waiver requests (usually just before milestone decision reviews).

c. TRADOC positions prior to all IPR materiel acquisition milestone decision reviews (ASARC/IPR).

d. TRADOC position on all proposed PIPs.

RESPONSIBILITY: The primary action office is SMD, DCSCD. DCSCD manages the TMEC process in coordination with DCST, USACAC, and the other TMEC members. The TMEC consists of key representatives from DCSCD, DCST, DCSDOC, Logistics Center, Soldier Support Center-NCR, USACAC, TIED, and TCATA.

Most TMEC actions originate from two offices: DCSCD (Milestone Decision Review and Test Waiver Requests) and CACDA (Critical Operational Evaluation Issues and Criteria).

TRADOC invites OTEA to TMEC meetings to discuss issues and criteria resulting from OTEA-tested systems. TRADOC invites AMC and project managers to all TMEC meetings when their participation would be useful.

REFERENCES: ARs 70-1, 71-9. TRADOC Reg 15-3, 71-9, TRADOC Pam 71-13, 71-15, AMC/TRADOC Pam 70-2 (published as required), and roster of TSM (published quarterly).

K1
BASIS OF MATERIEL REQUIREMENTS

The materiel developer in close coordination with the combat developer continually assesses proven techniques that could support a system concept. The Battlefield Development Plan helps to focus the AMC technology base efforts and industry independent research and development (IR&D) efforts in the identification of near term materiel solutions to battlefield capability issues.

K2
OPERATIONAL AND ORGANIZATIONAL PLAN

PURPOSE: To initiate the research, development, and acquisition (RDA) of materiel systems that support approved operational and functional concepts. The O&O Plan addresses the system(s) as an integral part of affected organizations rather than an isolated system. The O&O Plan is not used in lieu of a written operational or functional concept.

WHY REQUIRED: To:

a. Serve as the RDA program initiation document for all materiel systems except DOD major systems that must also have an approved Materiel Need Statement (MNS).

b. Serve as the front-end agreement and provide decision makers with the minimum essential system-specific information to complete Proof of Principle (DOD Concept Exploration) Phase of the program.

c. Formalize the requirement for the materiel developer to conduct a market investigation to determine the availability of commercial, other service, or allied equipment or technologies which may potentially provide or be used during the development of the system(s).

WHEN REQUIRED: When an MAA capability issue cannot be met by changing doctrine, tactics, or organization, the TRADOC proponent normally develops an O&O Plan. This takes place after it appears that technology will be available to support entry into the Development-Production Prove-Out (DOD Full Scale Development) phase within 2 years.

RESPONSIBILITY: The combat developer (within the functional proponent) prepares the O&O Plan in coordination with the materiel developer, training developer, transportability agent,

logistician, MANPRINT planner, threat manager, tester, evaluator, interested MACOM, other services, and industry. The CG TRADOC approves all O&O Plans. The objective timeline for approval is 6 months following initiation of the first draft.

REFERENCES: ARs 70-1, 71-9, 1000-1, and AMC/TRADOC Pam 70-2.

K3

MATERIEL NEED STATEMENT (MNS)

PURPOSE: To document major capability issues in the Army's ability to meet mission requirements when we can resolve the capability issues(s) by acquiring a major new system or by making a major modification to an existing system.

WHY REQUIRED: To justify major system acquisition programs based on:

a. Development risk, urgency of need, or other items of interest to the Secretary of Defense.

b. Joint acquisition of a system by the Department of Defense and representatives of another nation, or by two or more DOD components.

c. The established requirement for the system's research, development, test and evaluation, procurement, and operation and support resources. A MNS is required for all acquisitions for which the DOD component estimated cost exceeds \$200 million in RDTE funds or \$1 billion in procurement funds, or both.

WHEN REQUIRED: Approval is required before programming funds in the first year of the Five Year Defense Program (FYDP). The MNS follows the Resource Study and is a result of a finding in the Resource Study that a materiel system is the best solution to the capability issues identified in the MAA.

RESPONSIBILITY: The proponent TRADOC center or school is responsible for preparing the MNS in coordination with AMC, MACOM, other services, and other TRADOC schools and centers. The proponent submits the MNS to OSD through the integrating centers, HQ TRADOC, and HQDA.

REFERENCES: DOD Dir 5000.1, DODI 5000.2, ARs 71-9, 1000-1, and AMC/TRADOC Pam 70-2.

K4

REQUIRED OPERATIONAL CAPABILITY (ROC)

PURPOSE: To document the specifics of a materiel system based on information gained during the Proof of Principle phase of a

program. It concisely states need, threat, operational, organizational, RAM, technical, MANPRINT, logistical, training device, and cost information.

WHY REQUIRED: An approved ROC and the decision to proceed commits the Army to acquire or develop a materiel solution to an MAA capability issue. For a developmental program, a ROC authorizes entry into the Development-Production Prove-Out program phase. If a program follows the traditional LCSMM, a ROC supports the decision to enter the Demonstration and Validation Phase. Then TRADOC and AMC refine the ROC, as required, prior to entry into the Full Scale Development phase. When they determine the materiel solution, through the research and development process, to be a nondevelopmental item, the ROC provides the basis for the procurement decision.

WHEN REQUIRED: To support the decision authority (IPR, ASARC, or DAB) determination that there is a basis to proceed with the program. Generally, a ROC is not needed for the Development and/or procurement of a system for which there is another valid, approved requirements document. Other requirements documents are:

- a. Joint Service Operational Requirements (JSOR).
- b. Training Device Requirements (TDR).
- c. Telecommunications Requirements (TELER) (AR 10-22).
- d. Qualitative Construction Requirements (QCR), Office of COE.
- e. Quick Reaction Capabilities (QRC) (AR 700-9), for unconventional warfare, psychological operations, special intelligence activities, special warfare program, and AR 10-7 for electronic warfare programs.
- f. Other service requirements documents.
- g. System specification when procurement is an equipment rebuy.
- h. Statement of Need-Clothing and Individual Equipment (SN-CIE) (See AR 700-86).
- i. Directed procurement documented by HQDA or higher authority.
- j. Procurement of items exempt from type classification (AR 70-61).

k. Product improvements of type classified standard equipment that require spending less than \$3 million for RDTE and/or \$10 million for total program. Those that exceed these amounts will require either an updated requirement document or a new one (AR 70-1).

RESPONSIBILITY: The TRADOC proponent prepares a ROC in coordination with the ARSTAF, materiel developer, training developer, RSI manager, threat manager, transportability agent, logistician, MANPRINT Planner, tester, evaluator, interested MACOM, and other services and industry. DA DCSOPS has ARSTAF responsibility for approving ROC for DAP and Major programs. The combat and materiel developers (normally, TRADOC and AMC) will approve all other ROC. Normally, the decision authority will not approve the ROC until the proponent has completed the Proof of Principle phase activities under an approved O&O Plan. The objective timeline for approval is 24 months after initiation of the O&O Plan first draft.

REFERENCES: DOD Dir 5000.1, DODI 5000.2, ARs 70-1, 71-9, 1000-1, and AMC/TRADOC Pam 70-2.

K5

FAMILIES OF MATERIEL REQUIREMENTS

PURPOSE: To document materiel solutions as families of systems. The requisite materiel requirements documents are the O&O Plan, MNS, and ROC. The format and content of the O&O Plan and ROC, however, are slightly different from those supporting other requirements. Both will consist of a capstone document with the word "family" in the title and two or more system-specific (family member) annexes. The capstone document will outline the commonalities of the family and establish the baseline for all family members. TRADOC system managers prepare system-specific annexes for each family member to identify/define unique information/characteristics. This information will neither exceed nor contradict that contained in the capstone. Note that family requirements are not written in lieu of functional or operational concepts.

WHY REQUIRED: To standardize equipment or major components of equipment whenever possible. The real benefit to the Army provided by standardization is the elimination of duplication in RDA and reduction of the logistical and training bases required to support dissimilar items of equipment.

WHEN REQUIRED: When it is advantageous and feasible to standardize equipment or major components of equipment.

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RESPONSIBILITY. The TRADOC proponent prepares a ROC in coordination with the ARSTAF, materiel developer, training developer, RSI manager, threat manager, transportability agent, logistician, MANPRINT planner, tester, evaluator, interested MACOM, and other services and industry. DA DCSOPS has ARSTAF responsibility for approving ROC for DAP and Major programs. The combat and materiel developers (normally TRADOC and AMC) will approve all other ROC. Normally, the decision authority will not approve the ROC until the proponent has completed the Proof of Principle phase activities under an approved O&O Plan.

REFERENCES: DOD Dir 5000.1, DODI 5000.2, ARs 70-1, 71-9, 1000-1, and AMC/TRADOC Pam 70-2.

K6

JOINT SERVICE OPERATIONAL REQUIREMENTS (JSOR)

PURPOSE: To document the specifics of a materiel system that has applicability and will be fielded within more than one service.

WHY REQUIRED: To support both engineering development and procurement of materiel systems.

WHEN REQUIRED: When more than one service has a need for the materiel capability. The services may share the research and development costs as well as the procurement costs. JSOR allows the services to eliminate redundant materiel acquisition programs.

RESPONSIBILITIES: The lead service prepares the JSOR and develops it in coordination with the other interested Services. When the Army has the lead, follow policies and procedures to develop a ROC. The service staff level of authority, i.e., ARSTAF, AIRSTAF or NAVSTAFF, approve all JSOR.

REFERENCES: DOD Dir 5000.1, DODI 5000.2, ARs 70-1, 71-1, 1000-1, and AMC/TRADOC Pam 70-2.

K7

OTHER SERVICE REQUIREMENTS

The Army may approve other services' requirements documents that adequately describe an Army need for use as the Army requirement. The appropriate approval authority issues a letter and encloses an approved Army O&O Plan and cost assessment.

K8

TRAINING DEVICE REQUIREMENTS (TDR)

PURPOSE: To document the specifics of a training system that will support general military training, training on or with more than one system or training with several types of equipment.

WHY REQUIRED: To acquire or develop and acquire a training solution to an MAA capability issue. For a development program, a TDR authorizes entry into the Development-Production Prove-Out Phase. When the training device solution is a nondevelopmental item, the TDR provides the basis for the procurement decision.

WHEN REQUIRED: To support the decision authority (IPR, ASARC, or JRMB) determination that a basis exists to proceed with the program.

RESPONSIBILITIES: The TRADOC proponent prepares a TDR in coordination with the ARSTAF, materiel developer, training developer, logistician, MANPRINT planner, tester, evaluator, interested MACOM, and industry. DA DCSOPS has ARSTAF responsibility for approving NSTDR for DAP and major programs. The combat and materiel developers (normally TRADOC and AMC, respectively) will approve all other TDR. (Normally, a TDR is approved only after Proof of Principle activities completes an approved TDNS.)

REFERENCES: DOD Dir 5000.1, DODI 3000.2, ARS 70-1, 71-9, 1000-1, and AMC/TRADOC Pam 70-2.

K9

REQUIREMENTS REVIEW COMMITTEE (RRC)

PURPOSE: To make the final review of materiel requirements documents for format, content, and completeness.

WHY REQUIRED: To ensure that documents (O&O Plans, MNS, ROC, JSOR) are complete and adequate prior to submission to the DCSCD.

WHEN REQUIRED: The last step in the process for preparing and coordinating all materiel requirements documents prior to submission to the DCSCD and CG for approval.

RESPONSIBILITY: As of 1 October 1987, ADCSCD chairs the RRC. In the absence of the ADCSCD, the Dir, SMD, ODCSCD, or a representative, chairs the committee. The committee consists of the ADCSCD, DCSCD, directors or their representatives, DCST, DCSDOC, DCSI, and DCSENGR. The committee identifies changes and recommends submission to the DCSCD and CG for approval.

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REFERENCES: DCSCD Policy #13.

K10
TRAINING DEVICE NEED STATEMENT (TDNS)

PURPOSE: To document the need for a training device and inform the training community of the role and use in our established individual or collective training program.

WHY REQUIRED: To document the need for nonsystem training devices or for devices that support fielded systems. Devices commercially available do not require a TDNS. The system requirements document's training device annex identifies training device and needs that support a developing materiel system and is included in the Individual and Collective Training Plan (ICTP).

WHEN REQUIRED: When a noncommercial training device will solve a training capability issue.

RESPONSIBILITY: The proponent TRADOC center or school, as the user representative, initiates the TDNS based on an identified training capability issue after conducting an analysis of all possible solutions to the issue (i.e., other media). After coordinating with other interested schools and integrating centers, the proponent center or school forwards the TDNS to Devices Management Directorate, ATSC for approval. The ATSC approves the TDNS after determining that the device does not duplicate an existing device or developing device, and returns it to the proponent with guidance on the type of requirement to prepare.

REFERENCES: TRADOC Cir 70-83-1.

L1
ORGANIZATIONAL DOCUMENTS

PURPOSE: Develop and document tactical organizations that can carry out the Army's operational doctrine in time of war.

WHY REQUIRED: Provide wartime requirement information that allows HQDA to plan, program, and resource the force structure.

WHEN REQUIRED: The organizational documentation process is the piecing together of several processes into a single document --TOE--that reflects the minimum essential wartime requirements for a type of organization to accomplish its mission. The TOE that reflects that organization, be it a battalion or a company, are required a minimum of 2 years prior to activation/reorganization of that organization.

RESPONSIBILITY: TRADOC, ODCSCD, is the DA proponent for all Army tactical organizational documents. These include BOIP/QQPRI, MARC, URS, AURS, and TOE.

REFERENCE: AR 10-41.

L2
UNIT REFERENCE SHEETS (URS)

PURPOSE: To portray in general terms basic data for organizational development. The URS includes:

- a. Proposed unit mission, assignment, capabilities, and basis of allocation.
- b. Organization chart to the team, squad, section, and platoon level.
- c. Total number of personnel (O, WO, Enl) and breakout by teams, squad, section, and platoon.
- d. Summary of major items of equipment.
- e. Summary of functions for organizational elements.

WHY REQUIRED: To support conceptual and doctrinal studies and to depict, in summary form, the TOE organization expected to result from approval of the study or concept.

WHEN REQUIRED: The URS is a supporting document and must accompany the concept or doctrinal study when forwarded to higher headquarters.

RESPONSIBILITY:

a. The Combined Arms Center directs the preparation of URS in support of concepts and studies affecting the total Army in the field, i.e., combat, combat support, and combat service support.

b. The Logistics Center and Soldier Support Center will direct preparation of the URS if the concept or study is restricted to the combat service support arena.

c. The combat developer, i.e., the TRADOC service schools and possibly integrating centers, and other MACOMs (under the provisions of Memorandum of Agreement) that have responsibility for the development of organizations, prepares the URS.

REFERENCE: TRADOC Reg 71-17.

L3

AUTOMATED UNIT REFERENCE SHEETS (AURS)

PURPOSE: To give shape, size, and detail to the new organization created; refine the URS; and enter the data in the automated TOE system data base compatible with TAADS and SACS.

WHY REQUIRED: To support the BOIP requirements and analyses of concepts and studies that address the requirement for new organizations in the outyears.

WHEN REQUIRED: The proponent completes the AURS that support the BOIP and forwards it to HQ TRADOC along with the BOIP. The proponent (mission area/functional area) provides those AURS that support other actions--study or force design--to the appropriate user at HQDA.

RESPONSIBILITIES:

a. HQ TRADOC directs the preparation of AURS in support of BOIP.

b. CAC directs preparation in support of concepts and studies affecting the Army in the field.

c. Logistics Center and Soldier Support Center directs preparation if the concept or study is restricted to the combat service support arena.

d. INSCOM and HSC (AHS) directed and prepared AURS in this area of responsibility.

REFERENCES: ARs 310-31, 310-34, 570-2, 611-201, 611-112, 611-201, and TRADOC Reg 71-17.

L4

BASIS OF ISSUE PLANS (BOIP) AND QUALITATIVE
AND QUANTITATIVE PERSONNEL REQUIREMENTS INFORMATION (QQPRI)

PURPOSE: The BOIP is an automated planning document to identify to decision makers the impact of introducing new or improved equipment into the force structure.

WHY REQUIRED: The BOIP/QQPRI are equipment and personnel planning documents used by:

a. HQDA to:

(1) determine Initial Issue Quantity and Army Acquisition objectives for equipment.

(2) allow the personnel manager to make manpower and personnel decisions.

(3) support the Army Modernization Information Memorandum (AMIM).

(4) project stationing and facilities requirements.

(5) assist in type classification decisions.

b. MACOM to:

(1) project personnel and stationing requirements through the Modernization Resource Information Submission (MRIS).

(2) project transportation requirements.

(3) identify TDA requirements for training and maintenance.

(4) develop distribution and transition plans.

c. TRADOC to:

(1) establish basis of issue guidance (BOIG).

(2) document requirements for new/improved equipment.

(3) update TOE system master files.

(4) document training equipment requirements to support the training function.

(5) identify long-range training requirements.

(6) develop/update Incremental Change Packages (ICP) in TOE database.

WHEN REQUIRED: HQ TRADOC must submit BOIP to HQDA 26 months prior to First Unit Equipped (FUE) date.

RESPONSIBILITIES:

a. HQDA, ODCSOPS (DAMO-FDR), has overall responsibility for the BOIP/QQPRI system.

b. Cdr, USAFDSA (MOFD-A), is executive agent for ODCSOPS.

c. HQDA, ODCSPER (DAPE-MBI), provides MOS decisions.

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d. HQ TRADOC, DCSCD (ATCD-OB), is the Army proponent for BOIP/QQPRI.

e. HQ AMC is responsible for developing technical data primary input documents for initiating the BOIP/QQPRI process.

f. Integrating centers and schools are the developers.

REFERENCES: ARS 71-2, 71-9, 310-31, 310-34, 611-101, 611-112, and 611-201.

L5

MANPOWER REQUIREMENTS CRITERIA (MARC)

PURPOSE: To establish approved standards for determining minimum essential wartime requirements for selected Combat Support (CS) and Combat Service Support (CSS) skills.

WHY REQUIRED: MARC supports the TOE/BOIP/MTOE and:

a. determines number and type of personnel needed to accomplish specified tasks in tactical (TOE) units.

b. aids MACOM in developing MTOE documents (only where MTOE differ from TOE).

c. assists HQDA during the review and approval of the TOE and MTOE documents.

d. defines types of MARC requirements:

(1) Standard position MARC establish requirements for officers, warrant officers, and enlisted skills that are not necessarily related to measurable workloads but are required based on doctrine or the mission of the unit, i.e., supervisory.

(2) Variable position MARC establish requirements for supervisory and nonsupervisory type positions for CS and CSS enlisted skills required for essential functions that are based on measurable workload data.

WHEN REQUIRED:

a. To support new systems or realignment of functions.

b. The MARC proponents (schools/centers) review approved criteria every three years (from date of previous approval) to ensure accuracy.

c. MARC data and analytical tools reside in automated data base to develop TOE and BOIP and to accomplish force impact analysis.

RESPONSIBILITIES:

a. HQDA (DCSPER) exercises Army staff direction of the MARC program and approves results of MARC studies for publication in AR 570-2.

b. HQ TRADOC, DCSCD (ATCD-OM) is the Army's field proponent and is responsible for the overall management of the MARC program.

c. Proponency for MARC study development is normally assigned to the school or integrating center responsible for training the MOS skills involved.

REFERENCE: AR 570-2.

L6

TABLE OF ORGANIZATION AND EQUIPMENT (TOE)

PURPOSE: The TOE are the requirements documents that are the "bottom line" of how a unit is to be organized and equipped. The TOE are the organizational models that provide essential information on:

- a. Mission.
- b. Structure.
- c. Composition.
- d. Capabilities.

They establish the minimum mission essential personnel and equipment needed to accomplish the doctrinal wartime mission. The TOE are the end products of the CBRS process; they incorporate doctrinal organization and operational capabilities and include equipment and personnel requirements determined by BOIP, QQPRI, and the MARC processes.

THE INCREMENTAL TOE OR "LIVING TOE (LTOE)."

The Incremental or L Edition TOE (LTOE) describe the new TOE process. The process is the result of a DAIG report that faulted the old TOE/MTOE process as deficient in providing the flexibility and information necessary to efficiently and effectively

manage force modernization and force integration. Accordingly, the LTOE portrays the unit's modernization evolution process. It depicts:

a. The Base TOE (BTOE). The least modernized version of the TOE. It normally includes equipment that is currently available in units.

b. The Incremental Change Packages (ICP). An ICP generally represents a step in the unit's modernization process such as the fielding of a new family of FM radios (SINCGARS).

c. The Objective TOE (OTOE). The OTOE is the net sum of the BTOE and all ICP. This sum equates to the objective organization design.

d. The Intermediate TOE (ITOE). The ITOE is a TOE that depicts a specified step or milestone in the unit's modernization, transition process based on availability of programmed equipment--The Total Army Equipment Plans (TAEDP).

e. Modification Table of Organization and Equipment (MTOE). The MTOE is a resources authorization document modeled after a TOE. Under the new process, HQDA will generate MTOE based on a combination of TOE and ICP and in accordance with TAEDP. Therefore, MTOE will equal ITOE.

The LTOE greatly improves the Army's ability to manage its force. It accomplishes:

a. Standardization at every modernization step.

b. Improved management of equipment acquisition and distribution.

c. More accurate readiness status reporting.

d. More efficient force planning and programming.

e. Improved overall force readiness.

WHY REQUIRED: TOE:

a. Represent the Army's model organization documents for combat, combat support, and combat service support units.

b. HQDA and Army field commands use the TOE as a model for structuring MTOE. MTOE are the documents that provide authority for:

- (1) activating or organizing units.
- (2) requisitioning personnel and equipment after entry into The Army Authorization Documents System (TAADS).
- (3) validation in the Army Structure and Composition System (SACS).
- (4) POM force resource programming when TOE and BOIP are not appropriate for the purpose.

c. Under new Army policy MTOE = ITOE.

WHEN REQUIRED: HQ TRADOC maintains a current automated TOE file (about 3,000 documents). The TOE file is updated every 6 months (April and October) and distributed to MACOM and HQDA in both tape and microfiche format as the Consolidated TOE Update (CTU). This allows time for HQDA and MACOM to apply changes to their MTOE, when appropriate, and provides requisitioning lead time for personnel and equipment. To provide the proper lead time, TOE or revisions to TOE should be HQDA approved and published a minimum of 2 years prior to FUE date or unit effective date for activation, reorganization etc. The CTU provides:

- a. Current TOE data.
- b. Changes in personnel classification criteria reflected in AR 611-series, QQPRI and MARC studies.
- c. New BOIP equipment requirements.
- d. Changes to TOE based upon requirements in AR 310-34.
- e. Equipment disposition action, e.g., deletion of obsolete equipment.
- f. Approved changes submitted by MACOM or Schools.
- g. New TOE.

RESPONSIBILITIES:

- a. HQDA, ODCSOPS, is responsible for the Army TOE Development Plan (ATDP), that delineates TOE, AURS development tasks.
- b. HQ TRADOC, is the DA proponent for all Army TOE:
 - (1) determines and executes the ATDP in coordination with HQDA, MACOM and TOE subproponent.

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(2) performs a detailed technical review of all new or revised TOE.

(3) coordinates actions with MACOM.

(4) publishes the CTU.

c. TRADOC schools, INSCOM, AHS, ISC, and integrating centers:

(1) Have TOE subproponent responsibility.

(2) Develop and recommend a new TOE or changes to existing TOE.

(3) Submit recommendations to HQ TRADOC for approval.

REFERENCES: ARs 310-31, 310-34, 570-1, 611-101, 611-112, 611-201, and Draft TRADOC Reg 310-34.

L7

MANPOWER AND PERSONNEL INTEGRATION (MANPRINT)

PURPOSE: To equip the soldier, rather than man the equipment. MANPRINT integrates manpower, personnel, training, human factors engineering, system safety, and health hazards assessment into the materiel acquisition process. MANPRINT influences materiel system design to allow soldiers to effectively and safely operate and maintain systems within the limitations of what is available.

MANPRINT plays a vital role in accomplishing the goal of answering the question: Can this soldier, with this training, perform this mission to these standards under these conditions?

WHY REQUIRED: To achieve optimum combat readiness. We must give as much emphasis to soldier consideration as to hardware in the materiel acquisition process.

WHEN REQUIRED: The MANPRINT effort must be ongoing throughout the doctrinal, organizational, and materiel acquisition process.

RESPONSIBILITY: The Commander, Soldier Support Center (SSC), serves as the TRADOC MANPRINT executive agent. The Deputy Commander, Soldier Support Center - National Capital Region (SSC-NCR), oversees the TRADOC MANPRINT program on a day-to-day basis. Each TRADOC proponent must ensure that they thoroughly integrate MANPRINT into their respective development systems.

REFERENCES: AR 602-2, AMC/TRADOC Pam 70-2, and TBP AMC/TRADOC MANPRINT Pam 602-XX.

M1
PRIORITIZATION

Prioritization ensures that we meet the most pressing materiel requirements first. The imbalance of needs will always be greater than resources so we establish priorities. The TRADOC/AMC LRRDAP review process establishes priorities for new materiel systems. The Product Improvement Program establishes priorities for existing materiel system improvements.

M2
TRADOC/AMC LRRDAP Review Process

PURPOSE: To develop joint TRADOC and Army Materiel Command (AMC) input to the DA Long-Range Research, Development and Acquisition Plan (LRRDAP).

The objectives of the LRRDAP review are to align the materiel programs in the LRRDAP with the capability issues in the BDP and to present HQDA with a joint TRADOC/AMC recommendation. TRADOC prioritizes the programs while AMC ensures executability. The LRRDAP provides the basis for the RDA portion of the Army's POM.

WHY REQUIRED:

a. To maintain stability from year-to-year in the RDA process by:

- (1) sustaining the modernization thrust.
- (2) forestalling arbitrary changes.

b. To accommodate changes that take advantage of technological opportunities.

c. To make sure that the Army meets the most critical needs first.

d. To provide joint TRADOC and AMC recommendations to the DA staff for creating the LRRDAP.

e. To bring focus to the next generation of equipment.

WHEN REQUIRED: The sequential steps and general timeframe for creating the TRADOC/AMC input (termed the field LRRDAP) to the HQDA LRRDAP are as follows:

Mid-March to early April

HQ TRADOC sends current BDP (prioritized deficiencies) to the field.

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Early April

HQ TRADOC provides guidance to the combat/materiel developers for the LRRDAP construction.

Early April to early May

Schools/MSCs assess contribution of materiel programs in resolving BDP deficiencies. Schools submit results to integrating centers.

Late May to early June

HQ TRADOC send initial draft LRRDAP to field.

Early to late June

Integrating centers verify contribution assessments of programs to capability issues and submit data to HQ TRADOC. HQ TRADOC creates an initial field LRRDAP and distributes it to the field for review.

July - August

TRADOC/AMC conduct Mission Area Materiel Plan (MAMP) reviews to develop materiel acquisition strategies and identify issues/problems with the initial Field LRRDAP. Schools inform Integrating Centers of their mission area concerns.

Late August

TRADOC integrating centers review school concerns and provide recommendations to HQ TRADOC.

Late August to late September

DA/AMC/TRADOC Mission Area Integration Team (MAIT) receives mission area briefings by TRADOC/AMC proponents and identifies/resolves critical cross mission area funding issues.

Early to late October	HQ TRADOC conducts joint TRADOC/AMC senior management reviews. Reviews are at the 2-star and 3-star levels.
Early November	HQ TRADOC conducts the joint TRADOC/AMC 4-star Field LRRDAP decision brief.
November	HQ TRADOC/AMC submits joint TRADOC/AMC Field LRRDAP to HQDA.
Early December	HQDA uses the Field LRRDAP input to initiate POM development.
April	HQDA staff publishes LRRDAP.

RESPONSIBILITY: ODCSOPS (DAMO-FDR) is the proponent agency for the DA LRRDAP priorities. The Office of the Assistant Secretary of the Army for Research, Development and Acquisition, Plans and Program Integration Division (SARD-SPI), provides TRADOC, AMC, and the ARSTAF with draft LRRDAP for analysis. ODCSCD, Systems Management Directorate, is the action office within TRADOC.

REFERENCES: Current LOI for the TRADOC/AMC LRRDAP Review Process, current DA LRRDAP, and current Battlefield Development Plan (BDP).

M3

PRODUCT IMPROVEMENT PROPOSALS

PURPOSE: To extend the useful service life of fielded equipment rather than acquire or develop new equipment. Product Improvement Proposals (PIPs) usually result in upgrades or modifications to existing equipment and are normally applied as Modification Work Orders (MWO).

WHY REQUIRED: PIPs:

- a. Resolve safety problems.
- b. Improve operational capability.
- c. Save operations and support costs.
- d. Correct deficiencies.

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- e. Improve RAM.
- f. Increase standardization and interoperability.
- g. Comply with legislative requirements.
- h. Save manpower.

WHEN REQUIRED: The PIP program is continuous, and while anyone may propose a PIP, the materiel developer proposes most of them.

To initiate a PIP, the materiel developer forwards a PIP proposal to the TRADOC proponent school, integrating center, and HQ TRADOC; outlining the scope, cost, and impact of the proposed PIP. TRADOC reviews the PIP proposal and provides the developer with a conceptual concurrence or nonconcurrence.

If TRADOC nonconcurrs with the PIP proposal, the developer may revise and resubmit the PIP proposal or the developer may withdraw the PIP.

If TRADOC concurs with the PIP proposal, the developer assembles a complete PIP package (CPP) and submits it to the proponent school, the integrating center, and TRADOC for review. Recommendations are forwarded from the school, through the integrating center to HQ TRADOC, DCSCD.

The DCSCD mission area directorates:

- a. Staff the CPP with the TRADOC staff.
- b. Develop a coordinated position.
- c. Brief their recommendation to the TRADOC Materiel Evaluation Committee (TMEC).

The TMEC makes the final TRADOC recommendation which approves, disapproves, or defers the PIP and assigns a priority.

Systems Management Directorate (SMD), ODCSCD, then notifies DA DCSOPS (DAMO-FDR) of the TRADOC recommendations.

RESPONSIBILITY: ASA-RDA is the HQDA proponent for product improvement.

AMC is ASA-RDAs executive agent responsible for developing policy and procedures and preparing and issuing all PIP documents except requirements documents, COEA, and independent evaluation reports.

DCSOPS is responsible for prioritizing and verifying need.

DCSLOG provides logistic support.

OTEA, TRADOC, and USAISC are testers.

TRADOC is the combat developer and surrogate user.

DCSCD (SMD) is the PIP manager for TRADOC. HQ TRADOC reviews each PIP and recommends approval/disapproval and a priority to DA ODCSOPS, which makes the final decision.

The schools are the user proponent for the improvement of all assigned weapon systems ensuring that all PIPs agree with materiel, training, logistics support, and operational objectives; preparing requirements documentation and analysis; testing; determining logistics, personnel, and training implications; and ensuring total system compatibility.

REFERENCES: AR 70-15, TRADOC Reg 70-15, and AMC/TRADOC Pam 70-2.

N1
FORCE INTEGRATION MANAGEMENT

After CBRS defines organizational and materiel requirements and the development process is completed, actual processes integrate these new tactics, organizations, and materiel systems into the force. FI, a continual process, emphasizes the criticality of ensuring that the implications and consequences of all decisions are identified and acceptable within the management of Army modernization. Force Integration makes sure the support needs to field new systems and transition organizations to future Army designs are available. TRADOC commanders use FI management to make sure doctrine, training, structure, and materiel are available to the Army at the proper time. FI includes:

- a. Organizational Assessments.
- b. Functional Area Assessments.
- c. System Operational Readiness Reviews.
- d. System Program Reviews.
- e. Review and input to FI information documents.
- f. Resolution of issues to attain modernization goals.

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All TRADOC levels (headquarters, integrating centers, and schools) use FI management processes to monitor accomplishment of assigned modernization missions.

At HQ TRADOC, the DCSCD is responsible for the management of Proponency and Force Integration.

FI responsibilities include:

- a. Coordinating FI efforts between TRADOC agencies, other MACOMs, and HQDA.
- b. Developing, implementing, and managing Organizational and Functional Area Assessments for TRADOC (in coordination with appropriate staff offices).
- c. Coordinating TRADOC reviews and providing input to Army FI information documents.
- d. Developing and staffing proponent responsibilities.

Force Integration points of contact (POC) at TRADOC schools and integrating centers provide the necessary coordination for FI management processes at their levels.

N2

ORGANIZATIONAL MANAGEMENT SYSTEM (OMS)

PURPOSE:

- a. To fulfill the responsibility for creation of new or changed organizations.
- b. To ensure integration of
 - (1) doctrine.
 - (2) organizational structure.
 - (3) documentation.
 - (4) training.
 - (5) materiel.
- c. To prescribe uses of Organizational Assessments (OA) as principal evaluation tools.

WHY REQUIRED: OMS:

- a. surfaces issues that impede effective integration.
- b. identifies corrective actions.
- c. ensures smooth unit transition.
- d. complements FAA.

WHEN REQUIRED: OMS is an ongoing management tool updated as:

- a. new issues arise.
- b. changes occur within units.

RESPONSIBILITY: The proponent is responsible for conducting an OA on each type organization listed in the implementing LOI. Proponents coordinate with the:

- a. Logistics Center for Integrated Logistic Support (ILS) data.
- b. Soldier Support Center for manpower, personnel, and training impact data.
- c. ODCSCD, Organization Directorate, for documentation data.

DISTRIBUTION AND ROUTING: Completed OAs are:

- a. Forwarded by proponents to appropriate HQ TRADOC Integration Management Team (IMT).
- b. Integrating Centers process OAs to:
 - (1) review them.
 - (2) provide assistance to IMT as required.
 - (3) provide necessary data to proponents, i.e., ILS, manpower, personnel, and training impact data.

At HQ TRADOC, we establish an IMT for each type of organization assessed.

- a. One of seven Mission Area Directorates from ODCSCD chairs the IMT with participation from:
 - (1) within ODCSCD.

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- (2) ODCST.
- (3) ODCSDOC.
- (4) other staff elements as required.

b. The IMT reviews OAs and assists proponents in resolving emerging issues.

The point of contact for training issues is the Collective Training Branch, Unit Training Directorate, ODCST.

REFERENCES: HQ TRADOC Letter of Instruction for implementation of the Organization Management System, 8 August 1983.

N3

FUNCTIONAL AREA ASSESSMENTS (FAA)

PURPOSE: To assure success of Army Force Integration, integrate efforts of the Army staff, TRADOC, AMC, and other MACOM, and solve systemic problems and specific disconnects.

While the MAA looks at mission areas (e.g., close combat), the FAA examines organizations and process, e.g., aviation, infantry, artillery, equipment distribution, and industrial mobilization.

WHY REQUIRED: To bring together all players in the force integration (modernization) process so that all functions required to field viable organizations and new systems are performed successfully and on time. FAA and OA are interdependent.

FUNCTIONAL AREAS AND BRANCHES OF THE ARMY

Field Artillery	Engineer
Aviation	Chemical
Military Intelligence	Quartermaster
Air Defense Artillery	SOF/PSYOP/CA
Communication-Electronics	Military Police
Ordnance	Transportation
Armor	Medical
Infantry	Personnel Services Support

WHEN REQUIRED: Occur on a 2-year cycle with approximately one functional area reviewed each month.

RESPONSIBILITY: The VCSA chairs Functional Area Assessments. Overall coordination is the responsibility of DA DCSOPS, Force Development Directorate. TRADOC presents data on the O&O Plan, doctrine, documentation, training strategy, and training support. AMC briefs areas within its materiel developer responsibilities. ARSTAF briefs force structure, manpower and equipment distribution, facilities, and resources. Within TRADOC, the Proponency and Force Integration Directorate (PFID), ODCSCD, provides overall management while CD mission area directors ensure that proponent centers and schools prepare the FAA.

REFERENCES: DF, ODCSCD, 15 February 1984, subject: Functional Area Assessment (FAA) Information Letter; HQDA, DAMO-FDY, message, 281959Z May 1986, subject: Long-Term Schedule for Functional Area Assessments (FAA), System Program Reviews (SPR), Mission Area Analysis (MAA); and AR 11-40; Functional Area Assessments, dated 1 October 1986.

N4

SYSTEM OPERATIONAL READINESS REVIEW (SORR)

PURPOSE:

- a. Review of the effect that fielding a system has had on an organization's operational readiness.
- b. To identify issues and establish corrective action plans for shortcomings.
- c. To energize agencies to execute and monitor corrective action plans.
- d. To provide information concerning issue resolution to the field.

WHY REQUIRED:

a. While several methods of reviewing fielded systems exist, the SORR contains two additional key features:

(1) The SORR is joint Army Materiel Command (AMC) (Materiel Developer/TRADOC Combat Developer) review specifically to consolidate and coordinate efforts and direction.

(2) The SORR occurs soon after first unit equipped (FUE) and concentrates on user-identified shortcomings and immediate corrective actions to help future fieldings.

b. To provide a general officer review shortly after fielding a system to identify and initiate corrective action.

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c. To provide a proponent management system designed to accomplish the following:

- (1) Joint materiel and combat developer review.
- (2) Aid early identification of deficiencies.
- (3) Establish responsibility for resolution of deficiencies.
- (4) Develop action plans, including milestone, for corrective action.
- (5) Enhance combat and materiel developer interface with using units.
- (6) Provide information concerning corrective actions.
- (7) Improve subsequent systems fielding through issue resolution.

WHEN REQUIRED:

a. The AMC functional proponent and TRADOC specified or branch proponent will conduct a SORR on all major systems, designated acquisition programs (DAPs), and selected nonmajor systems.

b. Reviewers will schedule and conduct followup or in-process reviews (IPRs) when necessary to monitor corrective actions.

RESPONSIBILITIES:

a. AMC, Deputy Chief of Staff for Product Assurance and Testing:

- (1) Has overall responsibility for AMC management of the SORR and followup.
- (2) Maintains liaison with HQ TRADOC and TRADOC branch and specific proponents.
- (3) Supports conduct of SORRs for efficient and timely conclusion.
- (4) Reviews SORR summaries and provides HQ AMC staffing.

b. AMC MSCs/PMs:

(1) Commander will jointly chair the SORR with the TRADOC proponent commandant.

(2) Assists TRADOC in conducting SORRs.

(3) Schedules, in conjunction with TRADOC proponent, SORRs for all required and selected systems to include subsystems.

(4) Provides HQ AMC with a 1-year schedule of SORRs.

c. HQ TRADOC:

(1) Has overall responsibility for TRADOC management of the SORR.

(2) Maintains liaison with HQ AMC and AMC functional proponent for SORR.

(3) Reviews SORR summaries and provides HQ TRADOC staffing for information.

(4) Monitors corrective action until complete.

d. TRADOC integrating centers:

(1) Establish central point of contact for SORR management.

(2) Support proponents for SORRs in development of issues and action plans.

e. TRADOC Proponent:

(1) Commandant will jointly chair the SORR with the commander of the AMC MSC responsible for materiel development.

(2) Conducts and develops SORR.

(3) Develops schedule for SORRs with AMC materiel developer for required and selected systems and subsystems.

(4) Provides a SORR summary within 30 days of completion to HQ TRADOC, HQ AMC, TRADOC integrating centers (IC), user MACOMs, and participating support activities.

(5) Schedules IPRs/SORRs, if needed.

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(6) TRADOC installations/activities will participate in SORRs as a user for systems fielded to that installation.

REFERENCES: TRADOC Reg 702-3.

N5
SYSTEM PROGRAM REVIEW (SPR)

PURPOSE:

- a. Update the Mission Area Development Plan (MADP).
- b. Orient action plans and resolve deficiencies in the MAA.
- c. Assist in developing Army long-range planning guidance.
- d. Provide intense management measures making senior Army leadership aware of issues that require special attention.
- e. Identify and resolve issues that can only be resolved at the HQDA level.

WHY REQUIRED:

- a. SPRs are a follow-on to the Mission Area Analysis (MAA).
- b. Convened by the CG, TRADOC, to consider the status of selected systems or subjects of special interest, hold discussions, and receive guidance as appropriate.

WHEN REQUIRED:

- a. TRADOC schedules SPRs starting the year following the corresponding MAA to allow the deficiencies from the MAA to provide input.
- b. Normally scheduled to allow 6 months between SPRs and Functional Area Analysis conducted by the same proponent.
- c. Approved and coordinated with the VCSA calendar at HQDA.
- d. List of approved SPRs is below:
 - (1) Close Combat Heavy.
 - (2) Close Combat Light.
 - (3) Fire Support.
 - (4) Aviation.

- (5) Air Defense.
- (6) Special Operations Forces.
- (7) Engineer.
- (8) Intelligence/Electronic Warfare.
- (9) Command and Control.
- (10) Chemical.
- (11) Logistics.
- (12) Personnel Services Support.
- (13) Medical.

RESPONSIBILITIES:

a. HQ TRADOC:

(1) Plans, develops, coordinates, and conducts SPRs for the Army.

(2) Publishes schedule showing MAA, SPR, and FAA planned dates.

(3) Confirms the specific scheduling of the conference at least 90 days prior to the SPR.

(4) Prepares and publishes the conference agenda after coordination with other interested Army commands and DCSOPS.

(5) Requests general officers to serve as panel chairmen or members.

b. Major commanders and heads of ARSTAF participate in SPRs and provide support within their normal mission.

c. HQDA, DCSOPS is the ARSTAF point of contact for TRADOC to assist in coordinating SPRs.

d. TRADOC integrating centers support proponents of SPRs with guidance and in development of issues.

e. Host Proponent:

- (1) Provides the facility for conduct of SPR.

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(2) Conducts combined GO/AO meeting to discuss and refine issues.

(3) Develops the senior attendee list in coordination with HQDA and MACOMs.

(4) Provides suitable preparation materials, including prebrief, to the VCSA a minimum of 1 week before the review.

(5) Conducts formal rehearsal for CG, TRADOC.

REFERENCES: AR 11-4.

N6

FORCE INTEGRATION INFORMATION DOCUMENTS

PURPOSE: To provide MACOMs with data on Army force modernization goals, objectives, and resultant actions. Key FI documents include:

a. Force Modernization Master Plan (FMMP). HQDA (ODCSOPS) publishes it annually with semiannual updates. Provides Army-wide force modernization goals, objectives, and Army 90 transition plan information. Also provides HQDA organizational supportability assessments, significant FI issues, and resolution status for selected issues. It contains the official distribution scheme for all FORCEMOD equipment.

b. Army Modernization Information Memorandum (AMIM). A biannual ODCSOPS publication that provides general information for new systems being fielded to MACOM organizations.

c. Materiel Fielding Plans (MFP). AMC prepared publications that provide primarily logistical support information for new systems being fielded. MACOM review MFP to prepare for acceptance of systems from the materiel developer (IAW appropriate fielding milestones).

d. Acquisition Management Milestone System (AMMS). An AMC prepared report and management system that has replaced the Force Modernization Milestone Reporting System (FMMRS). AMMS has the capability to track a system's materiel development from operational and organizational plan initiation through FUE in each MACOM. TRADOC has responsibility for quarterly updates of combat and training developer and gaining MACOM events in AMMS. The Materiel Development Automated Milestone System (MADAM) tracks combat developer milestones. Plans are underway to interface AMMS and MADAM through mainframe data bases. Other TRADOC and AMC update events will continue to be updated manually.

e. Facility Support Plan (FSP). HQDA (OCE) distributed a publication that provides generic facility requirements for weapon systems and organizations. With this information, the gaining MACOM can determine facility impacts for the new systems and organizations. FSP allow installation personnel to plan for new facilities and for required modifications to existing facilities. FSP are no longer published in hard copy but are now automated and available to facility planners on an OCE managed data base.

WHY REQUIRED: ARSTAF and MACOM FI planners use FI information documents to prepare for force structure changes. These documents provide necessary FI information and assist in programming resources to effect and sustain planned force structure changes.

WHEN REQUIRED: Other than MFP, AMIM, and FSP; FI documents are usually published annually by the originators and updated 6 months later.

RESPONSIBILITIES: At HQ TRADOC, Proponency and Force Integration Directorate, ODCSCD, manages TRADOC's review, coordination, and input to FI information documents. HQ TRADOC staff sections also review these documents. FI point of contact at TRADOC service schools and integrating centers normally provide functional reviews of FI publications. PFID forwards appropriate TRADOC input to originators of FI documents.

REFERENCES: HQ TRADOC LOI for DCSCD Reorientation, TRADOC Reg 10-5, HQDA Pam 5-25, (AMIM), HQDA FMMP, and AR 700-127.

N7

TRADOC INTEGRATION STAFF OFFICER (TISO)

PURPOSE: To take an overall organization perspective and identify disconnects among:

a. the various materiel systems associated with the organization.

b. the many support functions required to field those systems.

The TISO's principal tools are organizational assessments that analyze the organization from a total supportability standpoint.

WHY REQUIRED: To resolve potential problem areas for organizations receiving new equipment and restructuring under a new organizational design (e.g., Division 86). Past emphasis on the materiel system was insufficient to surface key organization shortfalls. The new focus is on the organization.

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WHEN REQUIRED: Continuous.

RESPONSIBILITY: TISO reside in the mission area directorates, ODCSCD, HQ TRADOC associated with the unit. TISO functions include:

- a. Monitoring all aspects of Force Modernization within assigned organizations.
- b. Being knowledgeable in current and future organizational concept and doctrine.
- c. Reviewing organizational requirements to ensure doctrinal and operational capability.
- d. Identifying actual or potential problems.
- e. Projecting the impact of modernization activities.

REFERENCES: HQ TRADOC LOI for DCSCD reorientation.

N8

INTERNATIONAL ARMY PROGRAMS

PURPOSE: TRADOC's international Army programs are a principal means through which the Department of the Army pursues its Rationalization, Standardization, and Interoperability (RSI) program.

WHY REQUIRED: To pursue initiatives with foreign armies in the area of concepts, training, procedures, materiel development, doctrine, and force structure.

Bilateral Staff Talks are conducted with the Armies of Federal Republic of Germany, Japan, United Kingdom, Republic of Korea, France, Canada, Italy, Brazil, and Spain.

Other forums in which TRADOC participates are:

- a. Annual Training Seminar with People's Republic of China People's Liberation Army.
- b. NATO standardization working groups and panels.
- c. Quadripartite ABCA (American, British, Canadian, Australian) working groups.
- d. Israeli Dialogue Exchange with Army Schools (IDEAS).

e. Tactical Intelligence Development Exchange Program (TIDEP) with Israel.

f. Four Power Senior National Representatives (Army) (SNR(A)).

g. Subject Matter Expert (SME) exchanges with Armies of Japan, Spain, Chile, Argentina, Peru, and Brazil.

Additionally, TRADOC must:

a. Coordinate positions for other international standardization agencies.

b. Coordinate input to, and implementation of, NATO Standardization Agreements (STANAG) and Quadripartite Standardization Agreements (QSTAG).

WHEN REQUIRED: The mutual exchange of information between HQ TRADOC and the various countries is continuous and normally on a bilateral basis. HQ TRADOC periodically conducts Staff Talks with foreign countries at the general officer level. AMC and other MACOM participate as warranted by agenda topics.

RESPONSIBILITIES: The International Army Programs Directorate, ODCSCD, is the central point of contact within TRADOC for its international issues and for RSI.

REFERENCES: ARS 10-41, 34-1, and TRADOC Reg 10-5.

01

ARMY TEST AND EVALUATION (T&E)

PURPOSE: Ensures doctrine, training, force structure, and materiel systems meet their stated requirements.

T&E traditionally, and still most frequently, is associated with the materiel acquisition process. However, as TRADOC has developed and refined the Concept Based Requirements System (CBRS), we have placed greater emphasis on the role of T&E in developing doctrine, training, and new organizations.

Except for tradition, we should call the process evaluation and test. The evaluation process contributes directly to a decision while testing is only one of several potential sources of information to support evaluation.

a. Evaluation assesses how well we meet a stated requirement.

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b. Technical evaluation addresses technical characteristics and related risks.

c. Operational (User) evaluation addresses operational effectiveness and suitability and related risks.

Testing measures and collects performance characteristics under controlled conditions.

a. Technical Testing (TT) is validation of technical capabilities under laboratory conditions. It applies to materiel acquisitions.

c. User testing is verification of doctrine, training, organizations, and materiel systems in a field (operational) environment.

WHY REQUIRED: T&E supports decisions in the force modernization cycle by:

a. Assessing risks.

b. Demonstrating materiel system technical capabilities.

c. Assessing operational effectiveness and suitability of materiel systems.

WHEN REQUIRED:

a. Evaluation is a continuing process. When required to support a decision milestone, we document both technical and user evaluation.

b. We conduct testing (technical or user) when data required by the evaluation is not available from other sources.

RESPONSIBILITIES:

a. The materiel developer accomplishes TT&E. This is most frequently Test and Evaluation Command (TECOM) a major subordinate command of U.S. Army Materiel Command (AMC).

b. The U.S. Army Operational Test and Evaluation Agency (OTEA) has overall responsibility for UT&E. UT&E is accomplished by a designated agency or command--sometimes OTEA itself but most often TRADOC.

REFERENCES: DOD Dir 5000.3, 5000.3-M-1, ARs 10-41, 70-1, 70-10, 70-15, 70-61, 71-3, 71-9, DA Pam 70-21, 71-3, TRADOC Reg 10-5, 71-9, TRADOC Pam 70-13, 71-14, and TRADOC Pam 71-15.

O2
USER TEST AND EVALUATION

A generic term that includes:

- a. Evaluation.
- b. Experimentation.
 - (1) Force Development Test and Experimentation (FDTE).
 - (2) Concept Evaluation Program (CEP).
- c. Operational test (OT).

O3
EVALUATION

A generic term that includes:

- a. Independent Evaluation (Also referred to as Independent Operational Evaluation when necessary to distinguish it from technical evaluation). IE is the rigid assessment of the operational effectiveness and suitability of a materiel system in order to support decisions in the materiel acquisition cycle.
- b. Evaluation. A less rigid assessment process following any experiment or test that assesses both the validity of the experiment or test as a process and the validity of the object (doctrine, training, organization, or materiel system) of the experiment or test based solely on results of this experiment or test.

O4
INDEPENDENT EVALUATION (IE)

PURPOSE: Assesses the operational effectiveness and suitability of a materiel system and the degree to which it meets the stated requirement.

WHY REQUIRED: To support decision review in the materiel system acquisition process.

WHEN REQUIRED: IE is a continual process.

- a. The IE process begins with the operational characteristics of the system as stated in the requirement document.
- b. These characteristics are stated as issues (Evaluation Issues), that are a series of questions. For the issues, we

then develop criteria or standards. These should be specific measurable values with which we compare actual results. Issues and criteria are developed simultaneously and in coordination with development of the Operational and Organizational (O&O) Plan.

c. The Independent Evaluation Plan (IEP) is the documented methodology for the conduct of IE. It includes all data requirements, sources (to include test) of the data, and the techniques to be used in analysis.

d. To support a specific milestone decision, we document results to that point in the Independent Evaluation Report (IER). The IER is submitted to the decision making body.

RESPONSIBILITIES:

a. OTEA is overall responsible for IE of Army materiel systems. They plan and conduct IE of major Designated Acquisition Program (DAP), and Category 1 (IPR) systems as defined in AR 71-3.

b. TRADOC plans and conducts IE of all other IPR systems within our areas of proponentcy.

c. Specific TRADOC responsibilities:

(1) HQ TRADOC, ODCSCD, Test and Evaluation Directorate, performs staff supervision of IE in TRADOC.

(2) TRADOC Independent Evaluation Directorate (TIED), Fort Leavenworth:

(a) Conducts TRADOC Materiel Evaluation Committee (TMEC) staffing of critical evaluation issues and criteria for all systems.

(b) Prepares Independent Evaluation Plan (IEP) for Category 2 IPR systems.

(c) Approves IEP of Category 3 IPR systems prepared by proponent centers/schools.

(d) Conducts IE and prepares Independent Evaluation Report (IER) for Category 2 IPR systems.

(e) Approves IER of Category 3 IPR systems prepared by proponent centers/schools.

(3) Proponent centers/schools:

(a) Develop critical evaluation issues and criteria for all proponent systems in conjunction with development of the O&O Plan.

(b) Prepare IEP of Category 3 IPR systems for TIED approval.

(c) Conduct IE and prepare IER of Category 3 IPR systems for TIED approval.

REFERENCES: DOD Dir 5000.3, ARs 10-41, 70-1, 70-10, 70-15, 71-3, TRADOC Reg 10-5, 15-3, 71-9, TRADOC Pam 71-13, and 71-14.

O5

FORCE DEVELOPMENT TEST AND EXPERIMENTATION (FDTE)

PURPOSE: To assess new concepts of tactics, doctrine, organization, training, and new materiel systems.

WHY REQUIRED: FDTE support force modernization by providing data:

a. Early in a development process to:

(1) Help form, evaluate effectiveness of, and revise concepts.

(2) Support mission area development plans.

(3) Support development of requirement documents.

b. Throughout a development process to:

(1) Support decision review.

(2) Confirm tactics, organizations, and training after fielding a system.

WHEN REQUIRED: We schedule FDTE as required. They are not specified events in any development process (including materiel). Generally, the earlier we have FDTE in the process, the more useful are results in restructuring concepts.

RESPONSIBILITIES:

a. HQ TRADOC, ODCSCD, Test and Evaluation Directorate:

(1) Performs staff supervision of FDTE.

(2) Manages FDTE program.

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b. TRADOC Independent Evaluation Directorate (TIED):

(1) TRADOC focal point for review, consolidation and approval of FDTE issues and criteria.

(2) Conducts (or approves) evaluations of FDTE. These are the less rigid evaluations as opposed to independent evaluation.

c. Proponent centers/schools:

(1) Develop issues and criteria for FDTE and forward to TIED for approval.

(2) Prepare necessary test support packages and provide to test organization.

(3) As required, conduct evaluation of FDTE.

d. TRADOC Test and Experimentation Command plans, conducts, and reports on FDTE as tasked.

REFERENCES: ARs 70-1, 70-10, 71-3, TRADOC Reg 71-9, 71-13, and TRADOC Pam 71-15.

06

CONCEPT EVALUATION PROGRAM (CEP)

PURPOSE: To provide quick reaction, innovative testing to resolve combat, doctrinal, and training development issues.

WHY REQUIRED: CEP is a TRADOC command program for funding FDTE and other innovative tests that are relatively inexpensive, efficient, and responsive to TRADOC needs. It supports a variety of force development actions such as:

a. Preparing requirement documents.

b. Evaluating commercial items early.

c. Developing prototype material solutions.

WHEN REQUIRED: We plan and conduct CEP as required. Because of its innovative nature, most opportunities for effective use in a materiel development are early in the process.

RESPONSIBILITIES:

a. HQ TRADOC, ODCSCD, Test and Evaluation Directorate:

- (1) Forms an annual program.
 - (2) Manages and resources.
- b. Proponent centers/schools:
- (1) Develop CEP request.
 - (2) Prepare issues and criteria for test.
- c. TRADOC Test and Experimentation Command plans, conducts, and reports on CEP as tasked by TRADOC.

REFERENCES: ARs 70-10, 71-3, TRADOC Reg 71-9, and TRADOC Pam 71-15.

07
OPERATIONAL TEST (OT)

PURPOSE: Provides performance data (not available from other sources) on specific materiel systems.

WHY REQUIRED: OT provides data to support IE of materiel systems. Factors addressed include:

- a. Operational effectiveness and suitability.
- b. MANPRINT.
- c. Operational Reliability, Availability, Maintainability (RAM).
- d. Logistic supportability.
- e. Doctrine, training, and organization.

WHEN REQUIRED: When we have insufficient data to support system evaluation. Specific types of OT will be conducted as follows:

- a. Early User Test and Experimentation (EUTE). One or more test and/or experiments employing user troops during Proof of Principle (or Demonstration-Validation). EUTE may include small scale Force Development Test and Experimentation (FDTE) and Concept Evaluation Program (CEP) actions as well as other user innovative type tests. Tests a materiel concept, supports planning for training and logistics, identifies interoperability problems and future testing requirements, or provides data for the IE supporting the Milestone II (or I/II) decision. EUTE essentially replaces the more rigid requirement of OT I.

b. Initial Operational Test (IOT). Field testing employing typical user personnel, under realistic operational conditions during Development-Production Prove-out (or Full Scale Development) and/or Low Rate Initial Production. IOT provides operational effectiveness and suitability data for the IE supporting the final Milestone III (full production) decision. It replaces OT II and OT III.

c. Follow-on Operational Test (FOT). Field testing conducted subsequent to the full production decision to obtain data lacking from previous OT and/or to verify correction of system deficiencies.

RESPONSIBILITIES:

a. OTEA plans and directs OT of Major, DAP, and Category 1 IPR systems.

b. TRADOC plans and conducts OT of all other systems within our areas of proponentcy.

c. Specific TRADOC responsibilities:

(1) HQ TRADOC, ODCSCD, Test and Evaluation Directorate:

(a) Performs staff supervision of OT in TRADOC.

(b) In response to proponent center/school request, designates supporting test activity.

(2) TRADOC Independent Evaluation Directorate (TIED):

(a) In developing IEP for Category 2 IPR systems, identifies issues and criteria requiring test data.

(b) Provides test issues and criteria to proponent for coordination with designated test activity and planning of appropriate test.

(3) Proponent centers/schools:

(a) In developing IEP for Category 3 IPR systems, identify issues and criteria requiring test data.

(b) Coordinate with designated test activity to plan appropriate test.

(c) Prepare and staff test support packages (doctrine, organization, threat and training) and provide to test organization.

(4) **TEXCOM:** TRADOC Test and Experimentation Command (TEXCOM): Commands TRADOC Test Organizations which plan, design, conduct, and report on OT and other user testing. These test organizations are:

U.S. Army TRADOC Combined Arms Test Activity (TCATA)

U.S. Army Combat Development Experimentation Center (CDEC)

Beginning 1 October 1988:

U.S. Army Airborne and Special Operations Test Board (ABNSOTB)

U.S. Army Air Defense Artillery Board (ADABD)

U.S. Army Armor and Engineer Board (ARENBD)

U.S. Army Aviation Board (AVNBD)

U.S. Army Communications-Electronics Board (CEBD)

U.S. Army Field Artillery Board (FABD)

U.S. Army Infantry Board (INFBD)

U.S. Army Intelligence and Security Board (INSBD)

U.S. Army CDEC Board (CDECBD)

REFERENCES: DOD Dir 5000.3, ARs 10-41, 70-1, 70-10, 70-15, 71-3, DA Pam 71-3, TRADOC Reg 10-5, 15-3, 71-9, TRADOC Pam 71-14, and 71-15.

08

MISSION AREA ANALYSIS TEST ADVISORY GROUPS (MAATAG)

PURPOSE: To involve T&E early in the Mission Area Analysis (MAA) process.

WHY REQUIRED: To:

- a. Identify testing required to support the MAA process.
- b. Provide the link between the MAA process and T&E.
- c. Identify and validate future testing requirements.
- d. Provide early advice, assistance, and planning to support new initiatives.

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WHEN REQUIRED: The proponent must establish a MAATAG for each Mission Area. Members include doctrine, training, force development, and T&E experts.

RESPONSIBILITIES:

a. HQ TRADOC, ODCSCD, Test and Evaluation Directorate: Central point of contact within TRADOC for MAATAG policy and procedure.

b. Proponent centers/schools: Establish MAATAG as required to support MAA.

REFERENCE: Letter, HQ TRADOC, ATTE-ZC, 7 October 1983, subject: Establishment of Mission Area Analysis Test Advisory Groups (MAATAG).

09

TEST SCHEDULE AND REVIEW COMMITTEE (TSARC)

PURPOSE: To produce a coordinated and approved DA Five-Year Test Program (FYTP) of user testing. The basic building block of the FYTP is the Outline Test Plan (OTP). The OTP provides a brief summary of the specifics of a test and, when approved, is the test resource document.

WHY REQUIRED: The TSARC process, directed by Chief of Staff, Army, provides centralized resource management to:

a. Maximize benefit from testing resources.

b. Minimize adverse impact on operational readiness of units.

WHEN REQUIRED: The TSARC operates on a semiannual cycle with the following schedule:

Test Organizations submit OTP	Feb	Aug
HQ TRADOC Working Group TSARC	Mar	Sep
DA Working Group TSARC (OTEA Chair)	May	Nov
DA General Officer TSARC	Jun	Dec

The February/August submissions normally include all test requirements identified since previous submission. In critical cases, we will process OTP out-of-cycle.

RESPONSIBILITIES:

- a. TSARC body at each level:
 - (1) Reviews individual OTP.
 - (2) Recommends priorities for user testing.
 - (3) Reviews and approves resources.
 - (4) Resolves conflicts between test requirements and other missions.
 - (5) Reviews funding.
 - (6) Recommends approval of FYTP.
- b. DA DCSOPS: Approval authority for FYTP.
- c. OTEA:
 - (1) DA manager of TSARC process.
 - (2) As a test organization, prepares OTP and changes for inclusion in FYTP.
 - (3) Prepares and publishes FYTP.
- d. AMC and other MACOMs: Submit OTP for FYTP as appropriate.
- e. HQ TRADOC, ODCSCD, Test and Evaluation Directorate:
 - (1) Provides TRADOC representative to DA Working group and DA General Officer TSARC.
 - (2) Manages TSARC process within TRADOC.
 - (3) Plans and conducts HQ TRADOC working group TSARC.
 - (4) Designates test organizations to support test requirements.
 - (5) Develops policy to implement TSARC guidance.
- f. TRADOC proponent centers/schools.
 - (1) Identify test requirements.
 - (2) Provide input to designated test organization.

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(3) Assist in preparation/coordination of OTP.

g. Test Organizations: Prepare, coordinate and submit OTP to HQ TRADOC.

REFERENCES: AR 71-3 and TRADOC Reg 71-9.

O10

ARMY DEVELOPMENT AND ACQUISITION OF THREAT SIMULATORS (ADATS)

PURPOSE: To develop, procure, and operate simulators of threat:

- a. Air Defense systems.
- b. Jammers.
- c. C31 systems.
- d. Electronic warfare equipment.
- e. Ground and airborne vehicles.

WHY REQUIRED: To provide a complete and realistic threat environment for user testing.

WHEN REQUIRED: ADATS supports user testing as scheduled. This mandates a development program that parallels or precedes the development of those systems to be tested.

RESPONSIBILITIES:

a. HQDA: Chairs Army Instrumentation Development Committee (AIDC), the approval body for the ADATS program.

b. OTEA: Schedules ADATS use through OTP approval.

c. Army Intelligence Agency - Missile, Space, and Intelligence Center (MSIC):

- (1) Materiel developer for ADATS.
- (2) Projects threat capabilities.

d. HQ TRADOC, ODCSCD, Test and Evaluation Directorate:

(1) Director serves as program manager and chairman of ADATS Steering Committee.

(2) Develops and maintains ADATS Program Management Plan (PMP).

e. TRADOC centers/schools: Identify and submit ADATS requirements.

REFERENCES: DOD Dir 5000.3, ARs 70-10, 381-11, and TRADOC Reg 71-9.

O11
INTERNATIONAL MATERIEL EVALUATION (IME)

PURPOSE: Evaluation and acquisition of foreign systems that meet approved Army requirements.

WHY REQUIRED: IME supports Rationalization, Standardization, and Interoperability (RSI). It can also reduce acquisition time, cost, and risk. Under the program we:

- a. Identify foreign candidates to satisfy stated Army materiel requirements.
- b. Analyze and validate existing test data.
- c. Conduct any additional testing necessary to determine suitability for type classification and procurement.

WHEN REQUIRED:

- a. AMC initiates Phase I, a literature search, on approval of:
 - (1) A requirement document.
 - (2) A NATO Standardization Agreement.
- b. An IPR reviews the IME candidate list.
- c. With IPR approval, Phase II begins. It consists of:
 - (1) Development of Independent Evaluation Plan.
 - (2) Obtaining available test data.
 - (3) Evaluation of system by a working group.
- b. IPR then approves one of the following courses:
 - (1) Terminate.
 - (2) Procure and field.
 - (3) Go to Phase III, dedicated testing.

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b. If we have Phase III, a final IPR will review the system after testing.

RESPONSIBILITIES: HQ TRADOC, ODCSCD, Test and Evaluation Directorate is responsible for IME Program in TRADOC.

REFERENCES: DOD Dir 5000.3, ARs 34-1, 34-2, 70-1, 70-10, 70-61, 71-3, 71-9, TRADOC Reg 10-5, and 71-9.

CHAPTER 5

RESOURCE MANAGEMENT

TRADOC accomplishes its missions by applying manpower and dollar resources to a planned program. The Executive budget process identifies the Army's programs and resource needs that, in turn, Congress enacts into law. Resource management is the process of planning/programming, budgeting, and executing manpower and dollar resources to meet predetermined goals in support of TRADOC's mission.

Everyone in TRADOC is a steward of our resources. Every worker manages a workload and executes resources; your personal contribution to provide TRADOC with better products for minimum costs should be a personal goal. For HQ TRADOC, the Office of the Deputy Chief of Staff for Resource Management (ODCSRM) manages resource functions.

The sections that follow explain the major resource management processes and programs.

P1
MANPOWER AND DOLLARS

The Planning, Programming, Budgeting, and Execution System (PPBES) is the Army mechanism for translating its needs into reality through the application of resources that include dollars and manpower. As illustrated in the foldout, the PPBES begins with planning. This process is primarily a Department of the Army and higher function but is largely reflected in the CBRS process of threat analysis and concept development. TRADOC begins to play heavily in the PPBES process in the programming cycle where significant initiatives first enter the resourcing process. When new or expanded initiatives are not introduced in the programming cycle, TRADOC cannot provide funds for procurement and sustainment without internal reprogramming. In addition, since Congress limits the number of personnel, we must program for manpower requirements as well as dollar requirements.

In the budgeting phase of PPBES, we control the distribution of resources and workload through the installation contract system. At this point, the total amount of dollar and manpower resources are fixed. Therefore, any new initiatives you may have, such as painting a building or developing a new weapons system, must be deferred unless we can resource them through internal trade-offs. Because requirements always exceed available resources, TRADOC is involved in intensive management and prioritization as well as actively seeking opportunities for increased efficiency.

P2

PLANNING AND PROGRAMMING

PURPOSE: Planning and Programming are the initial phases of the Planning, Programming, Budgeting, and Execution System (PPBES), the Army's primary system for managing its portion of the 5-Year Defense Program (FYDP) and Defense budget.

a. As the initial phase of PPBES, force planning translates defense policies and military strategy into force requirements and objectives. These requirements and objectives guide force development and the allocation of resources during the later programming and budgeting phases. The Army Plan (TAP) articulates the priorities for allocating both fiscal and manpower resources and serves as the blueprint of the Army's future. Similarly, the TRADOC Long-Range Plan (TLRP) charts our vision of the future in support of the Army Goals, Vectors, and Priorities as defined in TAP and supported in TRADOC's doctrine, training, force modernization, leader development, and leading and caring goals.

b. Programming, the bridge between planning and budgeting, translates defense and Army planning guidance into a comprehensive, detailed, and methodical allocation of Army force structure, manpower, and dollars for a 5-year period (3-7 years in the future). The Program Objective Memorandum (POM) formally transmits to OSD the Army's 5-year proposal for resource allocation. The OSD-approved POM then becomes the Army's portion of the FYDP. Similarly, the TRADOC Program Objective Memorandum (TPOM) methodically translates a 5-year period of the TLRP into a more definitive course of action supported by a realistic resource allocation program. An integral part of the TPOM is the Program Analysis and Resource Review (PARR), the formal request to HQDA for resources to support TRADOC's prioritized program.

WHY REQUIRED:

a. Planning and Programming are necessary to obtain new resources or increases to current resource levels to support new or expanded missions.

b. Shift resources from lower to higher priority efforts.

WHEN REQUIRED:

a. Although HQDA has not as yet completed all its guidance on implementing the biennial PPBES, we envision alternate year planning and programming development cycles; i.e., planning events in even numbered fiscal years and programming events in odd numbered fiscal years.

b. Planning Cycle. In the planning year, the HQ TRADOC staff, in coordination with the integrating centers, develops and publishes the TLRP. From the guidance contained in the TLRP, installations/activities develop their long-range plans and submit them to the integrating centers and HQ TRADOC staff for review and coordination.

c. Programming Cycle.

(1) Installation Program (IP). Based on the TLRP and their respective long-range plans, installations/activities develop their IPs in the program year and submit them to the HQ TRADOC staff and integrating centers for review and approval. Concurrently, the HQ TRADOC staff, in coordination with the integrating centers, develops the TPOM and PARR.

(2) Total Army Analysis (TAA). TAA is the primary process for obtaining manpower resources to support TRADOC's program. Unlike the other programming events, the majority of TAA is done in the planning year. TDA manpower related issues from the installations, integrating centers, and HQ TRADOC staff compete for inclusion in TRADOC's TAA submission. Following these submissions by the MACOMs and CINCs, the Army staff reviews and prioritizes the TOE and TDA issues and develops the initial base force structure for POM development.

(3) Force Modernization. During the programming year of biennial PPBES, installations/activities submit to HQ TRADOC their requirements to support fielding of designated force modernization systems. The HQ TRADOC staff reviews and validates these programs and provide the framework for our Modernization Resource Information Submission (MRIS). Although prepared as a separate product, the MRIS is actually submitted to HQDA as part of TRADOC's PARR.

RESPONSIBILITIES:

a. At HQ TRADOC, Planning and Program Analysis and Evaluation Directorate (PAED), ODCSR, is responsible for managing TRADOC's resource planning and programming. Planning efforts focus mainly on guiding the installations during development of their long-range plans and HQ TRADOC staff during development of the TLRP. In this regard, PPAD closely coordinates TLRP development with DCSDOC's efforts in CBRS and TRADOC's Architecture for the Future Army that takes planning beyond the 10-year scope of the TLRP.

b. At the installation/activity, the responsibility for planning varies from installation to installation. Primary programming responsibility lies with the Director of Resource

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Management (DRM) or comptroller except in two instances. The Director of Engineering and Housing (DEH) is responsible for MCA programming and the Director of Information Management (DOIM) for information systems programming.

REFERENCES: AR 1-1 and DA Pam 5-XX.

P3

INSTALLATION CONTRACT SYSTEM

PURPOSE: We manage the allocation of resources and workload through a formal contract with our installations/activities. All installations/activities that receive TRADOC manpower and dollar resources participate. The installation contract is a formal agreement between the CG, TRADOC, and the installation/activity commander receiving TRADOC resources. The signed contract shows agreement to the resources and workload identified in the contract. The contract also identifies TRADOC guarantees for resourcing (dollars/manpower) and the installation/activity's major requirements for additional funding. The contract system is the focal point for managing workload and resources.

WHY REQUIRED: This process ensures that installations and activities get the necessary resources to manage and execute assigned workload.

WHEN REQUIRED: The contract is an annual document. The contract process begins in March in the prior year when we issue our Budget Manpower Guidance (BMG) for the Command Operating Budget (COB). All installations/activities prepare their COBs and respond back to us in May. A draft contract issued in July/August is our response to the installations/activities' COB. The installations/activities review the draft contract and recommend adjustments. After final adjustment the CG, TRADOC, and the installation/activity commander sign the contract shortly after the start of the fiscal year. This process will be modified as we learn how to best respond to the new biennial budgeting requirements.

We conduct quarterly reviews of contract execution. In April, we also conduct a Budget Execution Review (BER) to make necessary adjustments to contracted workload and resources based upon the current resource posture and changes in command priorities.

The contract process is a continuous process, and the contract is a living document. During the year, contract adjustments to maintain a balance between changing workload and resources can be negotiated.

RESPONSIBILITIES: The proponent for the installation contract system is the Budget Directorate, ODCSRM. The TRADOC program directors manage workload and resources within functional areas. At the installation or activity level, the focal point for the contracts is the Director, Resource Management or Comptroller.

REFERENCES: TRADOC Reg 11-3, 11-4, and TRADOC Memo 11-5.

P4

**BALANCED BUDGET AND EMERGENCY DEFICIT CONTROL ACT OF 1987
(GRAMM-RUDMAN-HOLLINGS ACT)**

PURPOSE: The Gramm-Rudman-Hollings Act contains an automatic mechanism to make reductions to the federal budget when normal legislative means to reduce the budget (to meet predetermined deficit goals) fail. Since most entitlement programs (such as social security) are exempt from reductions, the Department of Defense must absorb 50 percent of the total reduction.

WHY REQUIRED: The act forces the government to meet predetermined deficit goals by automatically activating when the normal budget process has failed to reach the deficit reductions goals.

WHEN REQUIRED: The President signed the first Act into law on 12 December 1985. In FY 86, the 1985 Gramm-Rudman-Hollings Act reduced Army spending by \$2.5 billion. In 1987, the Supreme Court ruled the Act unconstitutional. The 1987 Gramm-Rudman-Hollings Act, signed 29 September 1987, corrects the constitutional defects and restores the automatic deficit reduction mechanism. The federal budget cannot exceed congressionally determined deficit levels for each year from 1986 through 1990; and in 1991, there can be no federal deficit. If the budget exceeds the congressionally determined deficit levels, the automatic mechanism will be activated and reduce the federal budget across the board by percentage, decrements according to outlay contribution by each nonexempt program, project, and activity to meet the deficit goal.

RESPONSIBILITY: Congress has the responsibility to meet the deficit reduction goals. If Congress fails and the Gramm-Rudman-Hollings Act is activated, the Army must ensure that the essential Army missions are resourced and that there is minimum disruption of decremented Army programs.

P5

OUTPUT ORIENTED RESOURCE MANAGEMENT SYSTEM (OORMS)

PURPOSE: To improve the way the Department of the Army manages resources, OORMS will:

- a. Provide decision makers with feedback for tracking resources throughout the PPBES.
- b. Combine manpower and dollar information by function for the prior year, current year, and budget as well as the 5 program years.
- c. Give decision makers a better tool for making decisions.

WHY REQUIRED: We need OORMS to help the Army better correlate programmed resources with resources actually consumed. In a period of constrained resources, we must be able to explain what resources were received versus what was paid out in dollars and manpower to accomplish the assigned missions.

WHEN REQUIRED: OORMS began a phased implementation at the beginning of FY 86 and was fully operational on 1 October 1987. The automated personal computer based OORMS system is an evolutionary system. Changes will be made to the OORMS software as identified by the users throughout the Army.

RESPONSIBILITY: The Deputy Chief of Staff for Resource Management is responsible for OORMS implementation and policy in TRADOC. Responsibility for the operation of OORMS lies with all Army organizations concerned with resource management.

REFERENCES: OORMS Handbook, November 1986, Office of the Comptroller of the Army.

P6
MANPOWER

PURPOSE: The TRADOC Manpower Management System allows us to use our civilian and military manpower in the best way to accomplish our missions. Manpower management has three basic steps: workload validation and measurement, determination of the manpower required to perform that workload, and provision for the allocations (military and civilian) required to perform that workload.

WORKLOAD VALIDATION AND MEASUREMENT: Each functional area in TRADOC has a different workload measure: students to be trained (Training) (C), tests and studies to be conducted (Combat Development and Testing and Evaluation) (IO), literature to be produced (Doctrine), and population to be supported (base operations (BASOPS) support).

The training load is the key workload factor in TRADOC since other missions, like BASOPS, respond to changes in the training load. HQDA provides the training load in the ARPRINT (Army

Program for Individual Training). In response to changes in training workload, we update the manpower program twice a year in the TRADOC Review of Manpower (TRM). We measure workloads other than training as we receive changes or additional requirements in such areas as doctrine, combat developments, testing, or base operations.

MANPOWER REQUIREMENTS DETERMINATION: Manpower requirements are determined by the Force Management Directorate, ODCSRM, using three primary tools.

a. Engineered Staffing Standards. The Manpower Staffing Standards System (MS-3) is the most effective method of determining requirements. Under this system workload data in selected areas is collected and applied using a mathematical formula. The workload counts used are verified and submitted to HQ TRADOC by the installation DRM. Periodically, HQ TRADOC conducts on-site review of the workload factors to assure validity and accuracy in the collection and reporting procedure.

b. Manpower surveys are used to determine manpower requirements for areas not covered by MS-3 standards. The survey in an onsite measurement of work performed and calculation of the minimum essential requirements to do this work. Surveys are conducted by a survey team from the ODCSRM approximately every 4 years.

c. Manpower requirements can also be adjusted between surveys by the submission of written documentation (Schedule X) to HQ TRADOC. This procedure is used to accommodate workload increases or new missions. Installations prepare the justification and estimate manpower needed through detailed description of the tasks necessary to accomplish the workload. Schedules X are reviewed by the HQ TRADOC DCSRM.

PROVIDING ALLOCATIONS: HQ TRADOC receives manpower allocations from HQDA three times a year in the published Program Budget Guidance (PBG). Program directors manage allocations for their functional area. The DCSRM provides each program director with manpower controls based on the guidance received in the PBG. The program director must decide what missions to support and how to distribute the allocations among TRADOC installations and activities. We update the distribution of allocations twice a year in the TRM.

DOCUMENTATION: Military and civilian allocations are documented on an authorization document called a TDA (Table of Distribution and Allowance) or an MTOE (Modification Table of Organization and Equipment). TRADOC is primarily a TDA command with only a few MTOE units. The TDA serves as the basis for requisitioning

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and assigning military personnel and for hiring civilian personnel. The TDA/MTOE are updated twice a year following each TRM. Each installation develops its own TDAs and forwards them to HQ TRADOC for review and approval. HQ TRADOC forwards approved TDAs to HQDA to be entered into the Army Authorization Documents Systems (TAADS).

WHY REQUIRED: We need the manpower management systems to allocate manpower to perform command missions and to match the available manpower with the assigned missions.

WHEN REQUIRED: Manpower management is a continuous process. The following specific important events also occur:

a. The Manpower portion of the COB: Submitted in May of each year to HQ TRADOC and by HQ TRADOC to HQDA in July of each year.

b. Command Plan (Force Accounting Documentation by UIC, AMSCO, and Category): Submitted by HQ TRADOC to HQDA twice a year proceeding each Management of Change (MOC) Window.

c. TDA Documents: Submitted by installations and activities to HQ TRADOC twice a year during each MOC Window from January to March and from July to September.

RESPONSIBILITY: The Force Management Directorate, ODCSRM, maintains accountability for manpower actions. Each program director at TRADOC manages the manpower actions within their program.

REFERENCES: ARS 310-49, 570-2, 570-4, 570-5, and TRADOC TRM Memorandum of Instruction (published twice yearly).

P7
SPIRIT

PURPOSE: To bring together all the ongoing productivity programs within TRADOC. Under the SPIRIT (Systematic Productivity Improvements Review in TRADOC) program umbrella, TRADOC centrally monitors and promotes maximum gains through productivity.

WHY REQUIRED: To support the Army Master Productivity Plan. Under this command-tailored program, all installations and activities have productivity goals expressed in dollars. Savings realized by installations and activities generally remain with them. Those three installations and three activities that surpass their goals by the largest percentage receive additional funding through a \$2.0M "winners pot" each fiscal year.

WHEN REQUIRED: SPIRIT is a continuing program. The awards competition coincides with the fiscal year. We review installations and activities' savings in December and January. We then select and make final presentations in February and March.

HQ TRADOC publishes the Good News for TRADOC (GIFT) Bulletin to disseminate productivity related information and initiatives throughout the command.

RESPONSIBILITIES: The Productivity Division, ODCSRM, is responsible for Project SPIRIT. Each program director has responsibility and is proponent for respective functional areas in the SPIRIT Action Plan. The HQ TRADOC staff validates individual SPIRIT projects or initiatives in their functional areas that are submitted by the installations/activities for competition.

REFERENCES: SPIRIT Action Plan (published annually) and GIFT Bulletins (Issues 1-8).

P8
ARMYWIDE MODEL INSTALLATION PROGRAM (MIP)
AND
ARMY SUGGESTION PROGRAM (ASP)

PURPOSE: Make military installations a better place to work by cutting "red tape," removing impediments, and identifying innovative ways of managing installations more efficiently.

WHY REQUIRED: In January 1984, OSD inaugurated the MIP throughout all the services on a test basis. Fort Sill was the TRADOC representative. Major guidelines include the retention by the installation of all savings generated, no changes in resources, and no adverse personnel actions.

WHEN REQUIRED: MIP/ASP can be submitted anytime. Relief from any directive may be requested and reorganizations to test innovations are encouraged on a continuous basis. Since its inception, the MIP has demonstrated the benefits of removing unnecessary restrictions on commanders' freedom to manage. Based on MIP success, in March 1987 the Secretary and Chief of Staff of the Army issued a joint proclamation extending the model installation management approach Armywide. All installations would become model installations. Additionally, the Army Suggestion Program (ASP) was consolidated with the MIP for processing.

RESPONSIBILITY: Effective 1 July 1987, management of both MIP and ASP programs were placed in Resource Management staff elements at all TRADOC installations and the headquarters. The Productivity Division, ODCSRM, is the program's manager. The HQ

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TRADOC staff reviews and makes recommendations on MIP/ASP where approval is above the installation commanders' authority.

REFERENCES: HQDA Memorandum 672-87-1, 30 September 1987, subject: Model Installation Program (MIP) and Army Suggestion Program (ASP) and TRADOC memorandum, ATRM-E, 24 June 1987, subject: Instructions, RE: Implementation of MIP and ASP.

P9

CAPITAL INVESTMENT FUNDS

PURPOSE: To improve the Army's Capital Investment Program (CIP) by making investment funds available for the expeditious procurement of off-the-shelf, commercial, productivity enhancing equipment. The CIP supplements the budgetary process but does not negate the normal budget cycle planning and processes.

WHY REQUIRED: To retain a competitive edge, TRADOC resource managers need ready productivity enhancing investment funding. CIP funds provide a way to purchase equipment without the delays of the normal resource cycle. The objective is to increase productivity, reduce costs, save manpower, and improve readiness in conjunction with programs at DOD (OSD Productivity Investment Funding (OSD-PIF)), DA Productivity Enhancing Capital Investment Program (PECIP), and Quick Return on Investment Program (QRIP).

PROGRAM	CAPITAL INVESTMENT PROGRAMS		APPROVAL LEVEL
	TOTAL FUNDING LIMIT (\$ 000)	PAYBACK REQUIRED IN	
QRIP	\$0 - \$100	2 Years	TRADOC
PECIP	\$100 or more	4 Years	TRADOC
OSD-PIF	\$100 or more	4 Years	DOD

WHEN REQUIRED: QRIP/PECIP submissions are encouraged and accepted on a continuous basis. OSD-PIF projects compete at the DOD level and must arrive at HQ TRADOC not later than 15 April for submission to HQDA by 1 June for program year funding.

RESPONSIBILITY: The Productivity Division, ODCSRM, under TRADOC SPIRIT, manages the CIP. Installations and activities submit projects for funding considerations.

REFERENCES: AR 5-4 (Change 1), SPIRIT Action Plan, and GIFT Newsletters.

P10
COMMERCIAL ACTIVITIES (CA)

PURPOSE: To determine the most efficient means of performing commercial activities' type work for the government. The determination consists of systematically reviewing in-house operations and comparing them with contract operations on a cost basis.

WHY REQUIRED: The Office of Management and Budget (OMB) directs the review of government functions to determine the most efficient method of operation. OMB further requires cost comparisons of in-house and contracted operations unless:

- a. Government employees perform the service for national defense reasons.
- b. The function contains military rotation base positions.
- c. No commercial source is available.
- d. The function is governmental in nature.

WHEN REQUIRED: Review of CAs is an ongoing process. Additionally, each in-house activity is reviewed every 5 years to monitor the cost effectiveness of operations.

RESPONSIBILITY: The Commercial Activities Management Division, ODCSR, directs, manages, and implements the Army CA program within TRADOC. Installation resource managers perform cost studies to assess the feasibility of retaining functions in-house. All CAs not specifically exempted by HQDA will be scheduled for cost study.

REFERENCES: OMB Cir A-76, DOD Dir 4100.15, DOD Instr 4100.33, and AR 5-20.

P11
TRADOC MANAGEMENT ENGINEERING ACTIVITY (TRAMEA)

PURPOSE: To improve the Army's manpower programs. TRAMEA is a field operating activity under the operational control of the Productivity and Efficiency Directorate (PED), ODCSR. The Headquarters Element is located at Fort Monroe and also serves as the ODCSR Management Engineering Office. Field teams are located at each TRADOC installation except Fort Monroe, Fort Belvoir, and Carlisle Barracks. Fort Monroe and Carlisle Barracks are served on a regional basis while the TRADOC schools at Fort Belvoir, Fort Huachuca, and Aberdeen Proving Ground are served by operating locations of TRAMEA teams. TRAMEA is

responsible for administering two major manpower management programs:

a. Efficiency Review (ER) - TRAMEA field teams conduct thorough analyses of processes, procedures, position and grade structure, organization, mission and functions, and resources. The objective is to identify specific improvements required to enhance operations, improve performance, achieve efficiencies, and increase readiness.

b. Manpower Staffing Standards System (MS-3) - MS-3 is a manpower requirement determination and justification process that is compatible with PPBES, functionally-oriented, and deals with the basic elements of mission workload, the need to react to mission of workload changes, and based on a validated and acceptable process of developing credible statements of manpower requirements. MS-3 standards are implemented as part of this TRM process (see P8 for responsibilities).

WHY REQUIRED: The General Accounting Office (GAO) audits have disclosed major deficiencies with the Army's overall manpower programs. ER and MS-3 programs are designed to overcome these deficiencies. HQDA proponents are the Army Chief of Staff's Director of Management for ER and Deputy Chief of Staff for Personnel through the US Army Manpower Requirements and Documentation Agency (USAMARDA) for MS-3.

WHEN REQUIRED: Training and Education Functions: TRADOC is the Army proponent for MS-3 standards for these functions. Within TRADOC, ERs generally precede MS-3 studies.

Base Operations (BASOPS) Functions: Forces Command (FORSCOM) is the proponent for MS-3 standards for BASOPS functions. However, TRAMEA is the proponent for conducting the ER and developing the MS-3 standard for the civilian personnel offices (CPO). The U.S. Army Finance and Accounting Center (USAFAC) is proponent for all finance and accounting (F&A) standards. When practical, ERs are conducted at TRADOC installations prior to the development of an MS-3 standard by FORSCOM or USAFAC. The HQDA goal is that the ER and MS-3 studies will be conducted Armywide under the lead of the proponent command.

RESPONSIBILITIES:

a. TRAMEA Headquarters: Publishes a coordinated study schedule that is based on TRADOC priorities, FORSCOM/USAFAC MS-3 study schedules, and HQDA guidance.

b. TRADOC Staff: The staff proponent for functions under study actively participates with TRAMEA in drafting the Performance Work Statements (PWS); determining, approving, and implementing efficiencies; assisting in the validation of Work Center Descriptions (WCD), workload and exceptions for MS-3 standards; and providing general functional expertise.

REFERENCES: ARs 5-4 (Draft Revision) and 570-5.

P12
STANDARD ORGANIZATIONS

PURPOSE: Establishing standard organizations or models is one of the means the Army has at its disposal to more effectively and efficiently manage resources. Commanders are responsible for accomplishing the assigned mission and have the responsibility to decide how best to accomplish their mission within resource constraints. Therefore, standard organizations are not static; they can be modified through requests for deviations when a commander finds a better way to accomplish the mission.

WHY REQUIRED: The models establish the organizational structures and system for approval of deviations from the prescribed organizational structure.

a. Standard Installation Organization (SIO) is a HQDA directed program that provides the framework for standardizing the organizational structure and operations through improved guidelines for organizing TRADOC activities and installations.

b. Models have been developed by HQ TRADOC to standardize the organizational structure and functional alignment of two or more activities with similar missions and functions. Those models or standard organizations are for TRADOC's:

- (1) Service schools.
- (2) Army training centers.
- (3) Test boards.
- (4) Noncommissioned officer academies.
- (5) Reserve Officer Training Corps Cadet Command (ROTCC) regional headquarters.

WHEN REQUIRED: Request for waivers/deviations to AR 5-3 and TR 10-1 must be approved by HQDA and HQ TRADOC, respectively, prior to reorganization of activities covered by a standard organization.

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RESPONSIBILITY: HQDA is the proponent for the Installation Management and Organization under AR 5-3. The MACOM proponent deputy chiefs of staff define TRADOC standard organizations (model) functions under the guidelines of TR 10-1. The Management Directorate, ODCSRM, provides the guidance and the avenue for waiver requests to the SIO and to TRADOC Standard Organizations.

REFERENCES: AR 5-3, and TRADOC Reg 10-1.

P13

INTERNAL CONTROL SYSTEMS PROGRAM

PURPOSE: The Internal Control Systems Program is designed to prevent waste, fraud, and abuse of government resources through a system of applied internal control reviews and assigned accountability.

WHY REQUIRED: The Internal Control Systems Program is the HQDA application of the Accounting and Auditing Act of 1950 (31 U.S.C. 35120 and Public Law 97-255, the Federal Managers' Financial Integrity Act of 1982. These statutes were subsequently applied by OMB Circular A-123, Internal Control Systems, and DOD Directive 5010.38, Internal Management Control Program.

WHEN REQUIRED: The Internal Control Systems Program is conducted and administered throughout the fiscal year, and program accomplishments are reported semiannually and annually in April and October.

RESPONSIBILITY:

a. Internal control administrators, usually found in the Resource Management organization at MACOM and installation/activity levels, administer the program on behalf of the commander. As such, they establish policy, distribute guidance, train operating managers, and ensure that program requirements are met accurately and on a timely basis. To do so, administrators establish a corresponding system of administrators at lower command levels to disseminate guidance, administer the program, and report accomplishments.

b. Operating managers located in each organization are accountable for applying the program within their organization. Their internal control responsibilities are formally documented in their performance agreements and their performance is rated accordingly. Operating managers ensure that internal controls are operating effectively in their organization by completing internal control review checklists for each directive implemented by the organization. If weaknesses are detected, the operating managers develop, accomplish, and test a plan of corrective

action designed to correct the problem and report the weakness along with the status of corrective action to the internal control administrator.

c. Commanders annually certify that internal controls are in place and operating as designed to provide reasonable assurance that command resources are safeguarded against waste, fraud, and abuse. In addition, commanders report program accomplishments on a semiannual basis. Commanders and supervisors of operating managers also assess the operating managers' performance in implementing a program of internal controls when the operating managers receive their performance appraisals.

REFERENCES: Accounting and Auditing Act of 1950 (31 U.S.C. 3512); Federal Managers' Financial Integrity Act of 1982, (Public Law 97-255, 8 September 1982); OMB Cir A-123, Internal Control Systems, 16 August 1983; DOD Dir 5010.38, Internal Management Control Program, 16 July 1984; and AR 11-2, Internal Control Systems, 19 April 1985.

CHAPTER 6

MILITARY INTELLIGENCE

Military intelligence is produced from collecting, evaluating, analyzing, integrating, and interpreting all information concerning aspects of a foreign nation's military capabilities or potentially significant military planning and operations.

Counterintelligence activities detect, prevent, and neutralize foreign intelligence, espionage, sabotage, and subversive incidents conducted by or on behalf of any foreign organization or person operating to the detriment of the United States Army. It includes gathering essential elements of friendly information and evaluating countermeasures designed to counter the hostile intelligence threat.

Knowledge of the enemy is key in developing our doctrine, training plans, and combat developments. For HQ TRADOC, the Office of the Deputy Chief of Staff for Intelligence (ODCSINT) manages intelligence and counterintelligence functions. This includes the responsibility for threat support to operational concepts and doctrine development, combat development, training and training development, automation security, industrial security, information security, personnel security, the counterintelligence program, and the disclosure program. Although TRADOC is not a direct producer of intelligence, it is a main user of that body of knowledge in the Concept Based Requirements System (CBRS) and in training, training development, and materiel development.

Q1

REQUIREMENTS AND MANAGEMENT DIVISION

The R&M Division, ODCSINT, is the policy office. This division determines requirements in providing comprehensive threat support to the command and gives necessary guidance. They also determine resource needs of the schools and centers to do the threat work at each locale and advise the program managers of other principal staff sections accordingly. This division is proponent for TRADOC weather and environmental support issues as they impact on intelligence and threat training. They have primary responsibility for threat support to bilateral staff talks with other armies and is the ODCSINT spokesman for "Red" (enemy) play in orientations and war games.

Q2

THREAT SUPPORT TO THE CBRS AND MATERIEL ACQUISITION PROCESS

PURPOSE: To provide TRADOC decision makers with a clear picture of the threat forces the United States Army could face in the

future. We describe the enemy's doctrine, tactics, structure, and weapons; those he has now and what we see for the future.

WHY REQUIRED: The United States Army must build weapons and design the tactics to use them that will survive against a modern enemy force and defeat that enemy. Threat is a vital ingredient and driving factor that supports the CBRS and materiel acquisition process.

WHEN REQUIRED: The threat is continuously considered throughout the CBRS process. There is a Threat Manager (TM) at each school who will from the very outset of the CBRS effort work with his counterparts in concept work and design work. Together they make sure all aspects of the threat are made known. There is also a system to assure this coordination is complete. Within this command the threat management system is described in TRADOC Regulation 381-1. This system ensures that the TM coordinates his facts on the threat with ODCSINT, HQ TRADOC, and similarly responsible offices at other major commands. Cooperation and coordination begin immediately after the initiation of the concept for a new weapon or support system.

RESPONSIBILITY: At Department of the Army (DA) level is the Senior Intelligence Officer (SIO) for the Army, as the DCSINT at HQ TRADOC is the SIO for this command. ODCSINT staff officers at both levels communicate continuously to assure threat support is complete and timely. The DA DCSINT is responsible for any matter pertaining to foreign intelligence or threat within the Army. The TRADOC DCSINT is responsible for implementing DA guidance for TRADOC.

REFERENCES: AR 381-11, TRADOC Reg 381-1, and Soviet Battlefield Development Plan.

R1
THREAT SUPPORT DIVISION

The Threat Support (TS) Division, ODCSINT, provides direct assistance to TRADOC centers and schools in their combat development and training threat activities. TS provides threat and intelligence support to HQ TRADOC and serves as the command's interface between HQDA ODCSINT's threat integration staff officers (TISO) and the Threat Managers at TRADOC centers and schools. It develops and disseminates current intelligence and conducts special studies as required.

R2
THREAT SUPPORT TO CBRS

PURPOSE: To develop and integrate threat capabilities and doctrine into the CBRS and exercise primary TRADOC staff responsibility for foreign intelligence.

WHY REQUIRED: To ensure threat support is provided in a timely and accurate manner to operational concepts and doctrine and combat development.

WHEN REQUIRED: Threat must be provided continuously and integrated throughout the life cycle of a particular system. ODCSINT will ensure the most current data is available and regular assessments made regarding impact on combat development and doctrine.

RESPONSIBILITIES:

a. Exercises staff responsibility for overall threat management within TRADOC.

b. Approves threat analysis, statements, and assessments for requirements documents developed by TRADOC activities.

c. Disseminates information on developments in threat doctrine, organization, tactics, and equipment.

d. Provides threat support required by TRADOC functional centers, schools, and activities.

e. Provides current intelligence support to HQ TRADOC.

f. Participates on Scenario, Doctrine and Study Advisory Groups (SAG) Subgroups and represents TRADOC on DA sponsored Threat Coordinating Groups (TCG).

REFERENCES: AR 381-11, and TRADOC Reg 11-8, and 381-1.

R3
THREAT SUPPORT TO TRAINING AND TRAINING DEVELOPMENT

PURPOSE: To ensure TRADOC activities receive accurate threat data for integration into local training and training development programs.

WHY REQUIRED: To ensure the validity, consistency, and accuracy of threat portrayed in training and training development programs in TRADOC. The threat depicted must be appropriate, valid, and consistent throughout the training base and portrayed as an integral portion of the overall training support effort.

WHEN REQUIRED: TRADOC activities require threat support continuously throughout all stages of training and training development programs. As the threat changes, we develop United States doctrine to counter that threat. We then develop a realistic training program that accurately depicts the threat and supports the overall doctrine and training program.

RESPONSIBILITY: The ODCSINT has primary staff responsibility for threat training within TRADOC. The DCSINT advises and assists the DCST on all training matters related to threat training and training developments. Threat Managers at all TRADOC schools and centers ensure consistency and accuracy in threat data and application in all activities at their respective school or center.

REFERENCE: TRADOC Reg 381-1.

S1

COUNTERINTELLIGENCE AND SECURITY DIVISION

The Counterintelligence and Security Division, ODCSINT, develops and executes a comprehensive security program that ensures the protection of TRADOC's people, plans, and activities from the hostile intelligence services and terrorist threat. The primary objectives of the division are to enhance the command's posture, establish an effective security education program, and raise the level of security awareness throughout TRADOC. With these objectives in mind, the division implements proactive security programs that address the command's need across the entire spectrum of security.

S2

TRADOC AUTOMATION SECURITY PROGRAM

PURPOSE: To provide guidance for implementing the Automated Systems Security Program throughout TRADOC. This includes issuing policy, establishing procedures, and giving technical and administrative guidance on all aspects of automation security. All automatic data processing (ADP) or word processing (WP) equipment, regardless of the sensitivity of information processed, must be assigned a sensitivity level. Ultimately, the designated accreditation authority (AA) must accredit the system for processing at the required level or properly exempt it from the requirements of AR 380-380.

WHY REQUIRED: Site accreditation authority designates the processing level for each ADP site. A risk assessment, done by the Systems Security Manager, considers the threat and countermeasures to the threat.

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WHEN REQUIRED: Automation security should be part of the original system design objectives. TRADOC considers economic and cost benefit analysis and security-related specifications in all hardware and software procurement or acquisition packages. Accreditation of all automated system operations designated critically sensitive (CONFIDENTIAL, SECRET, TOP SECRET) occurs upon acquisition and annually thereafter. A detailed site review precedes accreditation.

RESPONSIBILITY: Each MACOM has an Automation Security Program Manager (SPM) who manages the development, implementation, and execution of the command Automation Security Program. Designation of sensitivity level and suspense dates for accomplishing risk assessments and issuing accreditation statements is a continual process. All TRADOC installations have Automated System Security Managers (SSM) who ensure that all activities, to include tenants, on their respective posts receive adequate support for their system security requirements. At HQ TRADOC, the Deputy Chief of Staff for Intelligence manages the TRADOC Automation Security Program activities.

REFERENCES: AR 380-380 and TRADOC Suppl 1 to AR 380-380.

S3
COMMUNICATION SECURITY PROGRAM

PURPOSE: To provide total security for all electrically transmitted information from the sender to the receiver.

WHY REQUIRED: To protect electrically transmitted information from foreign exploitation.

WHEN REQUIRED: As many countries intercept, analyze, and exploit our communications on an increasingly sophisticated basis, we must employ countermeasures continually to ensure denial of unauthorized access to information of value.

RESPONSIBILITY: The Deputy Chief of Staff for Intelligence (DCSINT) is responsible for overall TRADOC COMSEC activities. The DCSINT acts as focal point for coordinating all COMSEC matter with higher and subordinate headquarters, monitors subordinate TRADOC installation COMSEC programs, and reviews plans and directives having COMSEC implications to assure the adequacy of considerations and adherence to established policy.

REFERENCE: AR 530-2.

S4

COUNTERINTELLIGENCE (CI) PROGRAMS

PURPOSE: To maintain and enhance the security posture of HQ TRADOC and subordinate commands. The Counterintelligence Program provides threat data about Hostile Intelligence Services (HOIS) and terrorist activities and supports the command OPSEC program. Additionally, the Counterintelligence program provides advice and assistance regarding SAEDA requirements, Foreign Officer Contact programs, and travel security procedures.

WHY REQUIRED: To deny information to hostile intelligence collection agencies.

WHEN REQUIRED: Required on a continuous basis wherever TRADOC personnel are located.

RESPONSIBILITY: Each installation and activity has a security officer responsible for administering CI and security programs. The DCSINT manages these activities at the MACOM level.

REFERENCES: ARs 340-17, 380-10, 380-13, 380-20, 381-10, 381-12, 381-15, 381-20, and 530-1.

S5

INFORMATION SECURITY PROGRAM

PURPOSE: To safeguard classified information and material from unauthorized disclosure or compromise. The program consists of security procedures specifically designed to protect classified information considered vital to national defense.

WHY REQUIRED: The failure of TRADOC's security system could have a grave effect on one or more agencies of the federal government. The protection of classified information is the responsibility of each individual who possesses or has knowledge of such information, regardless of how it was obtained.

WHEN REQUIRED: Security awareness and education are the key ingredients for ensuring a viable program; therefore, the program is a continuing process. The ever-changing field of high technology and Soviet acquisition of it requires close scrutiny of existing security procedures for resolving any unique problems.

RESPONSIBILITIES: The DCSINT serves as the TRADOC Security Manager. Each TRADOC installation and activity has a designated security official responsible for administering an effective Information Security program.

REFERENCES: AR 380-5 and TRADOC Suppl 1 to AR 380-5.

S6
PERSONNEL SECURITY PROGRAM

PURPOSE: To establish policies and procedures to ensure that granting classified access to military personnel and DOD civilians is in the best interest of national security.

WHY REQUIRED: To establish the integrity of personnel in sensitive positions in order to protect classified information from our potential enemies.

WHEN REQUIRED: Initially required for all military personnel requiring access to classified information and for all DA civilian personnel occupying positions designated "sensitive."

RESPONSIBILITY: Installation and activity security officials are responsible for personnel security management. At HQ TRADOC, the DCSINT manages personnel security for the commander.

REFERENCES: ARs 604-5 and 380-150.

S7
INDUSTRIAL SECURITY PROGRAM

PURPOSE: To safeguard classified information in the hands of United States industrial organizations, educational institutions, and all organizations and facilities used by prime contractors and subcontractors.

WHY REQUIRED: The interest of national security requires that we protect classified information to which industry requests, possesses, or has access.

WHEN REQUIRED: When a contractor possesses or can get classified information while doing work on a classified contract. We must also protect classified information before and after both contract negotiations and government-sponsored independent research and development activities.

RESPONSIBILITY: The Defense Investigative Service administers the DOD Industrial Security program on the behalf of all TRADOC installations and activities. At HQ TRADOC, the DCSINT has command industrial security management responsibility. Each TRADOC installation and activity has a DSEC or DPTSEC responsible for security management that includes the Industrial Security program. The program is a cooperative effort between the security manager and local contracting authorities to furnish necessary classification guidance, to authorize retention of classified material, and to certify a need-to-know for reviewing documents.

REFERENCES: DOD Dir 5220.22-R, 5220.22-M, 5230-20, 5230.24, 5230-25, AR 380-49, and TRADOC Reg 380-1.

S8

NATIONAL DISCLOSURE POLICY (NDP)

PURPOSE: To protect classified military information (CMI) from disclosure to unauthorized foreign recipients.

WHY REQUIRED: The United States treats classified military information as a national security asset that we must conserve and protect from compromise.

WHEN REQUIRED: Any time that CMI is proposed for disclosure to a foreign government or international organization. NDP is especially applicable to TRADOC when dealing with accredited allied personnel, foreign students, and international cooperative programs.

RESPONSIBILITY: HQ TRADOC, ODCSINT implements the NDP throughout the command and is the command's central point of contact for the disclosure of CMI to foreign governments and international organizations. Each installation and activity has a DSEC or DPTMSEC responsible for security management that includes implementation of the NDP at the local level.

REFERENCES: NDP-1, DOD Dir 5230.17, 5230.20, ARs 380-10, 380-15, and TRADOC Reg 380-1.

S9

ALLIED OFFICER ACCREDITATION PROGRAM

PURPOSE: To provide security support to the accreditation of allied representatives to the command.

WHY REQUIRED: Agreements and commitments may allow representatives of allied governments to directly contact TRADOC installations and activities. This contact may require extended access. Accreditation of these representatives is a de facto international agreement.

WHEN REQUIRED: Each time an allied representative is nominated for accreditation to the command, whether a new position or replacement of an existing position, the request must be coordinated with receiving TRADOC activity, and the terms of accreditation negotiated between the United States and the respective country.

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RESPONSIBILITY: At HQ TRADOC, ODCSINT implements the program for the command. Each installation DSEC or DPTMSEC is responsible for the security aspects of the program at their respective activities. The DCSINT, DA, administers the accreditation program for the Army and is the final approving authority for the terms of accreditation.

REFERENCES: ARs 380-10, 380-25, and TRADOC Reg 380-1.

S10

FOREIGN SELF-INVITED VISITS PROGRAM

PURPOSE: To provide security support to self-invited visits by authorized representatives of foreign governments to TRADOC installations and activities.

WHY REQUIRED: A foreign government or international organization must officially sponsor visits by foreign government representatives to DA agencies and contractor facilities. These visits require prior HQDA approval.

WHEN REQUIRED: Security support is required any time a foreign government representative visits a TRADOC activity to ensure the visitor is properly authorized, has had prior HQDA approval, and only information that has been properly cleared for the recipient is discussed.

RESPONSIBILITIES: At HQ TRADOC, ODCSINT implements the foreign self-invited visit program within the command and is the command's single point of contact for approving CMI proposed for disclosure during a visit. Security managers of all TRADOC installations and activities are responsible for safeguarding all CMI from unauthorized disclosure or compromise.

REFERENCES: ARs 380-10, 380-25, and TRADOC Reg 380-1.

CHAPTER 7

BASE OPERATIONS

To accomplish its mission, TRADOC has a number of support services managed by various staff sections. We can divide these services into four major groups:

- a. Personnel.
- b. Logistics.
- c. Information management.
- d. Facilities.

T1

PERSONNEL SUPPORT

TRADOC accomplishes all that it does through its people. Personnel support services provide the required officer, enlisted, and civilian assets.

T2

TRADOC OFFICER PERSONNEL MANAGEMENT

PURPOSE: To equitably distribute TRADOC's inventory of officers to installations and activities. TRADOC manages officer personnel through the officer distribution plan (ODP). The Total Army Personnel Agency (TAPA) develops the ODP at the beginning of each calendar year. The ODP is a planning document that projects the ability of TAPA to fill authorized positions by grade and career management field for commissioned officers and by military occupational specialty for warrant officers.

WHY REQUIRED: To provide officers qualified for their jobs and to distribute fairly the officers available for assignment.

WHEN REQUIRED: The life cycle of the annual ODP is approximately 12 to 15 months. It controls requisitions from June through September of the following year. To obtain an officer against the ODP, you must first document the requirement, receive a TDA authorization, and obtain ODP support for the authorization.

The Personnel Structure and Composition System (PERSACS) is the master file that reflects the detailed authorizations for the Army. It feeds the Personnel Management Authorization Document (PMAD) and is official authorization source for the development of the ODP. The PERSACS data is the compilation of all authorization documents that will be in effect up to 24 months in the future.

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Only authorizations effective 1 October are eligible to draw ODP support for the upcoming year. While the authorizations data base will change twice annually during January-March and July-September Management of Change (MOC) windows, the ODP will remain relatively fixed. Upon receipt from TAPA, HQ TRADOC will prepare an ODP for each installation and activity using the DA Master Priority List (DAMPL).

ODP is not held in reserve by either TAPA or TRADOC. To honor requests for increased ODP support, ODP must be taken from another TRADOC installation or activity. Therefore, once the CG approves the ODP, few changes should occur. Normally, ODP will not be issued for a position that is not authorized; however, on occasion, HQ TRADOC receives and distributes ODP above authorizations to offset shortfalls in other grades and career management fields.

RESPONSIBILITY: Each installation and activity has an Officer Personnel Manager who manages distribution of commissioned and warrant officers and all related matters. Officer Division, ODCSPAL, manages officer personnel distribution within TRADOC.

REFERENCE: AR 614-185.

T3

TRADOC ENLISTED DISTRIBUTION MANAGEMENT

PURPOSE: To ensure that TRADOC commanders receive soldiers in grades and skills consistent with units' mission requirements and authorized levels of fill.

WHY REQUIRED: Changes occur to the Army's personnel authorizations by grade, specialty, and overall numbers.

RESPONSIBILITY: The Enlisted Personnel Management Directorate, TAPA, is the primary HQDA staff element responsible for enlisted personnel distribution management. At HQ TRADOC, the Adjutant General Directorate, ODCSPAL, has staff responsibility. At the installation and activity level, the Adjutant General has staff responsibility.

REFERENCES: AR 600-200, Enlisted Personnel Management System; and AR 614-200, Selection of Enlisted Soldiers for Training and Assignment.

T4

TRADOC REENLISTMENT AND RETENTION ACTIVITIES

PURPOSE: To promote reenlistment of the maximum number of highly qualified soldiers.

RESPONSIBILITY: At installation or activity level, the DPCA or Adjutant General manages reenlistment and retention activities. At MACOM level, the Adjutant General, ODCSPAL, manages reenlistment and retention programs. Personnel Service Support Directorate, TAPA, is the HQDA staff action agency.

REFERENCES: ARs 601-201 and 601-280.

T5

TRADOC IN-SERVICE RETENTION (ISR) PROGRAM

PURPOSE: The ISR program's primary mission is to support the active Army retention efforts by reinforcing the advantages of continued military service within the active Army; its secondary mission is to recruit quality soldiers declining reenlistment into the Reserve Components.

WHY REQUIRED: To achieve and maintain total Army force alignment by retaining quality soldiers in the Active Army and in the Reserve Components.

RESPONSIBILITY: At installation or activity level, the Adjutant General manages ISR program. At MACOM level, the Adjutant General, ODCSPAL, manages the ISR program. Personnel Service Support Directorate, TAPA, is the HQDA staff action agency.

REFERENCE: AR 601-209.

T6

TRADOC PERSONNEL MANAGEMENT ASSISTANCE SYSTEM (PERMAS)

PURPOSE: PERMAS:

- a. Assesses how well TRADOC manages military personnel.
- b. Identifies problems in the personnel management system and assists in correcting them.
- c. Improves the quality of personnel service support to soldiers and commanders.
- d. Reports findings to the installation or activity commander; CG, TRADOC; and certain HQ TRADOC staff members.

WHY REQUIRED: AR 600-61 requires TRADOC to assess personnel management and personnel service support through use of a MACOM PERMAS Team.

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WHEN REQUIRED: The TRADOC PERMAS Team visits each installation or activity at least once a year. When necessary, the team will revisit on an exception basis and at the subordinate commander's request.

RESPONSIBILITY: HQDA is the proponent for PERMAS operations. At HQ TRADOC, the Adjutant General, ODCSPAL, has staff responsibility for the TRADOC PERMAS Team. At installation or activity level, the Adjutant General has staff responsibility for the Personnel Service Center.

REFERENCES: AR 600-61 and DA Pam 600-7.

T7

UNITED STATES ARMY RESERVE (USAR) SUPPORT TO TRADOC

PURPOSE: To provide highly qualified officer and enlisted personnel to meet the support requirements for USAR projects and programs. USAR personnel support TRADOC installations and organizations through three separate programs. They are:

- a. Active Guard and Reserve (AGR).
- b. Individual Mobilization Augmentation (IMA).
- c. Special Active Duty for Training (SADT).

WHY REQUIRED:

AGR. U.S. Army Reserve personnel in the AGR program will serve in MTOE/TDA positions to organize, administer, recruit, instruct, or train the Reserve Components of the Army. These duties and assignments are based on law. Within TRADOC, they actively participate in the formulation of policy, plans, and programs pertaining to the USAR. They provide USAR expertise in the areas of doctrine, training development, and training evaluation. Additionally, they provide USAR representation at the Cadet Command in support of the Army ROTC program.

IMA. The IMA program provides for rapid expansion of Active Component units and organizations that depends on augmentation by USAR personnel to perform their wartime mission. The U.S. Army Reserve Center (ARPERCEN) assigns IMA personnel to mobilization TDA positions. Each IMA must train with his unit/organization a minimum of 12 days per year. They may also be assigned projects to work on at home during the year.

SADT. The SADT program provides USAR members to complete temporary special projects of specific duration (less than 179 days)

that are essential to the functioning of the USAR. The required duties must exceed those normally furnished by the Active Component in supporting the Reserve Components.

WHEN REQUIRED:

AGR. The AGR program provides highly qualified USAR officer and enlisted personnel when required to support the Reserve Component on a full-time basis. After a position is approved for AGR fill or when a vacancy of an approved position occurs, ARPERCEN assigns individuals normally for a 3 year period.

IMA. Organizations establish Individual Mobilization Augmentee positions through normal TAADS procedures when the wartime mission requires augmentation. ARPERCEN assigns IMA personnel to IMA positions as they become vacant due to reassignments or as changes to MOBTDA occur. Assignments are based on the availability of qualified applicants who have been approved for entry into the IMA program.

SADT. Installations or staff agencies request SADT personnel for a specific project and period of time. Account managers at each installation or Deputy Chiefs of Staff approve the request. ARPERCEN orders them to active duty for the period requested.

RESPONSIBILITY: The Senior USAR Adviser is the TRADOC program director for the USAR AGR and SADT programs. The Reserve Affairs Division, ODCSPAL, coordinates AGR, IMA, and SADT personnel management actions with ARPERCEN, which manages the personnel resources.

REFERENCES: AGR AR 135-18, IMA AR 140-145, and SADT AR 135-200.

T8

ARMY NATIONAL GUARD (ARNG) SUPPORT TO TRADOC

PURPOSE: The ARNG supports TRADOC installations and organizations with two AGR personnel programs to assist the Active Army in developing plans, policies, and programs that affect the readiness of the ARNG.

WHY REQUIRED: The management and control of the ARNG differs from that of the Active Army. The governor of a state commands the National Guard. He exercises command through the Adjutant General. The ARNG must comply with Active Army regulations, National Guard Bureau supplements, and State regulations. Because of the differences in regulatory control, it is necessary to attach ARNG personnel for specific periods of active duty to provide advice and assistance in the development of policies and programs that impact on the ARNG.

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WHEN REQUIRED: As requests for assistance occur, the National Guard Bureau selects ARNG AGR personnel from applications provided by individual state headquarters. The Adjutant General of each state orders the individuals to active duty with the consent of the Governor.

RESPONSIBILITY: HQ TRADOC and installations request AGR personnel for Special Active Duty Tours (SADT) of 30 to 179 days or AGR long tours of 1 to 3 years. The National Guard Bureau approves the tour requests, and the individual states publish the orders. The career management of ARNG personnel in AGR status is the responsibility of NGB.

REFERENCES: AR 135-18, NGB 600-10, and SADT AR 135-200.

T9

TRADOC'S LIAISON NETWORK

PURPOSE: TRADOC's mission requires us to maintain a close working relationship with:

- a. Other United States commands and agencies.
- b. Selected armed forces of allied nations.
- c. Other U.S. military services.

A mutual exchange of information is the key to attaining Rationalization, Standardization, and Interoperability (RSI) among these organizations.

WHY REQUIRED: TRADOC strives to promote a close working relationship with allied nations and other organizations. To accomplish this effort, TRADOC assigns liaison officers (LOs) to help formulate concepts for training, doctrine, and combat developments.

WHEN REQUIRED: The CG, TRADOC, establishes all LO positions as requirements arise. Either the host command or CG, TRADOC, may initiate these requirements.

RESPONSIBILITY: The HQ TRADOC Field Element provides administrative, logistics, and resource management support to the entire LO network. The Field Element is under the control of the Chief of Staff.

REFERENCES: AR 10-41 and TRADOC Reg 1-17.

T10
CIVILIAN PERSONNEL

PURPOSE: To provide civilian personnel management in TRADOC, both for appropriated fund and nonappropriated fund employees.

WHY REQUIRED: To acquire and retain a high quality, representative civilian workforce that meets the Army's mission needs.

Major functions include:

a. Position Management and Classification - Advises and assists management in establishing civilian positions. Reviews and advises management on the grading of civilian positions for compliance with laws and regulations. Processes employee job complaints and appeals.

b. Recruitment and Placement - Recruits civilian employees, operates the merit promotion system, and refers fully qualified individuals for management's selection. Conducts any necessary reductions in force of civilian employees.

c. Career Management - Guides and assists functional representatives in operating civilian career programs for systemic development and placement of professional and technical personnel. Operates a civilian career intern program for intake and progressive training to journeymen levels in established career fields.

d. Affirmative Action - Conducts special employment efforts to provide for a balanced representation in the civilian workforce of all segments of society including minority, handicapped, students, and other designated groups.

e. Training and Development - Assesses training and developmental needs of the workforce, arranges for training through government and nongovernmental sources, and manages executive development dollars.

f. Employee Services and Benefits - Gives guidance and assistance to civilian employees or benefits and services such as health and life insurance, retirement, injury compensation, travel reimbursements, and other entitlements.

g. Employee Relations - Advises and assists management and employees on their rights and responsibilities for such programs as performance appraisals, conduct and discipline, grievances and appeals, awards, and work scheduling. Provides guidance on adverse actions such as suspensions and removals of civilians for cause.

h. Labor Relations - Provides advice and guidance to management in dealing with recognized labor unions. Assists in resolution of unfair labor practice charges, negotiation of collective bargaining agreements, solving bargaining deadlocks, and determination of data to bargain. Works with legal staff on presentation of cases before third-party review agencies including arbitrators, administrative law judges, and Federal Labor Relations Authority.

i. Nonappropriated Fund Personnel Administration - Guides and directs personnel management programs for nonappropriated fund civilian employees. Oversees the operation of the non-appropriated fund personnel processes from hiring to retirement or removal of the employee.

RESPONSIBILITIES: Each TRADOC installation and DLI has a civilian personnel officer who administers the civilian personnel management program. At HQ TRADOC, the ADCSPAL(CP) is the program manager.

REFERENCE: Title 5, U.S.C.

T11

EQUAL EMPLOYMENT OPPORTUNITY (EEO) MANAGEMENT

PURPOSE: To manage an effective EEO program throughout TRADOC. To establish and maintain a complaint system (free of fear, coercion, or reprisal) for use by employees and applicants.

WHY REQUIRED: To guarantee equal opportunity in employment to all persons without regard to race, color, religion, sex, national origin, age, and physical or mental handicap.

WHEN REQUIRED: Federal law requires EEO in every personnel management decision rendered by the supervisor.

RESPONSIBILITY: Managers bear primary responsibility for EEO. Each TRADOC installation has an EEO officer who manages and directs the EEO program for the commander. At HQ TRADOC, the EEO director, ODCSPAL, manages EEO.

REFERENCES: PL 92-261; 29 CFR, Chapter XIV, Part 1613; DA Reg 690-600; DA CPR 700; and TRADOC Reg 690-1.

T12

EQUAL OPPORTUNITY PROGRAM

PURPOSE: To provide equal opportunity (EO) and fair treatment for all soldiers without regard to race, color, gender, religion, or national origin. This program includes the identification and elimination of discriminatory practices, assures

equal opportunity in all favorable or unfavorable actions, and supports soldiers' drive for individual and cultural recognition by maintaining an environment in which all personnel receive fair and impartial treatment. The command's Affirmative Actions Plan (AAP) guides the EO program. The AAP applies to all military personnel, their family members, and civilian supervisors of soldiers.

WHY REQUIRED: Teamwork, unit cohesion, and esprit de corps are indispensable to military effectiveness. The Equal Opportunity program directly supports these objectives by assuring fair treatment for all and by reducing divisive influences.

WHEN REQUIRED: On a continuous basis. HQ TRADOC receives annual reports on EO program progress from each TRADOC installation. This report includes data on personnel actions, affirmative action goal attainment, and an assessment of the equal opportunity climate. These reports also serve as the basis for updating and revising the TRADOC Affirmative Action Plan.

RESPONSIBILITY: At installation level, the Equal Opportunity Staff Officer (EOSO) is the principal assistant to the commander in the development and supervision of equal opportunity matters.

REFERENCES: AR 600-21, TRADOC Suppl 1 to AR 600-21, and TRADOC Pam 600-1.

T13

ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM (ADAPCP)

PURPOSE: To eliminate the abuse and illegal use of alcohol and other drugs within the Army through identification, preventive education, deglamorization, and rehabilitation.

WHY REQUIRED: Public Law mandates this program.

WHEN REQUIRED: Commanders refer military personnel who abuse or illegally use alcohol or other drugs to the ADAPCP for evaluation and appropriate enrollment in treatment or administrative action. ADAPCP services are also available on a voluntary basis.

RESPONSIBILITIES: At the activity level, the Director of Personnel and Community Activities (DPCA) and MEDDAC have joint responsibility for the program. At the MACOM level, the program is the responsibility of the Community and Family Activities Directorate, ODCSPAL.

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REFERENCES: ARS 600-85, 635-200, 210-65, 190-5, Public Law 91-616, 92-129, and 92-255.

T14

COMMUNITY ACTIVITIES
(Morale, Welfare, and Recreation (MWR))

PURPOSE: To increase the quality of military life for soldiers and their families. These activities are available to active duty and retired military, DOD civilian employees, and their family members. Community activities include:

NCO/Officers' Club	Music and Theater
Sports	Automotive Repair
Outdoor Recreation	Libraries
Youth Activities	Recreation Centers
Arts and Crafts	Army Bands

RESPONSIBILITIES: MWR and Community Activities are the responsibility of the following agencies:

a. HQDA--U.S. Army Community and Family Support Center (USACFSC).

b. HQ TRADOC--Community and Family Activities Directorate, ODCSPAL.

c. Installations--Director of Personnel and Community Activities (DPCA).

REFERENCES: AR 215-1, 20 February 1984, The Administration of Army Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities; and AR 215-2, 20 February 1984, The Management and Operation of Army Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities.

T15

TRADOC ARMY FAMILY ACTION PLAN (TAFAP)

PURPOSE: To identify, manage, and organize programs for the Total Army Family within TRADOC.

WHY REQUIRED: To maintain the strong partnership that exists between TRADOC and TRADOC families.

WHEN REQUIRED: The TAFAP is updated each year. Installations first identify and prioritize initiatives when problems cannot be resolved at the local level because the installation has insufficient resources. The installations forward the initiative to HQ TRADOC for inclusion in the TAFAP or the Army Family Action Plan.

RESPONSIBILITY: All levels of command are responsible for the implementation of the TAFAP. Installation commanders implement their efforts through the DPCAs. The Community and Family Activities Directorate, ODCSPAL, has primary staff responsibility at the TRADOC level.

REFERENCES: TRADOC Pam 608-5, TRADOC Army Family Action Plan, and TRADOC Pam 608-4, TRADOC Reserve Component Family Action Plan.

T16
RELIGIOUS SUPPORT

PURPOSE: To provide for the religious ministry, pastoral care and moral well-being through a comprehensive program of religious activities for soldiers, their family members, and authorized civilians.

WHY REQUIRED: For the moral well-being of the military community. Public Law requires religious support.

RESPONSIBILITY: Each installation has chaplains and chaplain assistants who provide the required and necessary religious support for soldiers, their families, and authorized civilians. At HQ TRADOC, the chaplain has long-range planning and budgeting, policy development/guidance, management and distribution of resources, program performance review/evaluation, and ministry functions.

REFERENCE: AR 165-20.

T17
MEDICAL SUPPORT

PURPOSE: To promote a healthy, vigorous, and fit fighting force; to care for that force in combat; and to deliver quality peacetime health services and medical care for soldiers, their families, and other eligible beneficiaries.

WHY REQUIRED: HQDA requires medical support of all fixed and field facilities.

RESPONSIBILITY: The Health Services Command (HSC) is responsible for the day-to-day medical care provided on all TRADOC installations. The Academy of Health Sciences (AHS), that is subordinate to HSC, is responsible for all medical doctrine, development, and training. The AHS coordinates all appropriate activities with TRADOC through the U.S. Army Logistics Center (LOGCEN).

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REFERENCES: Memorandum of Understanding (MOU) between the Commander, TRADOC, and Commander, HSC, concerning Combat, Doctrine, and Training Development and User Testing Activities, 4 March 1986; MOU between FORSCOM, TRADOC, and HSC, 31 October 1982.

T18
TRADOC PROVOST MARSHAL

PURPOSE: To develop and manage law enforcement, crime prevention, physical security, and correctional programs within TRADOC.

WHY REQUIRED: To ensure installation provost marshals provide a safe and secure environment for soldiers, family members, and civilian personnel and to ensure that installation plans, to include mobilization, are workable and consistent with regulatory guidance.

RESPONSIBILITIES: Military Police functions that the Provost Marshal monitors include:

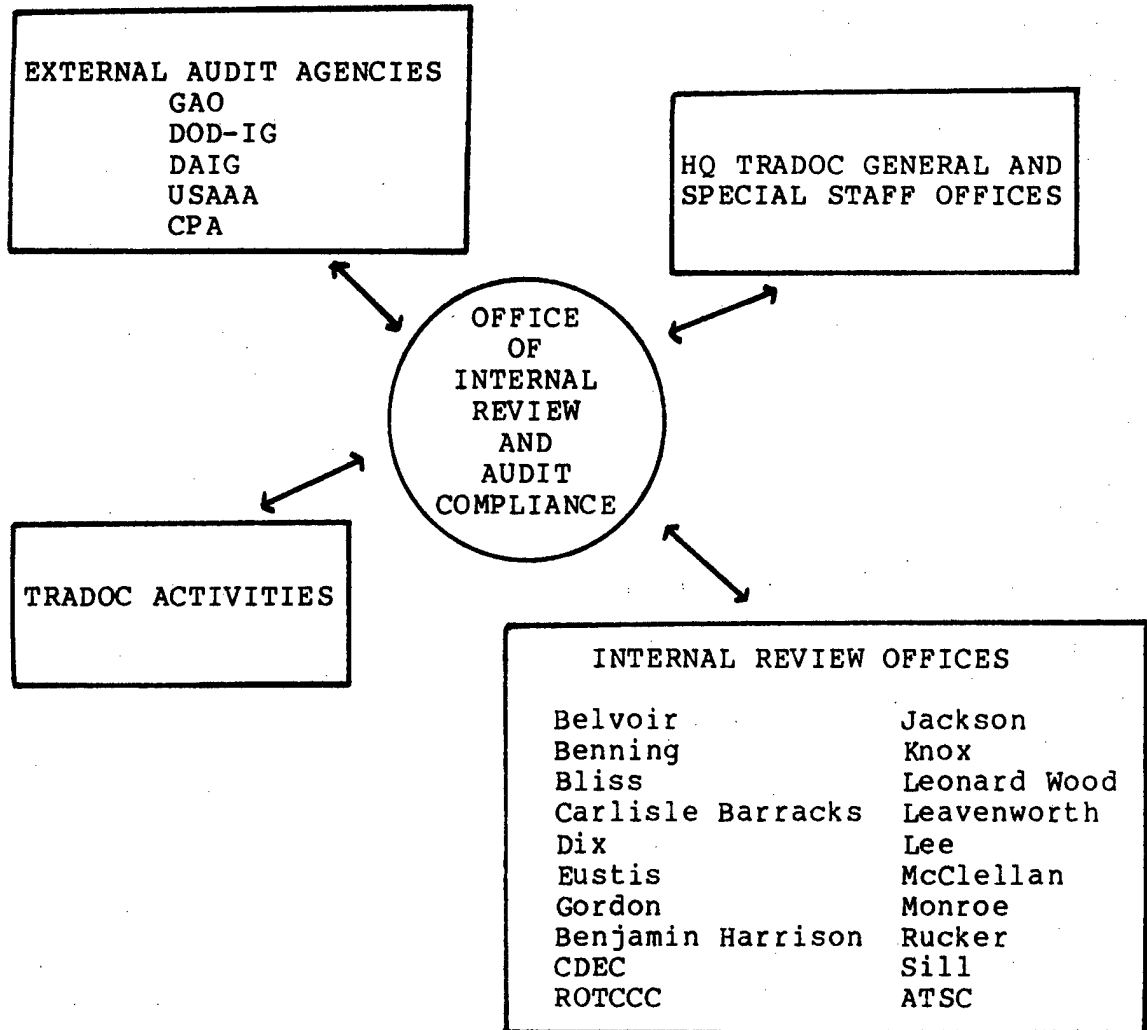
- a. Patrol operations and apprehensions.
- b. Criminal investigations.
- c. Confinement operations.
- d. Correctional custody facility operations.
- e. Reporting of serious incidents.
- f. Crime Prevention and Physical Security programs.
- g. Terrorism counteraction and protective services.
- h. Military Working Dog program.
- i. BASOPS 815796.T account (Preservation of Order).
- j. Installation AWOL and Desertion programs.

The Provost Marshal Directorate, ODCSPAL, is also responsible for staff supervision of the United States Disciplinary Barracks, Fort Leavenworth, KS, and four installation detention facilities (IDF) located at Forts Benning, Gordon, Knox, and Sill.

REFERENCE: All ARs in the 190-XX series.

T19
INTERNAL REVIEW AND AUDIT COMPLIANCE PROGRAM

PURPOSE: To serve as the command focal point for all audit functions and actions. We are an independent appraisal activity that functions by examining and evaluating the adequacy and effectiveness of controls. We assist members of the command in the effective discharge of their responsibilities in relation to surveys, audits, and reviews made by external audit agencies and TRADOC subordinate command internal review elements.



WHY REQUIRED: So the commander will have his own professional internal audit capability to resolve known or suspected problems having significant resource impact on TRADOC. To perform audit compliance services for the command that include liaison,

processing tentative findings and recommendations and audit reports and followup reviews. Also, to provide audit policy to subordinate command internal review elements.

WHEN REQUIRED: Internal review support is ongoing. We maintain an auditable entity file that is an inventory of TRADOC functions and activities requiring audit coverage. We program audit work in advance using our auditable entity file, a long-range audit plan, and input from the HQ TRADOC staff and subordinate commands. Additionally, we accommodate requests for quick reaction audit services when a commander or manager has time sensitive problems requiring immediate review. We develop and coordinate command comments concerning tentative findings and recommendations, final audit reports, and estimated monetary benefits for external audit agencies. We plan each audit, examine and evaluate information supporting audit results, report the results of audit work, and followup on reported audit findings. We also provide audit oversight and guidance to subordinate installations and activities.

RESPONSIBILITY: The Office of Internal Review and Audit Compliance is the audit focal point at HQ TRADOC. We work closely with and provide audit policy and guidance to TRADOC subordinate command internal review offices. We serve as the audit liaison to auditors, evaluators, and inspectors from the General Accounting Office (GAO), Department of Defense Inspector General (DOD-IG), U.S. Army Audit Agency (USAAA), and commercial accounting firms certified public accountants (CPAs). We also serve as audit liaison to the Department of the Army Inspector General (DAIG) for processing external audits. Internal review auditors and organizations are responsible for maintaining professional proficiency through continuing education.

REFERENCES: OMB Cir A-73, Audit of Federal Operations and Programs; DOD Dir 7600.2, Audit Policies; DOD Dir 5106.1, Inspector General of the Department of Defense; AR 11-7, Internal Review; AR 36-2, Processing Internal and External Audit Reports and Followup on Findings and Recommendations; AR 36-5, Auditing Services in the Department of the Army; DOD Internal Audit Manual 7600.7-M; and AR 36-7, Professional Audit Standards.

T20

TRADOC ARMY HEALTH PROMOTION PROGRAM

PURPOSE: To assess health risk factors for members of the total Army Family and motivate them to modify lifestyles to improve health and fitness through an increased emphasis on health related issues including physical fitness, substance abuse prevention, smoking cessation, stress management, hypertension control, and nutrition.

WHY REQUIRED: The TRADOC Army Health Promotion Program increases readiness and combat efficiency by providing the means for commanders to maximize human resources while remaining sensitive and responsive to the needs of subordinates.

WHEN REQUIRED: The TRADOC Army Health Promotion Program, implemented as of 1 October 1987, is an ongoing initiative that requires the commitment of leaders and commanders at all levels.

RESPONSIBILITY: All levels of command are responsible for the successful implementation of the TRADOC Health Promotion Program. The Community and Family Activities Directorate, ODCSPAL, has primary staff responsibility at the TRADOC level.

REFERENCES: DOD Dir 1010.10, Health Promotion; AR 600-63, Army Health Promotion; and General Thurman Letter, 18 September 1987 subject: Army Health Promotion Program.

T21

ARMY CONTINUING EDUCATION SYSTEM (ACES)

PURPOSE: To improve soldiers' ability to do their military jobs and to prepare them for return to civilian jobs. Army Education Centers offer, as a minimum, the following instructional programs and services at local installations: counseling, testing, tuition assistance, basic skills education, high school completion, college, Army Apprenticeship Program (AAP), Army/American Council on Education Registry Transcript System, and Army Learning Center.

WHY REQUIRED: Soldiers need a quality education program to grow professionally and personally. They should achieve these military goals:

a. Enlisted--master educational skills to perform effectively:

(1) Attain a high school diploma or equivalent before completing first enlistment.

(2) Earn an associate degree in a field related to their specialty before 15 years of service.

b. Warrant Officers--earn an associate degree in a field related to their specialty before 15 years of service.

c. Officers:

(1) Earn a baccalaureate degree by the 8th year of commissioned service or by the time considered for pay grade O4.

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(2) Earn a graduate degree in a field related to their specialty.

WHEN REQUIRED: To achieve professional goals.

RESPONSIBILITY: The Education Services Officer (ESO) has the job at the installation level. At HQ TRADOC, the Education Directorate, ODCSPAL, works with DCSRM, DCST, and DCSIM (computer-based issues) to establish policy and to provide guidance to subordinate commands.

REFERENCES: 10 U.S.C., Section 4302; DOD Dir 1322.8; Memorandum, Joint Secretary of the Army/Chief of Staff, Army, 7 August 1979, subject: Army Education Policy and Recommendations; ARS 621-5; 621-6; DA Pam 621-series.

U1
LOGISTICS

Along with personnel support, logistics form the majority of services provided at the installation level. Logistics involve the delivery of goods (troop issue, supply support, stock fund) and services (transportation, laundry and dry cleaning, food, maintenance, and aviation).

U2
TRANSPORTATION MANAGEMENT

PURPOSE: To move passengers, freight, and personal property and to manage the entire TRADOC nontactical vehicle (NTV) fleet that includes installations' utility rail fleets. Management responsibility of installation transportation services is divided between movements and nontactical vehicles.

WHY REQUIRED: To ensure efficient and effective transportation support.

MOVEMENTS: Passenger movements include:

- a. Member travel entitlements.
- b. Individual and group moves.
- c. PCS/TDY travel.
- d. Family member.
- e. Port calls.
- f. Special Assignment Airlift Mission (SAAM).

- g. Scheduled Airline Ticket Offices (SATO).
- h. Passenger Reservation and Manifesting System (PRAMS).

In addition to routine materiel shipments, freight transportation management also includes transportation security, shipment of dangerous or hazardous cargo, and materiel outloading and receiving capabilities.

The management of personal property shipments involves household goods, baggage, privately-owned vehicles and mobile homes. It includes quality control on carrier performance and the authority to grant extensions on shipping and storage entitlements for active duty, separated, and retired soldiers.

NONTACTICAL VEHICLES: TRADOC has two primary tools for NTV management:

- a. Annual surveys of NTV management at every TRADOC installation.
- b. Installation Automated Vehicle Management System (IAVMS).

Together, they provide essential management information including operational and maintenance costs, authorization adjustments, procurement forecasting, and distribution and disposal data. TRADOC is the DA proponent for the IAVMS.

WHEN REQUIRED: Continually.

RESPONSIBILITY: The Installation Transportation Office (ITO) manages base operation transportation services. At HQ TRADOC, the Transportation Division, ODCSPAL, manages all base operation transportation matters and supervises the ITOs.

REFERENCES: Joint Travel Regulation (JTR), Volumes I and II; ARs 55-355; 55-71; 55-46; 58-1; 700-88; 750-58, DOD Reg 4500.34R, and 4500.36R.

U3

LAUNDRY AND DRY CLEANING

PURPOSE: To provide quality laundry and dry cleaning service for all authorized customers.

WHY REQUIRED: To provide a service that supports cleanliness and health maintenance and that helps prevent the spread of disease among the military family.

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WHEN REQUIRED: Continuously.

RESPONSIBILITY: Contractors operate most laundry and dry cleaning activities in TRADOC. Each installation with a contract has a quality assurance evaluator to determine contractor effectiveness. Army-operated facilities have a laundry and dry cleaning specialist who provides management. At HQ TRADOC, the Logistics Directorate, ODCSPAL, has staff responsibility for the program.

REFERENCE: AR 210-130.

U4
FOOD SERVICE

PURPOSE: To provide properly prepared, palatable food to meet the nutritional needs of the individual soldier.

WHY REQUIRED: To provide enlisted personnel their legal entitlement to a basic daily food allowance (BDFA) for each day they are on active duty except when entitled to a basic allowance for subsistence (BAS) or to a per diem allowance in lieu of subsistence.

WHEN REQUIRED: Although food service activities take place on a regular basis at each installation, the installation commander determines when to open or close individual dining facilities depending upon utilization, training requirements, and the availability of alternative facilities.

RESPONSIBILITY: At the installation level, the Food Services function is under the jurisdiction of the Director of Logistics. At HQ TRADOC, the Director of Logistics, ODCSPAL, has primary responsibility for the function.

REFERENCE: AR 30-1.

U5
TROOP ISSUE SUBSISTENCE ACTIVITY (TISA)

PURPOSE: To provide subsistence (food and beverages) to soldiers.

WHY REQUIRED: To provide subsistence support to the dining facilities of the Active Army, Reserve Components, medical activities, and nonappropriated fund activities.

WHEN REQUIRED: TISAs supply subsistence to authorized customers based on recurring and nonrecurring demands.

RESPONSIBILITY: At the installation level, the Troop Issue Subsistence Officer, under the Director of Logistics, has operational responsibility. At HQ TRADOC, the Director of Logistics, ODCSPAL, has primary staff responsibility for this function.

REFERENCE: AR 30-18.

U6
SUPPLY OPERATIONS

PURPOSE: To distribute the supplies necessary to conduct training and perform missions. These supplies include clothing, equipment, fuel, ammunition, repair parts, and general supply items.

WHY REQUIRED: To sustain the Army's training base.

WHEN REQUIRED: Individual soldiers and supported activities need daily supply support to accomplish their assigned tasks.

RESPONSIBILITY: The Supply and Services Division, ODCSPAL, develops supply policy and manages the supply program for TRADOC. The Deputy Chief of Staff for Training (DCST) sets priorities to ensure that supply distribution programs support TRADOC mission requirements. The Deputy Chief of Staff for Resource Management (DCSRM) processes recommended changes to authorization documents (Tables of Distribution and Allowances (TDA) and Common Table of Allowances (CTA)).

REFERENCES: ARs 700-22, 700-84, 703-1, 708-1, 710-1, 710-2, 710-3, 725-50, 735-5, 735-11, CTAs 50-900, 50-909, DA Pam 710-2-1, and 710-2-2.

U7
STOCK FUND

PURPOSE: The Stock Fund:

a. Finances the procurement and prepositioning of inventory to satisfy issue requirements at installation level.

b. Serves as a tool to manage and control the procurement, storage, and issue of installation inventories.

c. Supports total supply requirements; i.e., stockage objectives, demands and sales, and the application of inventories.

WHY REQUIRED: The Stock Fund supports sales to the consumer resulting from supply demands placed on installations. The stock fund is a revolving fund and is self-sustaining because:

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a. The installation finance officer bills customers and collects cash from supporting consumer appropriations. He deposits the stock fund based on the value of inventories issued/sold.

b. Cash collected through the issue/sale of inventory is used to pay for replenishment of installation support inventories.

WHEN REQUIRED: Department of the Army/Office of the Secretary of Defense/Office of Management and Budget direct two budget cycles each year:

a. Reapportionment Request - July/August.

b. Midyear Review Update - February/March.

Total TRADOC stock fund requirements are developed upon installation budgets and DA Program Budget Guidance. Changes in program factors and workloads affect the level of requirements.

RESPONSIBILITY: Each level of command is responsible for the overall stock fund operations.

a. At HQ TRADOC, DCSPAL, as the Program Director, is responsible for program development, execution, inventory control, and review and analysis.

b. At HQ TRADOC, DCSRM is responsible for cash control and finance and accounting functions.

c. Each Installation Stock Fund Manager, located in the Office of the Director of Logistics, is responsible for day-to-day stock fund operations.

REFERENCES: AR 37-111, TRADOC Reg 11-10, and DA Pam 37-1.

U8
MAINTENANCE

PURPOSE: To maintain materiel in an operational condition. TRADOC TDA maintenance activities perform intermediate direct support and general support maintenance for TRADOC centers and schools and FORSCOM units located on TRADOC installations.

WHY REQUIRED: To sustain combat and training materiel in a fully mission-capable status.

WHEN REQUIRED: Involvement of TDA Materiel Maintenance Managers starts during the conceptual phase for new weapons systems and continues until the system becomes obsolete and is turned in for disposal.

RESPONSIBILITY: Each commander is responsible for maintaining material that is issued to or is under the control of their organization, installation, or command. At HQ TRADOC, the Maintenance Division, ODCSPAL, executes the Army's maintenance policies and programs. At the installation level, the Installation Materiel Maintenance Officer, under the Director of Logistics, operates maintenance programs and implements maintenance policies.

REFERENCE: AR 750-1.

U9

INTER/INTRASERVICE SUPPORT AGREEMENTS (ISA) PROGRAM

PURPOSE: To provide base operations support at the lowest cost to the government by encouraging installations and activities of all services to support each other where possible.

WHY REQUIRED: To preclude installations and activities from performing duplicate support services when a single installation or activity can perform the service for both.

WHEN REQUIRED: Whenever an installation or activity is providing support to another installation or activity.

RESPONSIBILITY: Each installation or activity has an Inter/Intraservice Support Coordinator who manages the program. At HQ TRADOC, the DCSPAL is the program manager.

REFERENCES: DOD Dir 4000.19-R and AR 5-16.

U10

COMMAND LOGISTICS REVIEW PROGRAM (CLRP)

PURPOSE: To conduct assistance visits to TRADOC installations and activities in order to identify and resolve logistics problems.

WHY REQUIRED: To review and assist in resolving problems at all levels so commanders and staff can take corrective action.

WHEN REQUIRED: These visits are made at 18-month intervals.

RESPONSIBILITIES: At the activity or installation level, the Director of Logistics has staff responsibility for the CLRP.

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At HQ TRADOC, the Resource Management Directorate, ODCSPAL, manages this program.

REFERENCE: AR 11-1.

U11
AVIATION MANAGEMENT

PURPOSE: To provide for aviation safety and training and standardization, flight, and airfield operations conform to existing regulations. To control aircraft distribution within TRADOC and coordinate the command Flying Hour Program (FHP).

WHY REQUIRED: To ensure responsive aviation support to command and staff elements throughout TRADOC and to support aviation training bases at Forts Rucker, Eustis, and Huachuca.

WHEN REQUIRED: Continuously for TRADOC activities with aviation assets. An Aviation Resource Management Survey (ARMS) is conducted every 12-18 months for each installation.

RESPONSIBILITY: The Aviation Directorate for all TRADOC fielded aviation assets and operations. Installation aviation officer for management of assigned installation aircraft.

REFERENCES: DOD Reg 4515-13R, ARs 95-1, 215-2, 310-34, 385-95, 570-1, FORSCOM/TRADOC Suppl 1 to AR 95-1, and FORSCOM/TRADOC Suppl 1 to AR 385-95.

V1
INFORMATION MANAGEMENT

The purpose of Army information management is to improve the quality and flow of information services available to the Army. Information requirements, information architectures, systems integration, and systems development must fully consider the Army's operating environment of peace, transition to conflict, and conflict. A dual-hatted* Deputy Chief of Staff for Information Management (DCSIM) at HQ TRADOC level, with Directors of Information Management (DOIM) at installation level (or Information Managers at other appropriate TRADOC agency levels) integrates the management and supervision of the five Information Mission Areas (IMA) subdisciplines: telecommunications, automation, records management, visual information**, and printing/publishing.

*Also commands USAISC-TRADOC.

**DCST has direct involvement.

TRADOC uses automated systems to enhance the effectiveness of command and management--effectiveness in decisions that will get the job done with fewer resources, do the job better, and do jobs that TRADOC could not do before. These systems, integrated to support the entire command, comprise the TRADOC Decision Support System (DSS). Automation systems themselves are a resource and interact intimately with manpower and dollar resources in mission performance. For this reason, the DCSRM has the primary responsibility for the integration, direction, and policy management of the TRADOC DSS. The DCSIM and TRADOC USAISC assets have the responsibility for technical implementation of this system.

The effectiveness of automated systems is a command responsibility. Commanders and staff principles in TRADOC must ensure that effective automated systems are in place to meet their needs and that their DSSs are integrated with other systems in TRADOC, other commands, and DA.

Relationship to TRADOC goals:

a. Provide for horizontal and vertical distribution of information through the information architecture promoting an integrated development of doctrine and/or force modernization products.

b. Provide information processing tools to produce doctrinal literature products more efficiently.

c. Provide models and simulators that can demonstrate and analyze doctrine and/or force modernization applications.

d. Provide training delivery tools that enhance the training process and produce a more highly skilled, professional soldier.

e. Provide training management systems that effectively track and analyze the training process.

f. Provide training development tools that increase the training product's effectiveness.

g. Provide installation support systems that enhance our base support operation's professionalism.

h. Provide installation support systems giving quality support to our work force, thereby, promoting quality of life.

i. Provide information processing tools that increase the efficiency and effectiveness of the office and the action officer.

V2

INFORMATION MISSION AREA (IMA) OBJECTIVES

PURPOSE: To provide a totally integrated work station for each TRADOC user that permits the creation, coordination, transfer, storage, and publishing of appropriate information. This work station will network into the building's or installation's local area network and access other TRADOC, CONUS, or worldwide activities as appropriate. This TRADOC-wide integrated network of specialized installations and activities supports TRADOC's goals and also fits the architecture and infrastructure envisioned by the Chief of Staff, Army.

a. Identify information requirements (initiatives) in general terms through a formal information planning study such as an Information Systems Plan (ISP).

b. The Information Management Plan (IMP) is the means by which we identify and approve sustaining base information initiatives (that describe information requirements).

c. The approved DA Information Management Master Plan (IMMP) serves as the authority to submit funding requests through the Planning, Programming, Budgeting, and Executing System (PPBES) or for local reprogramming.

d. Design flexibility and growth into information systems IAW functional definitions.

e. Use Defense Data Network (DDN) for long-haul automated data transfer.

WHY REQUIRED: To make the best use of available resources in meeting planned command requirements and to ensure that regulatory requirements are met when creating IMA initiatives.

WHEN REQUIRED: Continuously. Programs within the IMA are dynamic and involve communication and automation experts working with all members of TRADOC.

RESPONSIBILITIES: The DCSIM directs, manages, and supervises TRADOC IMA functions. He accomplishes this by using the Director of Information Management (DOIM)/Commander/Director of USAISC Activities located on each TRADOC installation as members of the overall IMA team who direct information support activities.

REFERENCES: ARs 25-1 and 25-5.

V3

INFORMATION MANAGEMENT OFFICER (IMO)

PURPOSE: To provide a single point of contact and expertise within a TRADOC element (staff, installation, or agency) concerning IMA subdisciplines (telecommunications, automation, records management, visual information, and printing/publishing).

WHY REQUIRED: To ensure development and deployment of information systems that are economical, modern, conform to the Army architecture standards, fit into TRADOC's long-range plans, and meet the user's needs.

WHEN REQUIRED: Continuously.

RESPONSIBILITY: The IMO is responsible for all aspects of IMA within the organization. IMOs provide DCSIM with functional IMA initiatives to meet their IMA requirements. The DCSIM coordinates these requirements and ensures they are integrated into TRADOC's IMP.

REFERENCES: ARs 25-1 and 25-5.

V4

DIRECTOR OF INFORMATION MANAGEMENT (DOIM)

PURPOSE: To have one individual manage information services on Army installations and within assigned geographical areas of responsibility. The DOIM is responsible for the planning, programming, budgeting, operations, maintenance, quality, and life cycle management of IMA systems.

WHY REQUIRED: AR 5-3 requires a DOIM be on the installation commander's staff to ensure the information services, policies, standards, and architecture on the installation and assigned geographical area of responsibility conform to installation, MACOM, and DA guidance and standardization.

WHEN REQUIRED: Continuously.

RESPONSIBILITY: The DOIM is dual-hatted (similar to the DCSIM at HQ TRADOC) with special staff responsibilities to the installation commander and command responsibilities to Commander, USAISC-TRADOC (the DCSIM's other role).

REFERENCES: ARs 5-3, 25-1, and 25-5.

V5

TRADOC LONG-RANGE PLAN (TLRP)

PURPOSE: The ODCSIM role in the TLRP is to provide TRADOC agencies and commands with the "road map" for going from today's information management "baseline" system to tomorrow's "objective" system. The DCSIM portion of the TLRP addresses the logical steps (and milestones) for achieving the objective system.

WHY REQUIRED: To ensure that TRADOC effectively accomplishes its goals by making the best use of available resources in meeting planned command requirements.

WHEN REQUIRED: Annually. DCSIM generates an IMP for the command and forwards it to DA for approval. To cover unprogrammed operational requirements, DCSIM forwards out-of-cycle initiatives to DA for approval and updates the TLRP to address these requirements.

RESPONSIBILITY: All TRADOC elements provide the DCSIM with IMA initiatives to meet their IMA requirements. The Planning and Systems Architecture Branch, DCSIM, forwards the staffed, verified, and consolidated initiatives to DA and updates the TLRP. TRADOC activities must ensure their requirements are reflected in the TLRP.

REFERENCES: ARs 25-1, 25-5, and The Army Plan (TAP).

V6

TRADOC INFORMATION SYSTEMS INTEGRATION (TISI)

PURPOSE: To provide a standard TRADOC-wide installation level hardware/software/communications mainframe computer configuration supporting the DA three tier architecture concept.

WHY REQUIRED: The TISI is the critical foundation of TRADOC's direction in the future. It is the conduit through which all the IMA disciplines (automation, telecommunications, visual information, records management, printing and publishing) will either transfer, share, or process information.

WHEN REQUIRED: TISI will be installed in three phases with a scheduled completion by FY 90.

RESPONSIBILITY: DCSIM is the project manager.

REFERENCES: 1979 Management Systems Planning Study and ADP Approval, dated 25 October 1984.

V7

INSTALLATION SUPPORT MODULE (ISM)

PURPOSE: To provide an installation with a Corporate Data Base (CDB). The ISM will contain a core of information (various application modules) that serve as a starting point in developing an integrated base operations information architecture and an Army developed CDB. The CDB will be the central repository of information that is used by multiple organizations at each installation.

WHY REQUIRED: To eliminate data duplication and dual reporting. A CDB allows single entry and capture of data. This data can then be shared across functional lines, both vertically and horizontally.

WHEN REQUIRED: ASAP. FY 87-90 programmed.

RESPONSIBILITY: USAISC is Assigned Responsible Agency (ARA), with ISC-TRADOC responsible for TRADOC implementation. Commander, Fort Sill is Executive Agent.

REFERENCE: Fort Sill Green Book.

V8

ARMY STANDARD INFORMATION MANAGEMENT SYSTEM (ASIMS)

PURPOSE: To provide computer processing support to commands and installations in an efficient and timely manner. TRADOC is supported by 16 data processing centers (out of the 47 in the ASIMS ADP system) connected to five CONUS Regional Data Centers (RDC). The RDCs run 64 Standard Army Multicommand Management Information Systems (STAMMIS) and 210 MACOM and site unique systems.

WHY REQUIRED: With ADP technology changing every 3 to 4 years, it is more cost-effective to upgrade resources at five regional centers than to attempt a uniform upgrade of resources at 47 sites. Implementation of Systems Changes Packages (SCP) for standardized systems is more efficiently controlled.

WHEN REQUIRED: Continuously.

RESPONSIBILITIES: ASIMS is the foundation for the Army Sustaining Base Network (ASBN). The Sustaining Base Network Activity (SBNA) is assigned to the U.S. Army Information Systems Command (USAISC). SBNA is responsible for identifying and integrating new requirements into ASBN. All Army IMA users and servicing agencies are responsible for supporting ASBN.

REFERENCES: ARs 25-1 and 25-5.

V9

TRADOC LIBRARY AND INFORMATION NETWORK (TRALINET)

PURPOSE: To provide action officers at all activities equal access to our total collection of library resources. TRALINET integrates and enhances the individual capabilities of all TRADOC libraries.

WHY REQUIRED: No library can satisfy all action officer demands by referring only to its local collection. TRALINET provides a deep reserve resource to all TRADOC libraries. The library staff are specialists in locating information to support the action officer who then has more time available for direct project work.

WHEN REQUIRED: By regulation, any Army study or RDT&E project must begin with a bibliographic search to find publications that could affect the scope or approach of the effort.

RESPONSIBILITY: DCSIM has operational control of the TRALINET Center that manages the TRALINET. HQ TRADOC, CDEC, Logistics Center, TCATA, and TRAC run specialized mission-oriented libraries. Also, each TRADOC school has its own library.

REFERENCE: TRADOC Reg 1-2.

V10

INFORMATION MISSION AREA (IMA) SERVICES

PURPOSE: To provide authorized personnel with a rapid and reliable means of transmitting and receiving information necessary to perform assigned TRADOC missions. The IMA services include:

a. Telecommunications centers (TCC) give authorized personnel written documentation of official business. Use TCC in lieu of mail or any other means when speed of delivery is of primary importance.

b. FAX transmission provides for the electronic transmission of documents (charts, maps, etc.) when time is critical with respect to receiving these documents when compared to mailing time.

c. Telephone systems provide authorized users voice/data communications, both intra installation and throughout the world. CONUS Telephone Modernization Program (CTMP) displaces antiquated electro-mechanical telephone systems with state of the art electronic switching systems (ESS). Outside Cable

Rehabilitation (OSCAR) replaces deteriorated telephone cables and expands the cable plant where needed (e.g., Local Area Networks (LAN)).

d. Automation increases office data handling capability and productivity. Data processing installations (DPI) give authorized users the capability of transmitting, receiving, storing, and retrieving data by personal computer or other automatic data processing (ADP) systems.

e. Information centers provide direct assistance to IMA users. These centers provide call-in help on ADP operation, instruction on various software programs training on hardware, and assistance with hardware problems. There is an IC in each DOIM.

f. Records management provides systematic organization of records resulting in rapid retrieval and use.

g. Visual information provides for the rapid transfer of information used in instruction (DCST).

h. TRADOC High Frequency (HF) Radio system provides emergency long distance communications supporting the DA COOP and exercises. These systems also provide MARS support to TRADOC soldiers.

i. Printing and Publications program produces administrative guidance and policy documents. The system supports all TRADOC levels by editing, printing, stocking, and distributing command documents. The system obtains DA documents needed for all aspects of the TRADOC assigned mission.

j. Official mail provides the means of disseminating information in a cost-effective manner.

WHY REQUIRED: To execute the TRADOC mission.

WHEN REQUIRED: Continuously.

RESPONSIBILITY: Operations and Maintenance Directorate, ODCSIM, and installation DOIMs.

REFERENCES: ARs 25-1 and 25-5.

V11

INFORMATION SERVICES QUALITY ASSURANCE

PURPOSE: To ensure IMA users are obtaining maximum performance from supporting IMA systems.

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WHY REQUIRED: Various regulations direct that a check and balance system be used to evaluate fielded IMA systems, equipment and facilities. This is done to ensure proper maintenance is accomplished IAW regulations. This program provides long-term quality IMA services at least life cycle cost.

WHEN REQUIRED: On a scheduled annual basis or more frequently if required.

RESPONSIBILITY: Operations and Maintenance Directorate, ODCSIM, and USAISC.

REFERENCES: ARs 25-1 and 25-5.

V12
HQ TRADOC TECHNICAL LIBRARY

PURPOSE: To provide library information in support of the HQ TRADOC mission. Library information is typically documented in publications such as books, journals, final reports of Army studies and research, conference proceedings, and DOD publications. Through computerized searching and networking, library personnel will identify pertinent information in any TRADOC library and in many of the libraries throughout the United States. Through interlibrary loan, the library will arrange for the delivery of information not available in its own collection. The library can search hundreds of data bases, each having a special subject emphasis, to locate the precise information needed. These data bases include the Defense Technical Information Center, the Educational Resources Information Center, NEXIS (full text of articles from newspapers and wire services), Defense Marketing Services (DMS) Contract Awards (defense related government contracts), and PTS Defense Markets and Technology.

WHY REQUIRED: Actions and decisions based on complete and accurate information can help accomplish the TRADOC mission. This concept is inherent in information management and, as it relates specifically to library information, is incorporated into AR 70-45, Scientific and Technical Information Program. The library staff are specialists in locating information to support the action officer, who in turn, can concentrate on his project.

WHEN REQUIRED: Whenever any project is beginning, action officers should search for publications that could affect the scope or approach of the effort. Action officers should stay current with newly published works in their subject area. By regulation, any Army study or RDT&E project must begin with a bibliographic search.

RESPONSIBILITY: The TRADOC Library and Information Network (TRALINET) Center runs the HQ TRADOC Technical Library.

REFERENCES: AR 25-96 and TRADOC Reg 1-2.

W1 FACILITIES

TRADOC facilities and land represent a long-term investment in excess of \$30 billion. Annual costs for maintenance, repair, construction, and operation exceed \$700 million. We must manage facilities effectively and economically to ensure that we have the physical plant required to accomplish our mission now and in the future.

Good management considers current and projected missions and includes required new construction to support these missions. The installation Director of Engineering and Housing (DEH) plans and programs these new facilities. The functional proponents at the installation, however, must identify new facilities requirements to the DEH. Several systems provide the functional proponent and the DEH assistance in determining new facilities requirements. Some of these are:

- a. the Installation Master Plan.
- b. the DA Master Range Plan.
- c. the Concept Based Requirements System.
- d. Basis of Issue Plans.
- e. Facilities Support Plans.
- f. the Modernization Resource Information System.
- g. Army Guidance.
- h. the Mobilization Army Program for Individual Training.
- i. the TRADOC Long-Range Plan.

W2 CONSTRUCTION

PURPOSE: To document, program, and construct new facilities. The estimated construction cost determines the level of approval authority that directly affects the time required to get a new facility. Funding is either through local installation Operation and Maintenance, Army (OMA) or Military Construction, Army (MCA).

NEW CONSTRUCTION			
<u>COST</u>	<u>APPROVAL AUTHORITY</u>	<u>TIMEFRAME</u>	<u>FUNDING</u>
Under \$200,000	Installation	1-2 years	OMA
\$200,000-\$1 million	Congress	2+ years	Minor MCA
Over \$1 million	Congress	5+ years	MCA

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The cycle for Military Construction, Army (MCA) is 5 years.

	YEARS				
MCA Years:	5	4	3	2	1
	<u>Guidance Yr</u>	<u>Design Yr</u>	<u>Budget Yr</u>	<u>Prog Yr</u>	<u>Prog Yr +1</u>
Activities:	Programming	Design	Congress Authorize/ Appropriate	Construction	

WHY REQUIRED: To manage the acquisition and building of priority facilities necessary to accomplish the TRADOC mission and plant modernization. The goal is to resource and complete TRADOC's highest priority construction projects in a timely manner in compliance with Army Program and Budget Guidance (PBG).

WHEN REQUIRED: Continuous process initiated by the installation with the submission of its 5-year program (FYP). Timeframes include:

- Jun - Installation submits FYP.
- Jul-Oct - TRADOC prioritizes construction projects.
- Nov - TRADOC submits projects as part of the Program Analysis Resource Review (PARR).
- Nov-Apr - DA prioritizes projects.
- May - DA places the projects in the Program Objective Memorandum (POM) going to DOD.
- Sep-Dec - DOD/OMB prepares administration budget.
- Jan - DOD/OMB submits projects to Congress as a part of the President's budget.

RESPONSIBILITY: The user of a facility initiates the request for construction projects. The Installation Planning Board prioritizes all the installation's projects. Directorate of Engineering and Housing and user develop the project justification and documentation. DCST, DCSPAL, and DCSENGR prioritize their individual proponent projects.

REFERENCES: ARS 210-20, 210-50, 210-55, 415-10, 415-15, 415-20, 415-28, 415-35, 420-10, Army Program Budget Guidance, TRADOC Memo 11-4 and 11-5, and TRADOC guidance letters issued annually.

W3

MAINTENANCE AND REPAIR

PURPOSE: To preserve, maintain, and repair facilities and to prevent further deterioration.

WHY REQUIRED: Facilities must be usable for purposes intended to sustain core operations and effectively accomplish specific mission requirements. The goal is to support day-to-day operations and allocate resources to highest priority maintenance and repair requirements. Reports and processes critical to this end include:

- a. Unconstrained Requirements Report (URR).
- b. Maintenance and repair project execution plan.
- c. Backlog of Maintenance and Repair (BMAR).
- d. Deferred Maintenance and Repair (DMAR).
- e. Subject to Availability of Funds (SAF) fiscal yearend process.

WHEN REQUIRED: Continuous.

RESPONSIBILITY: The installation DEH plans the maintenance and repair of facilities and, through coordination with the installation Director of Resource Management, programs available resources for this purpose. Much of the actual maintenance and repair work is accomplished by contract, awarded either by local procurement or U.S. Army District Engineer offices. The HQ TRADOC DCSENGR responds to installation requirements, prioritizes command needs, justifies and allocates resources to satisfy highest priority requirements, and provides technical engineering assistance.

REFERENCES: AR 420-16, TRADOC Reg 420-3, and separate letters of instruction issued annually by HQ TRADOC.

W4
MASTER PLAN

PURPOSE: To ensure that facilities will fulfill the intent of the TRADOC Long-Range Plan. This requires an appraisal of many factors including the energy, safety, and environmental impacts. Because of the immobility of structures, the planning associated with construction and use of facilities is of special significance to the development of installations.

WHY REQUIRED: TRADOC-approved installation master plans are necessary prior to consideration of construction projects regardless of funding source. The master plan principally consists of two major components--peacetime and mobilization. We coordinate the two planning packages to avoid conflicts, but peacetime development takes the dominant role. Installations revise master plans, when necessary, to accommodate new or changing missions.

WHEN REQUIRED: Continuous process that includes:

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- a. Organization and periodic meetings of an Installation Planning Board.
- b. Formulation of the peacetime and mobilization master plans.
- c. Review and approval of the plans by TRADOC.
- d. Revision of master plans to reflect changes in existing facilities, technological advancements, missions, and force structures.

The construction process normally takes 5 years. Therefore, the master planning process must be ongoing and consider mission changes as they occur. All new requirements must appear on an approved master plan prior to construction. It is important for the master plan to consider long-range implications of facilities development so that Army initiatives to redefine the force over time can be accommodated.

RESPONSIBILITY: The installation commander establishes and chairs the Installation Planning Board. The HQ TRADOC ODCSENGR reviews and approves the installation master plan. The supporting U.S. Army Engineer Districts help develop master plan documents for installations when requested.

REFERENCES: ARs 210-20; 415-2; 415-15; 415-20; TMs 5-630; 5-631; 5-800-1; Letter, HQDA, DAEN-ECE-I, subject: Instructions for Preparing Mobilization Master Plans; Corps of Engineers Mobilization and Operations Planning System (CEMOPS); and Army Stationing and Installation Plan (ASIP).

W5

ENVIRONMENTAL PROGRAM

PURPOSE: To preserve and protect the quality of the environment without impairing our mission.

WHY REQUIRED: To comply with environmental laws on air, water, and noise pollution, and to manage hazardous and toxic materials, cultural and natural resources, and pest control. Violation of environmental laws can result in civil or criminal penalties and can delay essential missions.

WHEN REQUIRED: Continuously evaluate and document environmental impacts before making decisions on facilities and missions. Installations must get appropriate permits before operating new facilities. For future operations, environmental concerns must address mission changes, large training exercises, new weapon systems, land use changes, mobilization planning, and master planning.

RESPONSIBILITY: The installation commander manages environmental compliance and must sign all permits as the responsible federal official. Proponents of an action or operation prepare the environmental documentation. The installation environmental coordinator provides technical advice and support.

REFERENCES: ARs 40-574, 200-1, 200-2, 210-9, 420-47, 420-74, and 420-76.

W6

HOUSING MANAGEMENT PROGRAM

PURPOSE: To integrate the total housing mission for Army Family Housing (AFH), Unaccompanied Personnel Housing (UPH), and Transient or Guest Housing. The program encompasses UPH furnishing, appliances, and off-post housing. It also includes determining requirements, operation, utilization, improvements, maintenance and repair, and construction of facilities.

WHY REQUIRED: To ensure that all military personnel and families are adequately housed in either on-post government housing or adequate off-post housing. TRADOC monitors the management and use of housing assets to ensure maximum use of existing facilities.

WHEN REQUIRED: Continuous.

RESPONSIBILITY: At most installations, the DEH manages a centralized housing program with assistance from a career housing manager. The housing manager also collects rental fees for temporary housing and deposits them in the Single Fund managed by the DPCA. The installation reports housing utilization, furnishing requirements, and quarters distribution semiannually.

REFERENCES: ARs 210-6, 210-11, 210-50, and 210-51.

W7

INSTALLATIONS OF EXCELLENCE

PURPOSE: To attract and retain skilled and motivated personnel and to increase individual motivation and accomplishment by engendering pride through the outstanding appearance of the installation and its facilities.

WHY REQUIRED: PRIDE is the fuel of human accomplishment. Outstanding appearance engenders pride. Outstanding appearance results from:

- a. Setting high standards.

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- b. Evaluating against those standards.
- c. Rewarding those who achieve those standards.

WHEN REQUIRED: Continuous.

RESPONSIBILITY: Installations of Excellence (IOE) is a command program. It is successful where the installation commander is, and is perceived as being, in charge. It cannot be simply a DEH program but rather must harness all of the commanders and directors on the installation and cause them to pull together and allocate resources in consonance with a common plan and common standards. Those common standards are expressed in the form of Installation Design Guides with which all players must comply. This requirement include off-post agencies such as the Army and Air Force Exchange Service, the Corps of Engineers, and the Adjutant General's Office for nonappropriated fund projects.

REFERENCES: TRADOC Reg 420-15, Installations of Excellence; The Corps of Engineers Design Guides DG 1110-series; TRADOC Pam 415-1, Winning Approval for Your Favorite School Project; and Engineer Reg ER 1110-345-122, Interior Design.

APPENDIX A

OTHER PUBLICATIONS

Several publications are available that will provide additional insight into TRADOC. They are--

TRADOC: A Perspective (the Blue Book), published by the Management Division, ODCSR, HQ TRADOC, contains details on the physical structure of TRADOC; presents statistics; illustrates physical locations of TRADOC activities; and provides summaries of the functions, goals, and missions of elements of TRADOC including the headquarters. It serves as a useful companion piece to this Primer for the reader not familiar with TRADOC.

TRADOC Pamphlet 210-1, TRADOC AMCP 70-2, Materiel Developers Handbook, TRADOC Installation Guides, provides historical, statistical, descriptive, and comparative information for individual TRADOC installations.

AR 10-41, Organization and Functions, United States Army Training and Doctrine Command, defines the organization and functions of TRADOC. TRADOC Regulation 10-41 expands on the AR and is a valuable source for detailed mission assignments.

TRADOC Regulation 10-5, Organization and Functions, Headquarters, United States Army Training and Doctrine Command, defines the organization of the HQ TRADOC. In addition, each installation and separate activity has its own organization and functions regulations. Normally, the Management Division, ODCSR, or the Comptroller is responsible for this publication.

TRADOC Long-Range Plan FY 87 to 97 is published by Planning, Program Analysis, and Evaluation Directorate, ODCSR. HQ TRADOC prescribes the directions the command will follow over the next 10 years in preparing the Army for war and developing the characteristics of the Army of the future. It provides a structure upon which resources can be justified and allocated at every level and a framework from which subordinate plans will be prepared. All members of the TRADOC community should read and be familiar with this document.

Many other publications relating to specific TRADOC activities and processes are listed at the end of every topic discussion in the body of this Primer.

APPENDIX B

ACRONYMS

The Underlined Topic Number Indicates
Principal Discussion Location

AA	Abbreviated Analysis I11
AA	Accreditation Authority S2
AAA	Army Audit Agency T19
AACOB	Army Automated Command Operating Budget
AAE	Army Acquisition Executive J2
AAMMP	Active Army Military Manpower Program
AAP	Affirmative Actions Plan T12
AAP	Army Apprenticeship Program T21
ABCA	American, British, Canadian, Australian S8, <u>N8</u>
ABNSOTB	Airborne and Special Operations Test Board, <u>O7</u>
AC	Active Component E3
ACCP	Army Correspondence Course Program F1, <u>F3</u>
ACES	Army Continuing Education System T21
ACRA	Airlift Concepts and Requirements Agency B2
ACSO	Army Communicative Skills Office F2
ACTEDS	Army Civilian Training Education and Development Systems D20
AD	Air Defense
ADABD	Army Air Defense Artillery Board O7
ADAPCP	Alcohol and Drug Abuse Prevention and Control Program T13
ADATS	Army Development and Acquisition of Threat Simulators O10
ADCSPAL(CP)	Assistant Deputy Chief of Staff for Personnel, Administration and Logistics (Civilian Personnel) T10
ADP	Automatic Data Processing S2
ADTLP	Armywide Doctrinal and Training Literature Program B4, E5, <u>B5</u> , F16, B3
AFH	Army Family Housing <u>W6</u>
AG	Adjutant General
AGR	Active Guard and Reserve T7
AHS	Academy of Health Sciences T17
AIDC	Army Instrumentation Development Committee O10
AIT	Advanced Individual Training D9
ALFA	AirLand Forces Application Agency B2
AMC	Army Materiel Command, M1, M2, C3, N4, F9, I4
AMIM	Army Modernization Information Memorandum <u>L4</u> , N6, L6
AMMS	Acquisition Management Milestone System N6
AMOPS	Army Mobilization and Operations Planning System H
AMSP	Advanced Military Studies Program D17

AMT Army Modernization Training C3
 ANCOG Advanced Noncommissioned Officer Course D10, F8
 APPATS Automated Program to Project AIT Training Space
 AR 5-5 Army Regulation (TRADOC) Studies Program I2
 ARA Assigned Responsible Agency V7
 ARENBD Army Armor and Engineer Board O7
 ARI Army Research Institute
 ARMS Aviation Resource Management Survey U11
 ARNG Army National Guard T8, D10
 ARPERCEN U.S. Army Reserve Personnel Center T7
 ARPRINT Army Program for Individual Training D4, D6, D7
 ARSTAF Army Staff K5, K8, K4
 ARTEP Army Training and Evaluation Program E5, E1, E4, F14
 ASAP Army Streamlined Acquisition Process J1
 ASARC Army System Acquisition Review Council I11, J3, J5, K8, J2, K4, J1
 ASBN Army Sustaining Base Network V8
 ASCO Army Communicative Skills Office F2
 ASIMS Army Standard Information Management System V8
 ASIP Army Stationing and Installation Plan D7, W4
 ASP Army Suggestion Program P8
 ATC Army Training Center G2, D9, G1
 ATDP Army TOE Development Plan L6
 ATRRS Army Training Requirements and Resources System D4, D6
 ATSC Army Training Support Center E1, E2
 AURS Automated Unit Reference Sheet L3, L6
 AVNBD Army Aviation Board O7
 BAS Basic Allowance for Subsistence U4
 BASOPS Base Operations, chapter 7, P11
 BCT Basic Combat Training D9
 BCTP Battle Command Training Program F11
 BDFA Basic Daily Food Allowance U4
 BDP Battlefield Development Plan A1, I4, I5, A2, I3
 BER Budget Execution Review P3
 BMAR Backlog of Maintenance and Repair W3
 BMG Budget Manpower Guidance D7, P3,
 BNCOG Basic Noncommissioned Officer Course D10, F8
 BOIG Basis of Issue Guidance L4
 BOIP Basis of Issue Plan L4, L3, L5, D7
 BTA Best Technical Approach I10
 BTOE Base Table of Organization and Equipment L6
 CA Commercial Activities P10
 CA Combat Arms
 CAC Combined Arms Center F11, chapter 1, E6
 CACDA Combined Arms Combat Development Agency A3, J5
 CAD Course Administrative Data D2, D4, D5

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CAMD Commercial Activities Management Division P10
 CAS3 Combined Arms and Services Staff School D16
 CATA Combined Arms Training Activity F13
 CBRS Concept Based Requirement System A1, I, I5, Q2,
 J1, N1, P1
 CD Combat Development
 CD Coordinating Draft B1
 CDB Corporate Data Base V7
 CDECBDA Army Combat Development Experimentation Board 07
 CE Commanders Evaluation E3
 CEBDA Army Communications - Electronics Board 07
 CEMOPS Corps of Engineers Mobilization and Operations
 Planning System W4
 CEP Concept Evaluation Program 06, 07, 02
 CER Cost Estimating Relationship
 CFP Concept Formulation Package
 CGSC Command and General Staff College D17, D18
 CGSOC Command and General Staff Officer Course D17
 CI Counterintelligence Program S4
 CID Criminal Investigation Division
 CIP Capital Investment Program P9
 CIRC II Central Information Reference and Control
 CLIC Center for Low Intensity Conflict B2
 CLT Common Leader Training D11
 CLRP Command Logistics Review Program U10
 CMF Career Management Field
 CMI Classified Military Information S8, S10
 CMTC Combat Maneuver Training Complex F11
 COB Command Operating Budget P3, D7
 COEA Cost and Operational Effectiveness Analysis C4,
 I1, I2, I6, M3, I11
 COHORT Cohesion, Operational Readiness, and Training
 CONUS Continental United States
 CPAs Certified Public Accountants T19
 CPD Civilian Personnel Directorate
 CPL Corporal D10
 CPP Complete PIP Package M3
 CRC CONUS Replacement Center H5, H1
 CRM Camera Ready Mechanical B1
 CRRC Construction Requirements Review Committee
 CS Combat Support L5
 CSC Computer Systems Command
 CSO Communicative Skills Offices F2
 CSS Combat Service Support L5
 CTA Common Tables of Allowance U6
 CTC Cadre Training Course D9
 CTEA Cost and Training Effectiveness Analysis C4
 CTF Collective Training Facility E4
 CTMP CONUS Telephone Modernization Program V10
 CTT Common Task Test E3
 CTU Consolidated TOE Update L6

DA	Department of the Army
DAB	Defense Acquisition Board J3, J1, J2
DA COOP	Department of the Army Continuity of Operations Plan
DAIG	Department of the Army Inspector General T19
DAIPR	Department of the Army In Process Review
DAMPL	DA Master Priority List T2
DAP	Designated Acquisition Program J2, K5, N4, O7
DART	Directorate for Army Ranges F14
DCSCD	Deputy Chief of Staff for Combat Developments, chapter 1
DCSDOC	Deputy Chief of Staff for Doctrine, chapter 1
DCENG	Deputy Chief of Staff for Engineering, chapter 1
DCSIM	Deputy Chief of Staff for Information Management, chapter 1, V1
DCSINT	Deputy Chief of Staff for Intelligence Q, R, S, chapter 1
DCSLOG	Deputy Chief of Staff for Logistics, chapter 1
DCSOPS	Deputy Chief of Staff for Operations, DA
DCSPAL	Deputy Chief of Staff for Personnel, Administration and Logistics, chapter 1
DCSPER	Deputy Chief of Staff for Personnel, HQDA
DCSRM	Deputy Chief of Staff for Resource Management, chapter 1
DCST	Deputy Chief of Staff for Training, chapter 1
DDN	Defense Data Network V2
DEH	Director of Engineering and Housing W1, W2
DET	Displaced Equipment Training C2, C3
DETP	Displaced Equipment Training Plans C3
DFA	Dining Facility Attendant
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DLP	Doctrinal Literature Program B3
DMAR	Deferred Maintenance and Repair W3
DMD	Devices Management Directorate F15
DOD-IG	Department of Defense Inspector General
DOES	Director of Evaluation and Standardization G2
DOIM	Director of Information Management V4, P2
DOL	Director of Logistics
DOTD	Directorate of Training and Doctrine D2
DPTMSEC	Directorate for Plans, Training, Mobilization and Security
DRAG	Doctrinal Review and Approval Group B4, B1
DSOY	Drill Sergeant of the Year D9
DSS	Decision Support System V1
DTD	Directorate of Training Developments
DTT	Doctrine and Tactics Training C2, C3
ECIP	Energy Conservation Investment Program
EDS	Electronic Data Systems

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EEO Equal Employment Opportunity T11
 EIDS Electronic Information Delivery System F7
 ELIM-COMPLIP Enlisted Loss Inventory Model - Computation of
 Manpower Program Using Linear Program
 EO Equal Opportunity T12
 EOC Emergency Operation Center
 EOSO Equal Opportunity Staff Officer T12
 EPMS Enlisted Personnel Management System D8, D10, T3
 ER Efficiency Review P11
 ESMIS Evaluation and Standardization Management Infor-
 mation System G4
 ESS Electronic Switching Systems V10
 ETV Educational Television F6
 EUSA Eighth U.S. Army
 EUTE Early User Test and Experimentation O7
 EW Electronic Warfare

 FAA Functional Area Assessment N3, N1, N2
 FABD Field Artillery Board O7
 FAMSIM Family of Simulations F13
 FD Final Draft B1
 FDTE Force Development Test and Experimentation O2,
 O5, O7
 FHP Flying Hour Program U11
 FI Force Integration N1, N4
 FM Field Manuals B1, B3, F16
 FMMP Force Modernization Master Plan N4, N6
 FMMRS Force Modernization Milestone Reporting System
 N4, N6
 FOE Follow-On Evaluation
 FORMOST Force Modernization System, TRADOC
 FORSCOM Forces Command P11, H1, H3
 FOT Follow-On Operational Tests O7
 FSP Facility Support Plan N6
 FSTC Foreign Science and Technology Center
 FTP Full Time Permanent
 FTT Full Time Temporary
 FTX Field Training Exercise F11
 FUE First Unit Equipped L4, N6, L6
 FY Fiscal Year
 FYDP Five-Year Defense Program K3, P2
 FYP Five-Year Program W2
 FYTP Five-Year Test Program O9

 GAO General Accounting Office T19, P11
 GIFT Good Ideas for TRADOC P7
 GOCC General Officer Capstone Course D18
 GOSC General Officer Steering Committee D6
 GSA General Service Administration

HBCFSRP Historically Black College Faculty Summer
 Recruitment Program
 HF High Frequency Radio
 HMMWV High Mobility Multi-Purpose Wheeled Vehicle
 HOIS Hostile Intelligence Services S4
 HSC Health Services Command T17
 HTTP High Technology Test Bed

 IAPD International Army Programs Directorate N8
 IAVMS Installation Automated Vehicle Management System
 U2
 IC Integrating Center, chapter 1, N4
 ICF Intelligence Contingency Fund
 ICH Instructor Contact Hour D5
 ICP Incremental Change Packages L4, L6
 ICTP Individual and Collective Training Plan C2, C3,
 K10 (superseded by STRAP)
 IDEAS Israeli Dialogue Exchange with Army Schools N8
 IDF Installation Detention Facilities T18
 IE Independent Evaluation O3, O5, O4
 IEP Independent Evaluation Plan J5, O4, O7
 IER Independent Evaluation Report O4
 IET Initial Entry Training D9, D8
 ILS Integrated Logistic Support N2
 IM Information Management V1
 IMA Individual Mobilization Augmentation T7
 IMA Information Mission Area V1, V11, T7, V2
 IME International Materiel Evaluation O11
 IMMP Information Management Master Plan V2
 IMO Information Management Officer V3
 IMP Information Management Plan V2, V5
 IMT Integration Management Team N2
 INFBD Army Infantry Board O7
 INSB Army Intelligence and Security Board O7
 INSCOM Intelligence and Security Command
 IOE Installation of Excellence W7
 IOT Initial Operational Test O7
 IP Installation Program P2
 IPD Institute for Professional Development F3
 IPR In-Process Review J2, J3, J5, O11, N4, O4
 IR&D Independent Research and Analysis K1
 IRR Individual Ready Reserve
 IRAC Internal Review and Audit Compliance T19
 ISA Inter/Intraservice Support Agreements U9
 ISC Information Systems Command V8, V1
 ISEC Information Systems Engineering Command
 ISM Installation Support Module V7
 ISP Information Systems Plan V2
 ISR TRADOC In-Service Retention Program T5
 ITEP Individual Training Evaluation Program E3, F5

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ITO Installation Transportation Office U2
 ITP Individual Training Plan D2, D3, D5, F3

 JB Job Books F5, F1
 JCCBI Joint Committee on Computer Based Instruction
 JDA Joint Deployment Agency H5
 JROTC Junior Reserve Officers' Training Corps,
 chapter 2
 JRTC Joint Readiness Training Center F11
 JSOR Joint Service Operational Requirement K4, K6

 LAN Local Area Networks V10
 LCSMM Life Cycle System Management Model C2, C3, C4,
 J1, J3, I11, K4
 LIN Line Item Number
 LO Liaison Officer T9
 LOGCEN U.S. Army Logistics Center, chapter 1, T17
 LOGSACS Logistics Structure and Composition System
 LRRDAP Long-Range Research Development and Acquisition
 Plan M2, I4, M1
 LSA Logistics Support Analysis C2
 LSAR Logistics Support Analysis Record
 LTOE Incremental or Living Table of Organization and
 Equipment L6

 MA Mission Area I5
 MAA Mission Area Analysis, A1, A2, I3, I4, I5, I6,
 I7, I8, I9, O8, N5, I2, N3
 MAATAG Mission Area Analysis Test Advisory Group O8
 MAC Military Airlift Command B2
 MACOM Major Command
 MADAM Materiel Development Automated Milestone System
 N6
 MADP Mission Area Development Plan N5, A1, I3, I5
 MAIT Mission Area Integration Team M2
 MAMP Mission Area Material Plan M2
 MANPRINT Manpower and Personnel Integration L7, K4
 MAP Materiel Acquisition Process
 MARC Manpower Requirements Criteria L5
 MAT Mission Area Threat A2
 MCA Military Construction Army W2, F14, P2, P4
 MER Manpower Estimating Relationship
 METL Mission Essential Task List F11
 MFP Materiel Fielding Plans N6
 MILES Multiple Integrated Laser Engagement Simulation
 F10
 MILPO Military Personnel Office
 MIP Armywide Model Installation Program P8

MOBARPRINT Mobilization Army Program for Individual Training
 H2
 MOC Management of Change T2, chapter 1, P6
 MOS Military Occupational Specialty D7, E3, F5
 MOSL Military Occupational Specialty (MOS) Level
 MOU Memorandum of Understanding
 MQS Military Qualifications Standards D14, D15, D13,
 D12, F5, F6
 MRIS Modernization Resource Information Submission P2,
 L4
 MRPPB Master Range Plan Prioritization Board F14
 MS³ Manpower Staffing Standards System P6, P11
 MSPS Management Systems Planning Study
 MTMC Military Traffic Management Command
 MTOE Modification Table of Organization and Equipment
 L5, L6
 MTP MOS Training Plan F5
 MTP Mission Training Plans E5, E4
 MWO Modification Work Orders (MWO) M3
 MWR Morale, Welfare and Recreation T14

 NAF Nonappropriated Fund
 NATO North Atlantic Treaty Organization
 NCO Noncommissioned Officer D10
 NCOA Noncommissioned Officer Academy D5
 NCOES Noncommissioned Officer Education System D8, D5,
 D10
 NDCC National Defense Cadet Corps, chapter 1
 NDP National Disclosure Policy S8
 NET New Equipment Training C3
 NETP New Equipment Training Plan C3
 NGB National Guard Bureau
 NMIBT New Materiel Introduction Briefing Team
 NMS New Manning System
 NSA National Security Agency
 NTC National Training Center F11, G2, F14
 NTV Nontactical Vehicle U2

 O&O PLAN Operational and Organizational Plan K2, K4, K5,
 F9, I10, C2
 OA Organizational Assessment N2
 OAC Officer Advanced Course D16
 OBC Officer Basic Course D15
 OCAR Office of the Chief Army Reserve
 OCE Office of the Chief of Engineers N6
 OCS Officer Candidate School D14
 ODP Officer Distribution Plan T2
 OMA Operation and Maintenance, Army W2
 OMB Office of Management and Budget P10
 OMS Organizational Management System N2

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OORMS Output Oriented Resource Management System P5
OPA Other Procurement, Army
OPFOR Opposing Force F11
OPSEC Operation Security
OSCAR Outside Cable Rehabilitation V10
OSD Office of the Secretary of Defense
OSD-PIF OSD Productivity Investment Funding P9
OSHA Occupational Safety and Health Act
OSUT One Station Unit Training D9
OT Operational Test J5, 07, 02
OTEA Operational Test and Evaluation Agency 09, 010,
01, 04, 07
OTOE Objective Table of Organization and Equipment L6
OTP Outline Test Plan 09

PA Pollution Abatement
PA Proponent Agency
PARR Program Analysis and Resource Review D7, P2, W2
PBG Program Budget Guidance D7, W2, P6
PCC Precommand Course D18, D17
PCS Permanent Change of Station U2
PD Preliminary Draft B1
PDIP Program Development Increment Package D7
PDOS Professional Development of Officers Study D17,
D18
PECIP Productivity Enhancement Capital Investment
Program P9
PERMAS Personnel Management Assistance System T6
PERSACS Personnel Structure and Composition System T2
PFID Proponency and Force Integration Directorate N6,
N3
PFTEA Post Fielding Training Effectiveness Analysis C4
PIA Personnel Inventory Analysis
PIF Productivity Investment Funding P9
PIP Product Improvement Program, Program Improvement
Proposal M3, M1, J5
PLATO Programmed Logic for Automatic Teaching Opera-
tions
PLDC Primary Leadership Development Course D10
PM Project Manager J4
PMAD Personnel Management Authorization Document T2
PM TRADE Project Manager for Training Devices F13
PMP Program Management Plan O10
POC Point of Contact B6
POI Program of Instruction D2, D5, D9, D7, H2
POM Program Objective Memorandum P2, W2, F9, L6
POR Processing for Overseas Replacements
PPBES Planning, Programming, Budgeting and Execution
System P2, D7, P1, P9, I4

PRIMIR	Product Improvement Management Information Reports
PTEA	Preliminary Training Effectiveness Analysis C4
PTT	Part Time Temporary
QCR	Qualitative Construction Requirements K4
QQPRI	Qualitative and Quantitative Personnel Requirements Information L4, L6
QRC	Quick Reaction Capabilities K4
QRIP	Quick Return on Investment Program P9
QSTAG	Quadripartite Standardization Agreement N8
R&D	Research and Development
RAM	Reliability, Availability and Maintainability K4, O7
RC	Reserve Component F8, D9, H1
RCNCOES	Reserve Component Noncommissioned Officer Education System D10, F8
RDA	Research Development and Acquisition M2, K2, I10
RDC	Regional Data Center V8
RDP	Range Development Plans F14
RDTE	Research, Development Test and Evaluation P4, K3
REC BN	Reception Battalions H3
REQUEST	Recruit Quota System
RETO	Review of Education and Training for Officers D13
RF	Reserve Forces H1, D5, F8
ROC	Required Operational Capability K4, F9, I10, K5
ROTC	Reserve Officer Training Corps D13
RPMA	Real Property Maintenance Account P4
RRC	Requirements Review Committee K9
RSI	Rationalization, Standardization and Interoperability T9, N8, O11
SAAM	Special Assignment Airlift Mission U2
SACS	Structure and Composition System L3
SADT	Special Active Duty for Training T7
SAEDA	Subversion and Espionage Directed Against Department of the Army S4
SAF	Subject to Availability of Funds W3
SAG	Study Advisory Group R2, I1
SAT	Systems Approach to Training C, D2
SATO	Scheduled Airline Ticket Office U2
SAWE	Simulation of Area Weapons Effects F10
SBDP	Soviet Battlefield Development Plan Q2
SBNA	Sustaining Base Network Activity V8
SC	Specialty Code
SCP	Systems Change Package V8
SECDEF	Secretary of Defense J2, J3
SES	Senior Executive Service D20
SIGSEC	Signal Security S3

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SIO Standard Installation Organization P12
 SJA Staff Judge Advocate
 SL Skill Level
 SM Soldier's Manual E2, F1, F5
 SM School Model P12
 SMC Sergeants Major Course D10
 SMCT Soldier's Manual of Common Tasks E2, F5
 SMDR Structure Manning Decision Review D6, D7
 SME Subject Matter Expert P12, N8
 SN-CIE Statement of Need - Clothing and Individual
 Equipment K4
 SNR(A) Senior National Representative (Army) N8
 SORR System Operational Readiness Review N4
 SPIRIT Systematic Productivity Improvement Review in
 TRADOC P7
 SPM Security Program Manager S2
 SPR System Program Review N3, I5, N5, I3
 SQT Skill Qualification Test E3
 SROTC Senior Reserve Officers Training Corps, chapter 1
 SSC Senior Service College D17
 SSC Soldier Support Center, chapter 1, L7
 SSC-NCR Soldier Support Center-National Capitol Region
 J5, L7
 SSM System Security Manager S2
 STAMMIS Standard Army Multicommand Management Informa-
 tion System V8
 STANAG Standardization Agreements N8
 STP Soldier Training Publication F5
 STRAC Standards in Training Commission F12
 STRAP System Training Plan (supersedes ICTP) C1, C2
 SY School Year

 T&E Army Test and Evaluation O1
 T&EO Training and Evaluation Outline E4
 TAA Total Army Analysis P2
 TAADS The Army Authorization Document System L6, P6, L3
 TAC Tactical Air Command B2
 TAFAP TRADOC Army Family Action Plan T15
 TAGO The Adjutant General's Office
 TAMS Training Ammunition Management System D7
 TAP The Army Plan P2
 TAPA Total Army Personnel Agency T2, T5, H5
 TC Training Circulars F16
 TCC Telecommunications Centers V10
 TCG Threat Coordinating Group R2
 TDA Table of Distribution and Allowance P8, U6
 TDNS Training Device Needs Statement F9, K10
 TDP Test Design Plans
 TDR Training Device Requirements, K8, F9, K4
 TDS Training Development Study C4

TEA	Training Effectiveness Analysis C4
TEC	Training Extension Course <u>F4</u> , F1
TECOM	Test and Evaluation Command O1
TELER	Telecommunications Requirements K4
TES	Tactical Engagement Simulation F10
TEXCOM	TRADOC Test and Experimentation Command A1, O7
TFAR	Tentative Finding and Recommendation
TG	Trainer's Guide F1, F5
TIED	TRADOC Independent Evaluation Directorate 04, 07, J5, O5
TISA	Troop Issue Subsistence Activity U5
TISI	TRADOC Information Systems Integration V6
TISO	Threat Integration Staff Officer R1, <u>N7</u>
TLRP	TRADOC Long-Range Plan <u>V5</u> , P2
TM	Threat Manager Q2
TMEC	TRADOC Materiel Evaluation Committee M3
TMOPS	TRADOC Mobilization and Operations Planning System H2, H4
TOA	Trade-Off Analysis I10, I11
TOD	Trade-Off Determination I10
TOE	Table of Organization and Equipment L5, <u>L6</u> , L1
TPOM	TRADOC Program Objective Memorandum P2
TR	TRADOC Regulation
TRAC	TRADOC Analysis Command, chapter 1, F13, I1
TRAC-FBHN	TRAC-Fort Ben Harrison, chapter 1, I12
TRAC-LEE	TRAC-Fort Lee, chapter 1, I12
TRAC-FLVN	TRAC-Fort Leavenworth (formerly CAORA), chapter 1, I12
TRAC-WSMR	TRAC-White Sands Missile Range (formerly TRASANA) chapter 1, I12
TRADOC	U.S. Army Training and Doctrine Command
TRALINET	TRADOC Library and Information Network V9
TRAMEA	TRADOC Management Engineering Activity P11
TRAMPL	TRADOC Master Priority List
TRAP	Training Requirements Arbitration Panel
TRAS	Training Requirements Analysis System D1, <u>D2</u> , D5,
TRASSO	TRADOC System Staff Officer J2
TRC	Training Readiness Condition F12
TRCFAP	TRADOC Reserve Component Family Action Plan T15
TRG	Training Requirements Generator
TRM	TRADOC Review of Manpower P6
TS	Threat Support R1
TSA	Troop Support Agency
TSARC	Test Schedule and Review Committee <u>O9</u>
TSM	TRADOC System Manager <u>J4</u>
TSSO	TRADOC Standard School Organization P12
TSWG	Training Support Work Group C3
TT	Technical Testing O1
TT&E	Technical Test and Evaluation O1

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UFR	Unfinanced Requirements
UIC	Unit Identification Code
UK	United Kingdom
UPH	Unaccompanied Personnel Housing W6
URR	Unconstrained Requirements Report W3
URS	Unit Reference Sheet L2
USACIC	U.S. Army Criminal Investigation Command
USACFSC	U.S. Army Community and Family Support Center T14
USAFAC	U.S. Army Finance and Accounting Center P11
USAINSCOM	U.S. Army Intelligence and Security Command
USAISC-TRADOC	U.S. Army Information Systems Command-TRADOC V8, V1
USAMARDA	U.S. Army Manpower Requirements and Documentation Agency P11
USAR	U.S. Army Reserve T7, H3
USAREC	U.S. Army Recruiting Command
USAROTCCC	U.S. Army Reserve Officers' Training Corps Cadet Command, chapter 1, H4
USASMA	U.S. Army Sergeants Major Academy D10
USDB	United States Disciplinary Barracks T18
USMA	United States Military Academy D13, H4
UT&E	User Test and Evaluation O2
VCSA	Vice Chief of Staff of the Army N5
VIS	Visual Information Specialist B1
WCD	Work Center Descriptions P11
WESS	Weapons Effects Signature Simulators F10
WOTS	Warrant Officer Training System D19
WP	Word Processing S2
WPRO	Wartime Personnel Replacement Operation

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